

WORLD  
ATHLETICS™

# WORLD ATHLETICS SERIES EVENT GUIDE

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[www.worldathletics.org](http://www.worldathletics.org)



WORLD  
ATHLETICS

# WE ARE WORLD ATHLETICS

With over 3.5 million athletes, and 214 Member Federations, and as the #1 Olympic sport, we are the international governing body for the sport of athletics—representing all things Running, Jumping, Throwing and Walking. Established in 1912, World Athletics (previously known as IAAF) was founded to fulfil the need for a world governing body to regulate international competition, standardise technical equipment and rules, and maintain the list of official world records. All of these requirements remain today, as well as the understanding that athletics is no longer just about high performance, gold medals and records but about ensuring the maximum number of people are able to participate in athletics.

**Our vision** is to use the power and accessibility of athletics and our athletes to create a healthier and fitter world.

**Our mission** is to grow the sport of athletics and make it relevant in people's lives and in the lives of their communities.

## World Athletics Series

The World Athletics Series is made up of seven of the most visible global athletics events, which host the world's best athletes and inspire international audiences. A core pillar of our 'Strategy for Growth 2020-2023' is to create globally appealing and accessible events that deliver tailored and significant impacts as well as tangible benefits to Host Cities.



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## Introduction

### i. Message from the President

Dear Friends,

People love athletics. It is the foundation sport for all others that require running, jumping, throwing and walking, and its unmatched accessibility and universality have made it a central feature in people's lives and communities throughout the world.

There has therefore never been a better time to demonstrate how our sport can contribute in growing, inspiring and leading a global movement to improve the health and fitness of people everywhere.

The World Athletics Series brings together our premium events, showcasing the world's best athletes and inspiring participation within both global and domestic communities.

Athletics is the world's most populous sport with some 1.4 billion runners. By investing in a World Athletics Series event, the host city takes on a global spotlight, as well as driving the elite profile of athletics locally, and encouraging more active communities through legacy programmes that we can develop together.

We have recently reviewed our event hosting protocol and reformed it to align more closely with modern city agendas, to attract more fans and to leave lasting legacies for the communities we visit. This Event Guide is designed to assist future host cities to understand the operational requirements to produce a successful World Athletics Series event.

This is an exciting new era for athletics and we look forward to welcoming you into our World Athletics community.



Sebastian Coe,  
World Athletics President.

### ii. About World Athletics

World Athletics is the global governing body for the sport of athletics. It has a significant global reach with 214 national Member Federations and is responsible for the worldwide development of the sport of athletics.

#### WORLD ATHLETICS VISION:

To use the power and accessibility of athletics and our athletes to create a healthier and fitter world.

#### WORLD ATHLETICS MISSION:

**GROW** - Grow the sport of athletics and make it relevant in people's lives and in the lives of their communities.

**INSPIRE** - Create globally appealing and accessible competitions, events, and activities so our talented athletes can entertain and inspire the world.

**LEAD** - Be the best example of a well-governed sports federation taking brave leadership decisions and valuing partnerships that deliver athletics around the world.

### iii. About World Athletics Series Events

The World Athletics Series events (**WAS Events**) set out in Figure 1 below are made up of seven of the highest-profile global athletics championships in the sport. World Athletics is committed to ensuring these events, which are held all over the world are delivered with the greatest passion and highest quality. The world's best athletes compete with each other, as well as all those that ever came before them, in memorable races that excite and entertain fans from across the world.

Figure 1 - WAS Events Table

#### WAS Events

World Athletics Championships (**WCH**)

World Athletics Indoor Championships (**WIC**)

World Athletics Relays (**WRE**)

World Athletics U20 Championships (**WU20**)

World Athletics Road Running Championships (**WRRC**)

World Athletics Race Walking Team Championships (**WRW**)

World Athletics Cross Country Championships (**WXC**)

### iv. Event Identity

**WCH** – This popular and prestigious championships represents the pinnacle of achievement for our athletes. Over a billion people tune in to watch more than 200 nations compete. It comprises 10 days of awe-inspiring competition from more than 2000 of the world's best athletes, across 45 track and field disciplines, and reported by 3000 media, making this one of the largest sporting events in the world.

**WIC** – This is a high intensity and action-packed Championships. The competition is held over three (3) days showcasing shorter format athletics on a 200m oval track. The indoor arena bursts with excitement as spectators are able to witness the raw athleticism up close and personal.

**WU20** – This is a bold and vibrant Championships defined by youthful exuberance. The competition is held over six (6) days and provides a first platform for the future stars of athletics to compete on the global stage.

**WXC** – This is an adventurous Championships for the brave and wild at heart. As the most competitive elite competition in distance running WXC is considered the blue riband event of global distance running. The competition is a one (1) day event targeted at the world's grittest runners taking part in both elite and mass participation races.

**WRW** – This Championship balances stamina with technical prowess. The competition takes place over two (2) days and engages expert athlete precision in iconic outdoor locations around the world.

**WRRC** – This newly evolved championships celebrates a festival of road running in the heart of an active city. The competition is held over two (2) days as both elite and mass participation races take to the streets in an event aimed at encouraging healthy lifestyles and community engagement through a shared passion for running.

**WRE** – This high-octane team championships showcases the thrills, and sometimes spills of relays. The two (2) day stadium event doubles as a qualifying event for the Olympic Games and features elite team races in various formats including a new mixed event.

## v. Purpose of the Event Guide

World Athletics has developed this document to guide bid committees and subsequently a local organising committee (LOC) once awarded. This Event Guide is structured around the general Functional Areas of a LOC for all the WAS Events. Depending on the WAS Event, some of these general Functional Areas can be combined with the approval of World Athletics. The Event Guide sets out high level operational information and requirements for Functional Areas. It also sets out Functional Area Milestones to be completed by the LOC, World Athletics or Dentsu within an identified strategic phase. The timeline for each strategic phase will vary depending on the WAS Event as explained in Figure 2 below.

Figure 2 - WAS Event Strategic Phase Timelines

Strategic Phases	WCH	WIC	WU20 / WRE	WRRC / WXC / WRW
Planning	Once awarded until Readiness	Once awarded until Readiness	Once awarded until Readiness	Once awarded until Readiness
Readiness	10 months before until Last Lap	8 months before until Last Lap	8 months before until Last Lap	6 months before until Last Lap
Last Lap	1.5 months before until Post Event	1.5 months before until Post Event	1.5 months before until Post Event	1 month before until Post Event
Post Event	6 months after the WAS Event	3 months after the WAS Event	3 months after the WAS Event	3 months after the WAS Event

World Athletics endeavour to provide accurate information within this Event Guide, which is based on key learnings from previous editions of the WAS Events and international standards at the time of writing. However, it should be noted that content may be subject to change due to the dynamic nature of the WAS Events and the major global events landscape.

## vi. Stakeholders

WAS Events are pivotal in driving stakeholder engagement with athletics throughout the world. Once appointed, a LOC plays an important role in the leadership and development of athletics across various spheres of stakeholder influence at a WAS Event and beyond. The key WAS Event stakeholder groups have been identified and listed in Figure 3 below.

Figure 3 – WAS Event Stakeholders

### WAS Event Stakeholders

World Athletics Family and Dentsu  
 LOC, OM, Host City (staff, volunteers, attachés, VIPs, VVIPs)  
 Teams (Member Federations, athletes, coaches and entourage, medical teams etc.)  
 National Competition Officials, International Officials, Athlete Integrity Unit and chaperones  
 Media and Broadcasting  
 Commercial Affiliates  
 Technical Suppliers  
 Fans and general public

## vii. Co-operation

WAS Event bid committees and LOCs are subject to the Integrity Code of Conduct ([click here](#)). This Code of Conduct must be read, understood and complied with by the Host Institution, OM and LOC.

World Athletics attaches significant importance to a smooth co-operation with a LOC, as event delivery can be a stressful experience. Teamwork and regular exchanges of information will help to drive a positive working relationship between the parties and achieve common goals.

It is important to establish clear lines of communication internally within the LOC Functional Areas and externally with World Athletics, as well as Dentsu in relation to commercial matters to maximise efficiencies in workflow and budget. A clear and smooth approval procedure needs to be established and agreed with World Athletics to avoid unnecessary work and expense. The language of communication with World Athletics will be in English, unless otherwise agreed. This should be considered when appointing the LOC staff who will be in direct contact with World Athletics and Dentsu.

### viii. Legacy

While WAS Events might be perceived to be short-term and finite, they present a springboard to highlight awareness and inspire behavioural change. WAS Events have the ability to create a lasting legacy long after the competition has finished, and can act as a catalyst for positive change in both athletics and the community. One legacy that World Athletics wish to focus on is to get people moving and to that end, a series of permanent parkruns™ will be created in the Host City / Host Country post WCH or other selected WAS Events.

### ix. Key Performance Indicators (KPIs)

There are many different ways to judge the success of a WAS Event and therefore it is important to share a clear understanding with World Athletics on the targets to be achieved in hosting a WAS Event. These targets are to be agreed between the LOC and World Athletics and will guide the planning and decision-making processes.

### x. Reference Documents & Tools

In addition to this Event Guide, the LOC must also consider the documents and resources listed in Figure 4 below and comply with them as applicable.

Figure 4 - WAS Event Documents & Resources

Reference Documents	Purpose of the Document
Milestones	The key operational deliverables to be undertaken by World Athletics, Dentsu and the LOC
Knowledge Centre	An online restricted access resource designed by World Athletics which shares information on previously hosted WAS Events, available to bid committees and LOCs
Event Organisation Agreement (EOA)	The main legal agreement between World Athletics, Dentsu and the LOC, setting out the minimum requirements of both parties in the delivery of a WAS Event
WAS Events Commercial Requirements	A document setting out the rights and obligations of the LOC in relation to commercial matters included in Schedule 2 of the EOA
World Athletics Series Regulations	Technical Regulations designed to provide a more understandable presentation of the regulations that currently administer the WAS Events
Competition Rules	A document defining how the competition elements of each WAS Event will be conducted

# 1. Finance

## 1.1 General Principles

Continuous monitoring of the event budget is necessary to ensure that the LOC is on track with its expenses and not incurring any unexpected costs. The LOC is responsible for establishing mechanisms and policies to monitor and update the budget in a quick, simple and transparent manner. The LOC will develop and manage the budget and can be asked to share the latest updated budget at any time by World Athletics and / or Dentsu. World Athletics will support the LOC by identifying those items that may be optimised.

## 1.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Event Budget (Version 1)	LOC
	Event Budget (Version 2)(After Test Event / Site Visits)	LOC
Last Lap	Event Budget (Version 3 -Final)	LOC
Post Event	Event Audited Budget	LOC
	Financial Reconciliation Payment	World Athletics

## 1.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Currency Exchange

World Athletics' finances are managed in United States dollars (USD) and all budget figures will be provided in USD and the local currency. It is suggested that the LOC undertakes currency exchange insurance arrangements to manage potential local currency fluctuation risks.

### ii. Taxes

The LOC will ensure that all relevant taxes (including taxes on goods, customs, as well as employment taxes) are budgeted for and paid in accordance with the national, regional and / or local tax laws.

### iii. Official Audit

At the end of the WAS Event, the LOC will have a period of time to finalise all the accounts and undertake an official audit of the final budget that will need to be submitted to World Athletics.

### iv. Financial Reconciliation Meeting

The LOC and World Athletics will have meetings to update expenses paid on behalf of the other party. At the end of the WAS Event, the Financial Reconciliation Meeting will take place and the final balance will be agreed. Also, part of the financial reconciliation process is to agree on the currency exchange rate between the different currencies involved. Final payments will be made by the debtor party in accordance with the EOA.

## 1.4 Further Information & Resources

The Finance Functional Area will collaborate with all the Functional Areas in relation to the event budget.



## 2. Legal & Business Affairs

### 2.1 General Principles

There are a number of activities which will require contracts or other actions to be carried out before, during and / or after a WAS Event that may require some level of legal expertise. LOC senior management will instruct a local law firm to advise on contracts and legal issues, where necessary.

### 2.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Formation of the LOC (if applicable)	LOC
	Appointment of the LOC	LOC
	Third Party Liability Insurance in place	LOC
	Event Cancellation Insurance in place	LOC
	Trademark Registration	LOC
Readiness	Insurance Medical Care / Assistance / Death / Disablement & Repatriation in place	LOC
	Technical Equipment Insurance in place	LOC
Post Event	Personal Data Deletion	LOC

### 2.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Establishment of the LOC

Forming an LOC for the specific purpose of organising and staging a WAS Event must be discussed with World Athletics in advance. Information about the structure and the relationships with other stakeholders must be provided. The LOC shall be an independent legal entity with a board of directors and include independent members. World Athletics has the right to appoint an observer to attend LOC board meetings. The agreement(s) officially appointing and financing the LOC to organise and stage the WAS Event must be submitted to World Athletics for prior written approval. World Athletics will also require a direct legally binding commitment between the LOC and World Athletics to comply with the EOA. Despite the appointment of the LOC, it does not absolve the OM and the Host Institution from their legal obligations under the EOA.

#### ii. Insurance

Pursuant to the EOA, the LOC will take out and maintain throughout the Term (as defined in the EOA) the following insurances to cover the organisation and management of the WAS Event. Insurance coverage should be obtained from international insurance brokers or insurance companies of good reputation that have been recommended or agreed in advance by World Athletics.

**Third Party Liability Insurance** - To cover any claim the LOC may incur in its capacity as organiser of the WAS Event for the whole period of preparing, organising and dismantling the WAS Event. World Athletics and Dentsu must be named as an additional insured party under this policy.

**Medical Care Costs Insurance** - To cover any medical care that a registered WAS Event participant may require during the WAS Event, irrespective of whether medical care is the result of the person's participation in the WAS Event or his / her presence at or near the Competition Venue, or otherwise.

**Death, Disablement, Medical Assistance and Repatriation Insurance** - To cover the death, disablement, medical assistance and repatriation of any registered WAS Event participant irrespective of whether the occurrence is caused by the person's participation in the WAS Event or his / her presence at or near the Competition Venue, or otherwise.

**Property Damage & Contents Insurance** - To cover Competition Venue and building contents, including any equipment required as part of the Technical System. Where buildings are already insured, it must be ensured that no liability arises to the LOC. If the buildings are not insured, appropriate property damage and contents insurance should be taken out. The LOC must also cover any risks in respect of theft, loss or damage to the products supplied by the Commercial Affiliates (if ownership is not conveyed to the LOC), which will cover all such products from the point that the LOC takes delivery and/ or possession of such items until such time as they are returned to the possession of the owner.

**Cancellation Insurance** - To cover all risks of loss or damages, claims, legal actions, or decisions, costs and expenses, resulting from or in relation to the total or partial cancellation, curtailment or postponement of the WAS Event.

The LOC should also take out any other insurance policies they consider necessary or that are compulsory by Applicable Law in the Host Country.

### iii. Trademark Registrations, Protection & Enforcement

**Trademark Registration** - World Athletics has developed its standard Logo and filed it as a trademark in relevant product classes and territories around the world.

The LOC will work in close co-operation with World Athletics and Dentsu to create an infill for the Logo according to the World Athletics Brand Guidelines.

Prior to publicly disclosing the Logo and the mascot (if any), the LOC will: (i) obtain final approval confirmed in writing by World Athletics; and (ii) obtain valid assignment of all rights, title and interest in and to any elements of the Logo, Event Look (if applicable) and the mascot (if any) to World Athletics.

**Trademark Protection & Enforcement** - The LOC will provide all necessary assistance to World Athletics to protect and enforce World Athletics' rights in relation to the Logo, Marks and / or Event Look.

The LOC will notify in writing and keep World Athletics and Dentsu informed of any infringement, unauthorised use or challenge to World Athletics' ownership of, and any other rights it may have in relation to the Logo, Marks and / or Event Look.

As owner of the Logo, Marks and Event Look, World Athletics is entitled at its sole discretion to determine what actions may be taken in relation to the protection and enforcement.

### iv. Data Protection

**Data Protection Obligations & Roles** - The LOC will process Personal Data only for the purposes of the performance of its obligations under the EOA and this Event Guide and in a manner compliant with Data Protection Legislation. The LOC will implement and maintain appropriate technical and organisational security measures which are sufficient to comply with at least the Data Protection Legislation.

**World Athletics' Data** - The LOC will not disclose any World Athletics' Data to a third party (including a sub-contractor) in any circumstances without World Athletics prior written consent, except in relation to Permitted Recipients and Third Party Requests. The LOC will ensure adequate measures are implemented to maintain the segregation of World Athletics' Data from other Personal Data processed on its behalf or on behalf of third parties. The LOC will only disclose World

Athletics' Data to its Personnel required to assist it in meeting its obligations under the EOA and this Event Guide, and ensure that no other personnel will have access to such World Athletics' Data.

**Data Subject Request, Regulatory Body Correspondence or Data Protection Breach** - The LOC will notify World Athletics promptly (and in any event within five (5) days) following its receipt of any Data Subject Request or Regulatory Body Correspondence, which relates directly or indirectly to World Athletics' Data.

The LOC will notify World Athletics without undue delay (and in any event within (24) hours) upon becoming aware of any actual, suspected, or threatened Personal Data Breach.

**Data Deletion** - At the conclusion of the WAS Event, the LOC will delete all Personal Data concerning the WAS Event participants from its systems that it holds and will confirm and certify this to World Athletics when complete. World Athletics will close access to any of its systems that the LOC may have had access to.

## 2.4 Further Information & Resources

Legal & Business Affairs should be planned and co-ordinated with all the other relevant Functional Areas concerned. Legal & Business Affairs requirements addressing aspects of this Functional Area in more detail are set out in Schedule 3 - Legal & Business Affairs. The LOC needs to be fully aware of and comply with these requirements.

# 3. Human Resources

## 3.1 General Principles

Developing the LOC structure and hiring the right LOC team will help build and shape the WAS Event. The number of staff to manage each LOC Functional Area will depend on budget and expertise, and should be discussed with each relevant World Athletics department counterpart.

## 3.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	LOC Human Resources Structure and Contact List	LOC
	Human Resources Operational Plan (Version 1)	LOC
	Human Resources Operational Plan (Version 2)	LOC
Readiness	Human Resources Operational Plan (Version 3 - Final)	LOC

## 3.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### Suitably Qualified Workforce

The LOC will ensure the open recruitment and appointment of suitably qualified individuals, with experience of major sporting events and English language skills (where deemed necessary and to the levels required by World Athletics).

The LOC will develop a Human Resources Operational Plan defining the LOC Structure, the number of staff (permanent and / or temporary), as well as the recruitment plan where the start dates for each position will be defined. This Human Resources Operational Plan will be reviewed and discussed with World Athletics.

### 3.4 Further Information & Resources

The LOC is responsible for recruiting a workforce to cover the staffing structure set out in Schedule 2 – Human Resources, but these may be adjusted with the approval of World Athletics. At a later stage in the process, World Athletics will provide a template Human Resource Operational Plan.

## 4. Volunteers

### 4.1 General Principles

WAS Events are not possible without the help of volunteers. Selecting the right volunteers will increase the breadth and depth of the LOC staff at a WAS Event which raises the overall quality of services provided. Volunteers are important ambassadors of the WAS Event and will be provided with uniforms, as well as food and beverages. The number of volunteers assisting each respective LOC Functional Area will depend on budget, and should be discussed with the relevant World Athletics department counterpart.

### 4.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Volunteers Operational Plan (Version 1)	LOC
	Volunteers Operational Plan (Version 2)	LOC
Readiness	Volunteers Operational Plan (Version 3 - Final)	LOC

### 4.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Volunteers Operational Plan

The LOC will define and deliver the Volunteers Operational Plan, including the following phases: recruitment gathering; recruitment; selection; assignment; training (general, role and venue specific) and deployment.

#### ii. Volunteer Breakdown

Volunteer operations should be discussed with World Athletics and planned and co-ordinated with all LOC Functional Areas. Deadlines and content for each phase must be shared and agreed by World Athletics. The LOC will assess the needs of volunteers in all the operational areas and according to national laws, plan the number of shifts and days off for the volunteers. The suggested number of roles and shifts defined by the LOC will need to be shared for approval by World Athletics.

#### iii. Accreditation & Uniform

All volunteers should be assigned to a specific Functional Area and will require the appropriate accreditation to perform their assigned roles. During the WAS Event, all volunteers are required to wear their official uniforms when working on a shift and should not wear the uniform when not on a shift. Volunteers on duty cannot wear any branded clothing and shoes other than the World Athletics' apparel sponsor. If the LOC runs out of official uniforms or sizes, volunteers must wear unbranded clothing and shoes. The LOC will need to plan the distribution of the uniforms according to the deployment plan prioritising those positions where volunteers are the first point of contact with accredited people (i.e. the airport and hotels).

**iv. Diversity & Inclusion**

World Athletics encourage the LOC to have a diverse and inclusive range of Volunteer profiles, combining local and international volunteers (including young athletes, sports club members and university students). It is essential that the volunteers helping international groups must have a good level of English and ideally skills in other languages.

**v. Volunteer Centre**

Volunteers will sign in for their shifts in the Volunteer Centre on a daily basis and it also provides a space for them to relax and socialise together when on breaks, as well as before and after their shifts.

**vi. Services & Rewards**

The LOC will also need to facilitate and / or provide meals, transport and rewards, as well as the possibility to offer accommodation options.

**4.4 Further Information & Resources**

The LOC is responsible for recruiting volunteers to cover the Functional Areas set out in this Event Guide, but these may be adjusted with the approval of World Athletics. At a later stage in the process, World Athletics will provide a template Volunteers Operational Plan.

## 5. Planning & Co-ordination

**5.1 General Principles**

Planning and co-ordinating all Functional Areas is necessary to optimise staff, volunteers and resources in order to deliver the Milestones within the specified Strategic Phases. The Planning & Co-ordination Functional Area is responsible for tracking the progress of the event delivery, monitoring the budget and accessing the potential risks, as well as leading Site Visit and Readiness Exercises. Another key element is to make sure that all the different Functional Areas are integrated and working together to achieve their individual and common objectives.

**5.2 Strategic Phases & Milestones**

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Kick Off Meeting	World Athletics
	Risk Management Plan (Quarterly)	LOC
	Planning Site Visit & Reports	World Athletics
Readiness	Readiness Site Visit & Reports	World Athletics
Last Lap	Readiness Exercises	LOC

**5.3 Information & Requirements**

The LOC should take into consideration the below information and comply with the requirements outlined:

**i. Project Management**

World Athletics has developed a set of key Milestones that will be adapted to each WAS Event according to the event dates. The status of each Milestone will be updated by the LOC and World Athletics as the event progresses. These Milestones will also be used as part of the Co-ordination Meetings between both parties. As well as the Co-ordination Meetings, constant communication between the LOC and World Athletics will take place.

**ii. Co-ordination Meetings**

Co-ordination Meetings are usually held every 1-2 months. The LOC and World Athletics will prepare a joint agenda for the Co-ordination Meetings, as well as a report after the meeting with the key aspects discussed, including issues identified, risks assessed and next steps. The Milestones will be used as a key part of the Co-ordination Meetings between World Athletics and the LOC.

**iii. Risk Management Process**

The LOC will establish a risk management process, which will include a formal process of risk identification, assessment and prioritisation in order to develop appropriate risk mitigation plans with a focus on financial, hazard, operational and strategic risks, as well as to develop and maintain a risk register. All reports and outputs from the risk management process will be provided to World Athletics and Dentsu on a regular basis and as requested by World Athletics and Dentsu. World Athletics and Dentsu reserve the right to deploy their own consultants to complete any or all of the above risk management requirements.

**iv. World Athletics Site Visits**

World Athletics has developed a Site Visit strategy with a joint and integrated approach with the LOC where all the key areas (including World Athletics, Dentsu, Competition Delegates, Technical Suppliers and any other official body proposed by World Athletics) will visit the Host City as one team at least twice before a WAS Event in order to evaluate progress. The LOC should ensure all relevant Functional Area representatives are available during the visits. The Site Visit consists of a visit to the Official Venues, meetings with Functional Areas and overall presentation of the WAS Event. After each visit, both parties will need to provide a report on agreements and next steps in order for the Official Venues to meet the requisite standards. The various timelines for Kick-off and Site Visits for each WAS Event is set out in Figure 5 below.

**Figure 5 – Site Visits Timelines**

Site Visit Purpose	Timeline			
	WCH	WIC	WRE / WU20	WRRC / WRW / WXC
Kick-off	3-4 months after the WAS Event is awarded			
Planning Site Visit	First: 34-38 Second: 20-22 (months before the WAS Event)	17-19 months before the WAS Event	14-16 months before the WAS Event	14-16 months before the WAS Event
Readiness Site Visit	10-12 months before the WAS Event	7-9 months before the WAS Event	7-9 months before the WAS Event	5-7 months before the WAS Event
Last Lap or Test Event	6-8 weeks (if applicable)			

**v. Operational Readiness**

The LOC is strongly encouraged to organise Readiness Exercises 1-2 months before the WAS Event to test all the key operations with the participation of all the main Functional Areas. World Athletics can assist it with the development of these Readiness Exercises, as well as attending the main exercises in order to be part of the whole process.

**vi. Communication, Command, Control (C3 System)**

The C3 system will need to be defined between the LOC and World Athletics. This system should allow all stakeholders to identify the potential risks, follow the defined procedures to face those risks and understand the chain of communication to those who need to be informed, consulted or to take decisions. The LOC may consider implementing a Main Operations Centre (MOC) during the WAS Event that will allow it to centralise the issues and define resolutions, co-ordinate all the planning, and establish clear communication channels to reach all the relevant areas.

**5.4 Further Information & Resources**

Planning and Co-ordination should be discussed with World Athletics and conducted in collaboration with all relevant Functional Areas.

## **6. Sustainability**

**6.1 General Principles**

World Athletics is committed to ensuring that its WAS Events take an active and balanced approach to environmental, social and economic impact. The Planning & Co-ordination Functional Area will oversee sustainability which will impact a number of the Functional Areas within the LOC, this may be supplemented by the instruction and outsourcing of sustainability advice, measurement and recording from external consultants.

**6.2 Strategic Phases & Milestones**

In accordance with sustainability principles, the LOC will deliver the Cleaning & Waste Management Milestone assigned to it as set out in paragraph 18.3, as well as related tasks shared at a later stage.

**6.3 Information & Requirements**

The LOC should take into consideration the below information and comply with the requirements outlined:

**i. Sustainability Management System**

The LOC will implement a sustainability management system aimed at achieving leading sustainability practices that support World Athletics' sustainability strategy. The management system will involve measuring, reporting and delivering sustainability progress across procurement, food and waste management, energy and transport management, water management, venue management, as well as accessibility and inclusion.

- a.** LOC sustainable procurement will drive both the local economy and resource efficiencies. This should encourage local suppliers, hire arrangements and the use of reclaimed, recycled and renewable purchased products.
- b.** LOC waste management will generate significant cost savings and provide benefits for community groups, sports clubs or local organisations. This should reduce the volume of waste disposal enabling the second life of materials and equipment, as well as promoting recycling and composting.
- c.** LOC electricity consumption, active and public transport, and carbon impact will be measured and reported with efforts to mitigate the impact of the WAS Event.
- d.** LOC food management will promote healthy, local and responsibly sourced food, as well as sustainable packaging and food donation practices to benefit community groups at all stages of the food cycle.
- e.** LOC water collection, usage, consumption and discharge will be measured and reported with efforts to mitigate the impact of the WAS Event.

- f. The LOC will implement sound protocol to ensure a high standard in air quality, the preservation of biodiversity and ecosystems and the elimination of litter at the Competition Venue, as well as considering official hotel sustainability standards and proximity to the Competition Venue.
- g. The LOC is expected to use the WAS Event as a platform to drive wider social benefits by protecting human rights, anti-discrimination, accessibility, diversity and inclusion in addition to local and national legislation.

#### 6.4 Further Information & Resources

Sustainability should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Waste Management is set out in the Cleaning & Waste Management Chapter. Staffing in relation to the Sustainability Functional Area is captured within Planning & Co-Ordination. At a later stage in the process, World Athletics will provide the World Athletics Sustainability: Recommendations for Best Practice Standards for Athletics Events.

## 7. Knowledge Management

### 7.1 General Principles

A LOC is the current guardian of a WAS Event, it relies on preceding host knowledge and will pass on its own knowledge to future hosts. The Knowledge Management Functional Area will provide all information requested by World Athletics during and after the WAS Event including: (i) supporting World Athletics in updating its operational documents; (ii) providing reports from each Functional Area detailing lessons learnt; (iii) assisting World Athletics with the organisation of the World Athletics Observer Programme; and (iv) collecting data to assist any Impact Studies.

The Planning & Co-ordination Functional Area will oversee Knowledge Management activities which most of the Functional Areas within the LOC will help to provide reports on. The LOC may be invited to join an Observer Programme of another WAS Event and it is expected to add content to the Knowledge Centre throughout all the Strategic Phases.

### 7.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Readiness	Observer Programme (Version 1)	World Athletics
Last Lap	Observer Programme (Version 2)	World Athletics
Post Event	Knowledge Management Information and Event Reports Submitted	World Athletics
	Post Event Debriefing	World Athletics

### 7.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Knowledge Centre

The Knowledge Centre is a World Athletics online platform containing information from previous WAS Events. Each LOC has access to this information, but also a responsibility to assist World Athletics in populating the website with information from its WAS Event, as much as possible during the Planning Phase. The LOC can discuss with World Athletics for any clarification on inputting data, and must stay in close contact during the Post Event Phase until the completion of the Knowledge Centre requirements.



## ii. Observer Programme

The World Athletics Observer Programme provides a co-ordinated and structured platform for confirmed hosts of WAS Events or parties interested in hosting a future international sport event (which may include Member Federation representatives, city and government representatives and other stakeholders). Participants will be provided with an exclusive opportunity to go behind the scenes and gain valuable insight into the organisation of one of the worlds' largest sporting events.

The LOC will ensure that such representatives from the LOC senior management team as identified by World Athletics attend and actively participate in the Observer Programme for the previous edition of that WAS Event. The Observer Programme generally takes place over the following durations set out in Figure 6 below.

**Figure 6 – WAS Event Observer Programme Duration**

WAS Event	Duration
WIC, WRE, WXC, WRW, WRRRC	Three (3) days
WCH, WU20	Six (6) days

Participants of the Observer Programme pay a fee to World Athletics. In exchange, they are entitled to hotel accommodation; lunches and dinners offered by World Athletics (either at restaurants or at the VIP Hospitality); access to “behind the scenes” tours; organised discussions and conferences; invitation to various social functions; transportation to / from Official Venues and the airport; and VIP accreditation for the full-length of the WAS Event. The World Athletics department counterpart will provide updates on the number of participants and the latest Observer Programme schedule.

The LOC will also make sure the requirements of World Athletics in relation to its own Observer Programme are satisfied. This is likely to involve helping World Athletics to find meeting rooms and restaurants near the Competition Venue, as well as transportation between locations.

## iii. Impact Studies

World Athletics will undertake an Impact Study which provides an overview of the total value created by the WAS Event, including new money generated in the economy and the wider social benefits for the Host City. There is no extra cost for the LOC, unless it wishes to incorporate areas not included in the scope of work (economic and social). The LOC will assist its World Athletics department counterpart in sourcing the data required for the study and will help with setting up meetings with the LOC Functional Areas if necessary.

## iv. Event Debrief

To evaluate the performance of a WAS Event, the LOC is required to provide feedback via an Event Debrief Form. The Knowledge Management Functional Area will circulate and co-ordinate this process with all LOC Functional Areas. The Knowledge Management Functional Area must stay in close contact with all the Functional Areas during the Post Event Phase until the completion of the Event Debrief. The answers will be shared with the World Athletics counterpart and used in an internal World Athletics debrief, as well as forming the basis of an Event Debrief meeting between World Athletics and the LOC Director.

## 7.4 Further Information & Resources

Knowledge Management should be planned and co-ordinated with all the other relevant Functional Areas concerned. Staffing in relation to the Knowledge Management Functional Area is captured within Planning & Co-ordination. At a later stage in the process, World Athletics will provide access to the Knowledge Centre with information from previous editions, as well as the Event Debrief Form.

## 8. Commercial Programme

### 8.1 General Principles

World Athletics' commercial programme includes sponsorship, licensing, commercial hospitality and ticketing. World Athletics has appointed Dentsu as its world-wide exclusive marketing partner and granted Dentsu certain marketing, advertising, promotional, sponsorship, merchandising, licensing, commercial hospitality, and other commercial exploitation rights and opportunities relating to the WAS Events.

Subject to a Category Release Agreement (CRA) being concluded with Dentsu, the LOC will acquire the right to sell certain sponsorship on a regional basis in relation to the WAS Event. For additional consideration, the LOC may also be granted by Dentsu (by way of the CRA or a separate commercial agreement) the right to exploit certain commercial hospitality and merchandise rights in relation to the WAS Event. The LOC will collaborate with World Athletics and Dentsu to co-ordinate and manage the sales and delivery of these commercial rights effectively.

Further potential sources of revenue for the LOC at the WAS Event (in addition to sponsorship, commercial hospitality and merchandise sales if such rights are acquired from Dentsu) are ticket sales to the public and sales of Official Programmes.

In addition, the LOC may request and discuss with Dentsu the rights relating to the sales of food and beverages to the public at the WAS Event (on-site Concession). Furthermore, the Commercial Programme Functional Area is responsible for protecting the integrity of the commercial rights and delivering commercially clean venues. For the avoidance of doubt, the LOC does not have any right to broadcast the WAS Event or to exploit any media rights in relation to it.

In the day-to-day operations, Dentsu and the company that it has authorised to give on its behalf all approvals, consents and instructions to the LOC pursuant to the commercial programme, are collectively referred to as Dentsu Athletics. The LOC will co-operate with and assist the personnel of Dentsu Athletics in respect of all reasonable requests it may have in relation to the commercial programme.

### 8.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	CRA Signed	Dentsu
	VIK Requirements Shared	World Athletics
	Licensing Strategy Plan	Dentsu
	World Athletics Sponsors Workshop 1 (if applicable)	Dentsu
	RPP Strategy Plan	LOC
	Commercial Hospitality Strategy Plan	Dentsu
	Rights Delivery to the Commercial Affiliates Requirements Shared	Dentsu
Readiness	Rights Delivery to the Commercial Affiliates Implementation Plan	LOC
	Mass Participation Events Commercial Plan (if applicable)	LOC
	Licensing Implementation Plan (if applicable) (Version 1)	LOC
	RPP Implementation Plan	LOC
	World Athletics Sponsors Workshop 2 (if applicable)	Dentsu
	Event Sponsors Agreements signed	LOC
	VIK Implementation Plan	LOC
Last Lap	Licensing Implementation Plan (if applicable) (Version 2 - Final)	LOC

### 8.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Commercial Affiliates

**World Athletics Sponsors** - These can consist of World Athletics Partners, World Athletics Supporters, World Athletics Suppliers and World Athletics Media Partners and are appointed by Dentsu.

**Event Sponsors** - By entering into a CRA, the LOC may appoint (in accordance with the WAS Events Commercial Requirements - EOA Schedule 2) Event Supporters, Event Suppliers, Public Institutions and Geographical Host for the territory of the region of the Host Country, with Dentsu's prior written approval.

#### ii. Sponsorship Hierarchy

World Athletics and Dentsu have developed different levels of affiliation for Commercial Affiliates and the sponsorship hierarchy is set out in Figure 7 below.

Figure 7 – Sponsorship Hierarchy



#### iii. World Athletics Sponsors & Rights Packages

Dentsu own and control all worldwide sponsorship rights in relation to WAS Events and they are able to appoint World Athletics Partners, World Athletics Supporters, World Athletics Suppliers and World Athletics Media Partners. A short summary of World Athletics Sponsor rights packages, number and consideration is set out below.

##### a. World Athletics Partner

<b>Definition and Rights Package:</b>	World Athletics Partner means any entity which is granted by Dentsu the most comprehensive package of commercial rights relating to World Athletics and the WAS Event, including the right to use the designation "Official World Athletics Partner".
<b>Number:</b>	At Dentsu's discretion.
<b>Consideration:</b>	Dentsu will retain all cash consideration received from a World Athletics Partner. Dentsu or World Athletics will determine the extent to which a LOC may receive the benefit of any value in kind (VIK) provided by a World Athletics Partner as part of its consideration, for use at the WAS Event (e.g. timing and scoring systems).

##### b. World Athletics Supporter / World Athletics Supplier

<b>Definition and Rights Package:</b>	World Athletics Supporter / World Athletics Supplier means any entity which is granted by Dentsu the second / third most comprehensive package of commercial rights relating to World Athletics and the WAS Event, including the right to use the designation "Official World Athletics Supporter" or "Official World Athletics Supplier" (as appropriate).
<b>Number:</b>	At Dentsu's discretion.
<b>Consideration:</b>	Dentsu will retain all cash consideration received from a World Athletics Supporter / World Athletics Supplier (as appropriate). Dentsu or World Athletics will determine the extent to which a LOC may receive any VIK provided by a World Athletics Supporter or World Athletics Supplier as part of its consideration, for use at the WAS Event.

**iv. Events Sponsors & Rights Packages**

Dentsu own the sponsorship rights in relation to a WAS Event. Subject to the LOC entering into a CRA and the payment of an agreed fee to Dentsu, the LOC can acquire the right to sell domestic sponsorship packages to local sponsors on a regional basis (meaning territories within the region of the Host Country to be proposed by the LOC and to be agreed with Dentsu in the CRA).

Event Supporters and Event Suppliers may only be appointed by the LOC within one of the categories of products or services released in the CRA (known as “Released Product Categories”). The LOC may propose for Dentsu’s approval, the release of up to 15 product categories in which it is interested in finding and securing Event Supporters and Event Suppliers and Dentsu will determine if these can be released in the CRA or not. There are certain unavailable product categories as determined by Dentsu in consultation with World Athletics from time to time: those product categories of all existing World Athletics Sponsors already appointed and also of those prospective World Athletics Sponsors that Dentsu is currently in discussions with (which can be confirmed by discussions with World Athletics / Dentsu counterparts). Furthermore, certain categories are prohibited by World Athletics Marketing and Advertising Regulations (e.g. tobacco). Dentsu shall have the sole right to determine whether a particular product or service of a proposed Event Supporter or Event Supplier falls within one of the Released Product Categories. A short summary of prospective Event Sponsors’ rights packages, number and consideration is set out below. Full details of the sponsorship rights packages for Event Sponsors will be set out in the WAS Events Commercial Requirements - EOA Schedule 2.

**a. Event Supporter**

<b>Definition:</b>	Event Supporter means any entity which is appointed by a LOC, with Dentsu’s prior written approval.
<b>Number:</b>	Up to 5 per WAS Event.
<b>Rights Package:</b>	A package of WAS Event related rights is set out in the WAS Events Commercial Requirements - EOA Schedule 2 with respect to the territory of the region of the Host Country (to be agreed with Dentsu), in connection with a specific product category (within a Released Product Category), including the right to use the designation “Official Event Supporter”.
<b>Consideration:</b>	The consideration to be provided by an Event Supporter must be in cash. VIK may also be provided, but only in addition to cash.  The consideration split between the LOC and Dentsu will be set out in the CRA (including in relation to VIK) (details of the CRA consideration model are set out in the Application Form).

**b. Event Supplier**

<b>Definition:</b>	Event Supplier means any entity which is appointed by a LOC, with Dentsu’s prior written approval.
<b>Number:</b>	Up to 12 per WAS Event (provided that the Event Suppliers and the Public Institutions together may not be more than 12).
<b>Rights Package:</b>	A package of WAS Event related rights (which are less comprehensive than those granted to the Event Supporters) is set out in the World Athletics Series Events Commercial Requirements - EOA Schedule 2 with respect to the territory of the region of the Host Country (to be agreed with Dentsu) in connection with a specific product category (within a Released Product Category), including the right to use the designation “Official Event Supplier”.
<b>Consideration:</b>	The consideration split between the LOC and Dentsu will be set out in the CRA (including in relation to VIK) (details of the CRA consideration model are set out in the Application Form).

c. Public Institutions

<b>Definition:</b>	Public Institution means any national, regional or local government and quasi government authority that is part of a national or regional administration in the region of the Host Country and which is operating in a non-commercial manner which has been appointed by the LOC, with Dentsu's prior written approval. Dentsu shall have the sole right to determine whether an entity qualifies as a Public Institution or not.
<b>Number:</b>	Up to 4 per WAS Event (provided that the Event Suppliers and the Public Institutions together may not be more than 12).
<b>Rights Package:</b>	A package of WAS Event related rights is set out in the WAS Events Commercial Requirements - EOA Schedule 2 with respect to the territory of the region of the Host Country, including the right to use the designations "Public Institution of the Event".
<b>Consideration:</b>	The consideration to be provided by Public Institutions may consist of either cash, bona fide guarantees or other budget underwritings and / or services directly connected with the functions that such authorities perform in their capacity as such authorities.  Provided that Public Institutions are not granted rights beyond Public Institutions' standard rights, the LOC shall be entitled to retain all cash consideration from Public Institutions and furthermore no commission shall be due on VIK consideration provided by Public Institutions.

d. Geographical Host

<b>Definition:</b>	Geographical Host means the regional or local governmental authority hosting the WAS Event which is appointed by the LOC, with Dentsu's prior written approval.
<b>Number:</b>	Maximum one (1) per WAS Event.
<b>Rights Package:</b>	A package of WAS Event related rights is set out in the WAS Events Commercial Requirements - EOA Schedule 2 with respect to the territory of the region of the Host Country, including the right to use the designations such as the "Host Province/Region/City/Town of the Event".
<b>Consideration:</b>	The consideration to be provided by Geographical Host may consist of either cash, bona fide guarantees or other budget underwritings and / or services directly connected with the functions that such authorities perform in their capacity as such authorities.  Provided that the Geographical Host is not granted rights beyond Geographical Host standard rights, the LOC shall be entitled to retain all cash consideration from the Geographical Host and no commission shall be due on VIK consideration provided by Geographical Host.

e. Bib Sponsor (where available)

<b>Definition:</b>	Bib Sponsor means the Commercial Affiliate granted by the LOC (with Dentsu's prior written approval) the right to have its name/logo displayed on the female and / or male athletes' competition and presentation bibs in a manner determined by Dentsu.
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f. Title Partner (where available)

<b>Definition:</b>	Title Partner means the Commercial Affiliate granted by the LOC (with Dentsu's prior written approval) the exclusive right to be named as title partner of a WAS Event in a manner determined by Dentsu. The right for the LOC to appoint a Title Partner is decided by Dentsu on a case-by-case basis, but no title Partner applies for the World Athletics Championships and the World Athletics Indoor Championships.  If agreed by Dentsu, a Title Partner may be granted on a case-by-case basis the right to have its name/logo displayed on the female and / or male athletes' competition and presentation bibs in a manner determined by Dentsu.  Title Partner appointed by the LOC (with Dentsu's prior written approval) takes one of the positions of the Event Supporters. It must be within one of the Released Product Categories, unless it is a Public Institution.
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**v. Meetings / Workshops with Commercial Affiliates**

If the LOC wishes to arrange a meeting with a World Athletics Sponsor it must seek the prior approval of Dentsu, and Dentsu must have the opportunity to attend all such meetings. Furthermore, the LOC must ensure that Dentsu, upon request has the opportunity to attend any meetings between the LOC and an Event Sponsor.

The LOC must meet with Dentsu, upon request to discuss any issues in relation to the implementation of the commercial programme and the management of the Commercial Affiliates. During the WAS Event, the LOC and Dentsu shall meet on a daily basis.

In relation to the WCH, Dentsu may arrange up to two (2) workshops for the World Athletics Sponsors in respect of the marketing programme for the WAS Event and to introduce them to the LOC. The LOC is required to support, assist and co-operate with World Athletics and Dentsu in the organisation of such workshops. The LOC must provide the necessary facilities and utilities to host the workshops, including the meeting rooms, equipment, food / refreshments during the workshops, and local transport at its own cost, and the LOC must also participate in the workshops. Unless agreed by World Athletics and Dentsu, Event Sponsors cannot attend such workshops. However, the LOC may organise a separate workshop for Event Sponsors, which World Athletics and Dentsu may attend.

**vi. Licensing**

Dentsu owns the licensing and merchandising rights in relation to a WAS Event and the LOC (or its designee) can acquire, subject to the payment of a consideration, the right to produce, distribute, sell and market certain unbranded WAS Event merchandise (without any commercial branding – except labelling required by law) bearing the WAS Event logo or WAS Events' mascot (if any) (but excluding World Athletics' logo) as part of the CRA with Dentsu and / or pursuant to a separate licensing agreement with Dentsu.

The list of products included in the merchandise licence is subject to Dentsu's prior written approval and will be set out in the CRA or in the separate licensing agreement. Subject to reaching an agreement with Dentsu, the LOC will be entitled to produce, distribute, sell and market such merchandise on-site, online and in retail stores and the LOC will retain the sales revenue from such distribution channels. If the World Athletics' apparel sponsor does not produce unbranded apparel on an exclusive basis for a WAS Event, the LOC may be granted the right by Dentsu to produce unbranded clothing and apparel merchandise. In such case, the LOC will have the opportunity, but not the obligation to purchase such products from World Athletics' apparel sponsor and sell it via its own distribution channels. Where World Athletics' apparel sponsor produces branded WAS Event apparel, the LOC might have the opportunity to purchase such products from World Athletics' apparel sponsor and sell it via its own distribution channels.

Any merchandise with the WAS Event logo or the WAS Event mascot is subject to World Athletics and Dentsu's approval prior to production, distribution and sale.

In relation to any licensee appointed by Dentsu, the LOC shall:

- provide a storage facility at the Competition Venue (at the LOC's cost);
- provide space, sales points and infrastructure for sales at the Competition Venue (at cost);
- assist with identifying sales outlets in the Host City; and
- provide all reasonable operational support.

**vii. Commercial Hospitality Packages**

Dentsu also owns all commercial hospitality rights in relation to a WAS Event (which includes sales of tickets, in combination with at least one element of the following: transportation, accommodation, in venue hospitality (e.g.

hospitality boxes, etc.), off-venue hospitality, event transportation). Subject to the LOC reaching an agreement with Dentsu to sell commercial hospitality packages to the general public (including on an appropriate fee to be paid to Dentsu), there is the potential for the LOC to acquire the rights to create and sell additional commercial hospitality packages to the public (in addition to the hospitality that needs to be provided to the World Athletics Family including Commercial Affiliates and Dentsu), which could be a significant opportunity to generate revenues. The LOC must present the details of its proposed commercial hospitality programme to World Athletics and Dentsu for approval (including location, prices and collaterals etc.).

If the LOC is granted such rights then the LOC may not:

- grant to any of the participants in this programme any rights of association with the WAS Event or rights which may be seen by the public as implying any such association;
- develop any emblems, logos, design or other symbols or marks specifically identifying this programme; or
- allow any of the participants of this programme the use of any designation or other reference which may imply an association with the WAS Event (such as, by way of example only, “Supporter”, “Partner”, “Supplier” or “Sponsor”).

#### viii. Rights Protection Programme

The LOC is responsible for creating a Rights Protection Programme (RPP) and for issuing a rights protection manual for the WAS Event to ensure that the rights of Commercial Affiliates are delivered and also protected.

**Clean Venues** - This includes providing “commercially clean venues” which are free from third party marketing materials (including that the name / logo of the Main Stadium may not include the name / logo of a commercial entity unless such entity is a Commercial Affiliate). The LOC is responsible at its own expense, for covering all identification on any third party products, brands or identification at the Official Venues. Further information and requirements are set out in the EOA and in the World Athletics RPP Guidelines.

**Product Exclusivity** - It also includes ensuring exclusivity for the products and services of Commercial Affiliates. World Athletics and Dentsu will determine the extent to which relevant products and services from the World Athletics Sponsors are provided to the LOC for use as value in kind for the WAS Event (e.g. timing and scoring systems, sporting apparel for LOC staff, volunteers and officials) and the LOC shall be obliged to use such products and services. Dentsu will inform the LOC if any World Athletics Sponsor will provide VIK for the WAS Event. The LOC may provide its comments on the level and nature of any VIK supply, which shall be reviewed by Dentsu on a case-by-case basis.

If a Commercial Affiliate does not provide sufficient VIK for the reasonable needs of the LOC for the WAS Event, the LOC must obtain (at its own cost) the shortfall by buying or renting additional products and / or services. The LOC must first use all reasonable efforts to acquire additional products / services from the Commercial Affiliates, at such Commercial Affiliate’s usual market prices and conditions. In the event that the LOC is unable to come to an agreement with the Commercial Affiliate despite using all reasonable efforts to do so, the LOC may source products and / or services from any party other than a Commercial Affiliate, provided that such third party’s product or services must be unbranded, and such third parties may not be granted any rights relating to the WAS Event or be permitted to use and WAS Event’s marks or otherwise to associate with the WAS Event and World Athletics.

**Anti-Ambush Programme** - The Commercial Programme and Legal & Business Affairs Functional Areas will work together to develop an Anti-Ambush Programme to be delivered to World Athletics / Dentsu as part of the commercial RPP. The LOC will be obliged to take all available measures at its own cost and to provide World Athletics and Dentsu with all reasonable assistance (which includes providing adequate resources and personnel) to minimise ambush marketing and maximise promotion in connection with the WAS Event and in particular at and around the Competition Venue.

**ix. Concession, Franchising, Demonstration & Display**

The LOC will ensure that all franchising, concessions, display, demonstration and sale of products at the Competition Venue (including the fan zone) is vested in Dentsu. The LOC will make available to World Athletics, Dentsu and the Commercial Affiliates, free of charge and on an exclusive basis, sufficient space at the Competition Venue for display, demonstration and selling purposes. Only branded products of Commercial Affiliates may be displayed, sold or otherwise distributed at the Competition Venue. The LOC or concessionaires may sell third party products, provided that such products do not fall within the exclusive product category of a Commercial Affiliate, and provided further that such products are unbranded (unless they obtain the approval of Dentsu to sell non-competing branded products). Concession Guidelines set out in the WAS Events Commercial Requirements - EOA Schedule 6 apply to all concession facilities at the Official Venues.

**8.4 Further Information & Resources**

The WAS Events Commercial Requirements - EOA Schedule 6 issued by World Athletics and Dentsu set out in greater detail the commercial rights and obligations of the LOC with regard to the commercial exploitation of a WAS Event as contemplated under the EOA, including the right to appoint Event Sponsors, subject to a CRA with Dentsu, and the obligation to provide certain facilities, equipment and services to World Athletics, Dentsu and the Commercial Affiliates. Once provided to the LOC, the WAS Events Commercial Requirements - EOA Schedule 6 form an integral part of the Event Guide. World Athletics and Dentsu have the ultimate authority to determine the correct implementation and interpretation of the WAS Events Commercial Requirements - EOA Schedule 6. The WAS Events Commercial Requirements - EOA Schedule 6 constitute a legally binding obligation on the respective LOCs and must be read in conjunction with the EOA. In the event of any inconsistencies between the WAS Events Commercial Requirements - EOA Schedule 6, the Event Guide and the EOA, World Athletics and Dentsu shall have the sole right to determine which document shall prevail.

The delivery of the Commercial Programme Functional Area should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Trademark Registrations, Protection & Enforcement is set out in the Legal & Business Affairs Chapter of this Event Guide. Further information on Commercial Programme spaces and facilities is set out in Schedule 6 - Spaces Data Sheets.

## **9. Brand & Marketing**

**9.1 General Principles**

The WAS Events attract a great deal of attention from around the world, every activation, communication or promotional activity is a chance for the LOC to showcase the best of its Host City / Host Country, as well as creating a deeper and more meaningful interaction with fans and athletes around the world. The purpose of Brand & Marketing is to build a brand and a story to share with the world.

The main responsibilities of the Brand & Marketing Functional Area are divided into the following two sub-sets: (i) Brand & Creative; and (ii) Campaign & Promotions.

**i. Brand & Creative**

This sub-set is responsible for managing the creation of the brand vision, logo and templates, running the procurement for the look and branding supplier, planning and delivering event dressing, as well as providing creative / design support to other LOC Functional Areas.

**ii. Campaigns & Promotions**

This sub-set is responsible for developing marketing and promotional strategies to execute promotion of the WAS Event and the sport of athletics within the Host City / Host Country (including city activations, and ticketing sales where



appropriate), designing and delivering fan experience (both live and digital) and education programmes (e.g. Kids Athletics), as well as carrying out Impact Studies and spectator experience surveys.

## 9.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Event Mark - Logo Launched	LOC
	Marketing and Communications Strategy (Version 1)	LOC
	Fan Engagement / Concept	LOC
	Marketing Plan - Awareness Campaign Implemented	LOC
Readiness	Medal Design	LOC
	Marketing Plan - Excitement Campaign Implemented	LOC
	Event Look, Way-finding and Signage Plans	LOC

## 9.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Brand Identity

Each WAS Event allows the LOC to express the feel of the Host City and connect this to the identity of World Athletics. A custom logo is created using World Athletics' wave shape logo, with the LOC creating a unique 'infill' and typeface for the Host City and year. At a later stage in the process, World Athletics will provide a template and Brand Style Guide for the LOC to develop the WAS Event Mark, once the LOC has been awarded the WAS Event.

### ii. Event Look & Feel

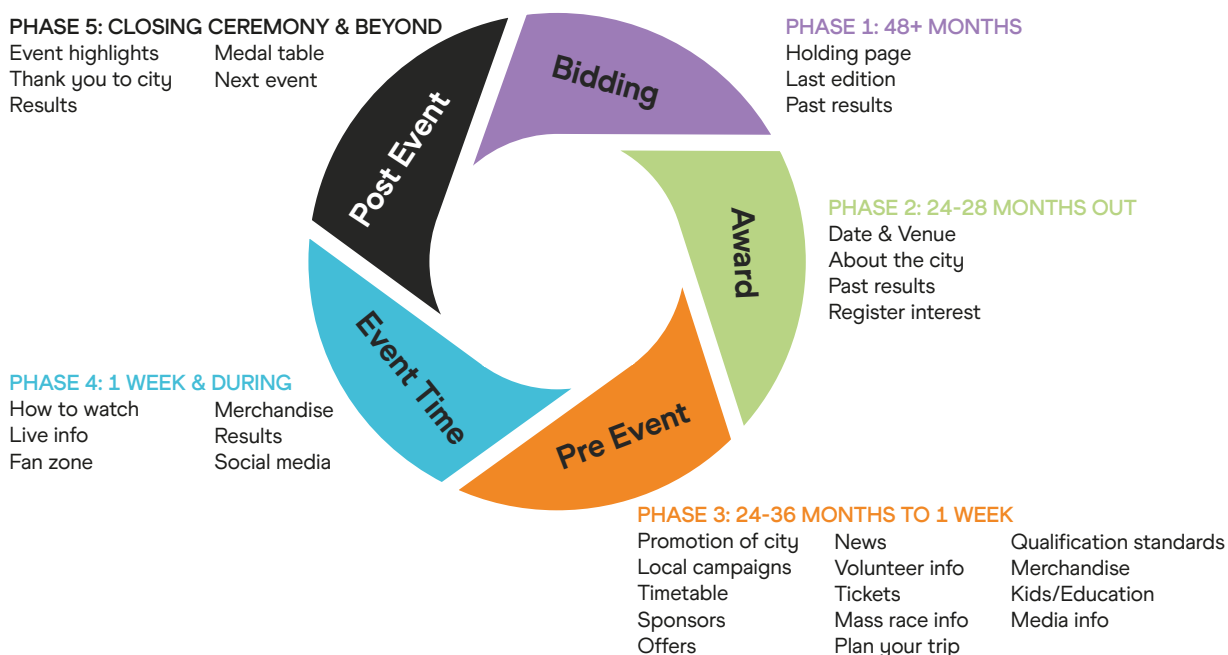
A world-class event needs to look like a world-class event, and World Athletics will provide colours, type, pictograms, and graphic language for the LOC to use in its Look and Feel. At a later stage in the process, World Athletics will provide a template and Brand Style Guide for the key applications, such as banners, fence fabric, way-finding and tier dressing. Each LOC is responsible for the production and installation of the look and it is recommended to have access to a graphic designer who is able to produce artwork quickly and in line with the Brand Style Guide.

### iii. Website

[www.worldathletics.org](http://www.worldathletics.org) acts as a single source of truth for all elements of athletics. Each WAS Event will need its own website that will have event specific information (including ticketing, timetable, etc.) and tourist promotions. Commercial Affiliate logos will be displayed including links to their corporate websites. The website will not include any commercial identification of entities that are not a Commercial Affiliate. World Athletics will work closely with the LOC to develop a dedicated WAS Event section within the World Athletics framework, ensuring a consistent fan experience across all the WAS Events.

The lifespan of a WAS Event website will usually follow a similar pattern. Figure 8 below shows the five (5) phases and type of content required. The Brand & Marketing Functional Area will work closely with the Communications Functional Area to populate the website (the latter having editorial control) and all content must be approved by World Athletics.

Figure 8 – Website Lifespan Phases



**iv. Way-finding**

During the WAS Event, way-finding and signage is critical in delivering a seamless journey to all clients groups. Way-finding and signage must be clear and easy to see from various distances, and should follow the design principles set out in the Brand Style Guide. Signage must be in English (as well as the local language if appropriate). The design of the signage is the responsibility of the Brand & Marketing Functional Area with close co-operation from the Venue Management Functional Area to ensure the signage is operationally effective.

**v. Official Publications & Programmes**

The LOC will produce an official printed programme for the WAS Event (Official Programme), and for any World Championships, a daily Official Programme is required. The content of this Official Programme is designed to be fan friendly, typically with profiles of athletes competing, the timetable, historical references, quizzes and games for kids. Advertising space must be made available to Commercial Affiliates. No party other than Commercial Affiliates may receive any representation, advertisement or other identification in the Official Programme. The LOC is responsible for the cost of design, production, printing, delivery and distribution of any official publications and digital content of the WAS Event unless World Athletics or Dentsu instruct otherwise.

**vi. Marketing & Promotional Campaigns**

The LOC must create campaigns to raise the profile of a WAS Event, boost ticket sales and generate audience participation. Promotional Plans should include details of key activities in traditional and digital media in the lead up to the WAS Event, and will be shared with the World Athletics and Dentsu for their prior approval at least one (1) year prior to the start of the WAS Event. The creative campaigns could include promotion of the Host City and its culture, local star athletes (subject to permission and image rights), as well as unmissable opportunities to see the world’s greatest athletes compete in the Host City. The assets used for a promotional campaign should feature the Commercial Affiliates’ logos where possible. Any promotional or advertising campaigns run or controlled by the LOC must incorporate Commercial Affiliates in a manner required and approved by Dentsu. Other Commercial Affiliates may only be incorporated with the prior written approval of Dentsu.

**vii. Fan Data Collection**

Fan data collected as part of the overall marketing and promotional efforts should be shared with World Athletics. These activities must be GDPR compliant and fans must be given the option to “opt in” to their data being made available to World Athletics, World Athletics Partners and agencies.

**viii. Ticketing Sales Marketing Plan**

For ticketed WAS Events, the Brand & Marketing and Ticketing Operations Functional Areas will work closely to develop a plan to fill the Main Stadium. The sales plan must include target audiences, sales activity and a timeline. The LOC needs to show how tickets will be sold one (1) year, six (6) months and six (6) weeks in advance, and will provide regular reports to World Athletics on sales achievements and any challenges. Where appropriate, a seat filling strategy is required with a giveaway plan (e.g. to schools, military, special groups etc.). World Athletics will provide support and access to the known travelling fan clubs to help promote tickets sales.

**ix. Fan Zone**

The LOC will work closely with Commercial Affiliates to develop an enhanced fan experience. At larger WAS Events, fans expect there to be a fan zone where they can experience Commercial Affiliate activations, purchase merchandise, access food and drinks, and be entertained outside of the competition.

**x. Official Poster**

The LOC will produce an official promotional poster for the WAS Event (Official Poster). This is a great opportunity for the LOC to showcase the Host City and its cultural heritage. Created around one (1) year before the WAS Event, it acts as a catalyst that starts to bring awareness and build excitement.

**xi. Medals**

Winning a WAS Event medal is one of the most prestigious moments in an athletes' career. A WAS Event medal itself is a mark of talent, hard work, dedication and a symbol of inspiration for others. The LOC is responsible for the design, development and manufacture of medals, ribbons and presentation boxes for the WAS Events as set out in column 1 of Figure 9 below. Design is subject to Council approval one (1) year prior to the WAS Event.

The medals must be compliant with the Technical Specifications and Brand Style Guide and the LOC will consult with World Athletics and Dentsu at every stage of the design process and, for the avoidance of doubt, the final design requires the prior written approval of World Athletics and will be submitted no later than six (6) months prior to the WAS Event. For the WAS Events set out in column 2 of Figure 9 below, the LOC is welcome to develop its own designs and use local suppliers for the production, subject to World Athletics agreeing the cost per medal. Further information on the quantity of medals is set out in the EOA.

**Figure 9 – WAS Event Responsibility For Medals**

LOC Responsible for Medals	World Athletics Responsible for Medals
WCH	WRRC
WIC	WXC
WU20	WRW
	WRE

**xii. Mascot**

Another important and memorable feature of any large-scale WAS Event is the mascot, which serves as a community ambassador, amusing entertainer and photo opportunity for all the family. The LOC is responsible for the design and development of any mascot. The mascot must be unique and the designs will need to work as a costume character and standalone graphics to animate fan zones and other spaces. The mascot must be free of any commercial marks, but the World Athletics' apparel sponsor will need to be offered the right to brand any clothing and / or shoes. The LOC will need to register the character's name and design as trademarks and assign all rights, title and interest in the mascot to World Athletics. For the avoidance of doubt, the LOC must enter into a licensing agreement with Dentsu if it wishes to use the mascot for any commercial purposes. For the further avoidance of doubt, the LOC, the OM or the Host Institution are not entitled to use the mascot after expiry or termination of the EOA, unless otherwise agreed by World Athletics and Dentsu.

### xiii. Approval Process

The LOC will fully co-operate with World Athletics and Dentsu in promoting and advertising the WAS Event, by meeting any of their reasonable requests. Brand & Marketing is responsible for ensuring a robust approvals process is followed by the LOC. All materials must be sent to World Athletics and Dentsu for approval, prior to production.

## 9.4 Further Information & Resources

Brand & Marketing arrangements should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Way-finding (Venue Management Chapter), Data Protection (Legal & Business Affairs Chapter) and Social Media (Communications Chapter) is set out in those respective chapters of this Event Guide. At a later stage in the process, World Athletics will provide a template and Brand Style Guide, full technical specifications in relation to the Official Programme, Official Poster, medals, mascot and fan zone, access to fan clubs and share further information on the approvals process. The LOC needs to be fully aware of and comply with these documents.

# 10. Communications

## 10.1 General Principles

The mission of communications is to enhance the appeal of the WAS Event to all stakeholders. The LOC will engage the Host Country's local audience and will work with World Athletics to engage the international audience. The LOC will put together a Communications Strategy and Plan in consultation with World Athletics.

The Communications Functional Area will disseminate planned communications messaging amongst the media, the community and other stakeholders. It is important to hire the Communications Director early in the Planning Phase to ensure an effective Communications Strategy is defined in order to maximise fan engagement.

## 10.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Communications Promotion Plan	LOC
	Communications Plan	LOC
Readiness	Event Period Communications & Crisis Management Plan	LOC

## 10.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Communications Strategy

In order to develop an effective Communications Strategy and Plan, the LOC is advised to prepare, partner and promote. It will prepare for issues already known about and address them through proactive communications where possible. It will partner with relevant athletics organisations, and a network of government and tourism bodies and reputable champions to increase exposure of the WAS Event. It will promote the WAS Event and Host City / Host Country to Member Federations, athletes, media and fans.

### ii. Public Relations

The LOC will organise the 'One Year to Go Promotion'. It will organise promotional campaigns such as ticketing, Commercial Affiliate activations, fan engagement, as well as other promotional activities.

### iii. Community relations

The LOC will create a strategy to raise awareness and garner support from the local community and keep it informed about the WAS Event, its impact on the community and its legacy.

### iv. Stakeholder relations

Strong and consistent communications are required across WAS Event stakeholders (including athletes, Member Federations, National Competition Officials, Commercial Affiliates, media, fans and relevant government authorities).

### v. Social Media

World Athletics will promote the WAS Event on its own official channels. Each LOC is also encouraged to secure its own local social media handle to promote local activities in the local language. World Athletics use the same master hashtag for each WAS Event, however the LOC may wish to develop its own strapline or motto to be used at the WAS Event subject to World Athletics' approval. The LOC is also encouraged to create digital assets or templates to facilitate use by Commercial Affiliates.

## 10.4 Further Information & Resources

Communications should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on the website is set out in the Brand & Marketing Chapter of this Event Guide. At an appropriate stage in the process, World Athletics will provide specific guidance on Communications Functional Area preparation, publications and Milestones, as well as access to Getty Images photo licence and World Athletics' ambassador programme. The LOC needs to be fully aware of and comply with any requirements set out in these documents.

# 11. Media Operations

## 11.1 General Principles

The media are both the recipient of communications and a tool to forward that information to the general public. By providing all accredited media with optimum conditions, the LOC will contribute to the best possible media coverage and maximise the exposure of the WAS Event, the athletes and the Host City / Host Country.

Media Operations are secured by the LOC and covered by World Athletics. The World Athletics Media Operations cover matters regarding the written press, internet media, photographers and non-rights holders and remote press, with World Athletics Broadcasting covering the Host Broadcaster (HB) and rights holding broadcasters (RHB). World Athletics will appoint a number of media delegates (including a Press Delegate for all WAS Events and Photo Commissioner for WCH and WIC only) responsible for ensuring requirements are met.

It is important to define the Media Operations Functional Area and set up media operations early in the Planning Phase with experienced personnel as Head of Media Operations, Photo Chief and Broadcast Operations Manager. The media delegates will liaise with the LOC Head of Media Operations (and the World Athletics Technical Delegates where necessary) on all matters relevant to the media throughout all planning, preparations and delivery. Co-operation between Media Operations and Broadcast Functional Areas is essential throughout.

## 11.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Media Areas Operational Plan (Version 1)	LOC
	Photo Operations Plan (Version 1)	LOC
Readiness	Media Accreditation System Opening	World Athletics
	Agencies Meeting (WCH only)	LOC
	Media Areas Operational Plan (Version 2- Final)	LOC
	Photo Operations Plan (Version 2 - Final)	LOC
	Media Accreditation First Deadline	World Athletics
Last Lap	Media Accreditation Second Deadline	World Athletics

## 11.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Media Accreditation

Media & broadcasters will register themselves online and the media accreditation process is completely guided by World Athletics for all WAS Events. Media apply for accreditation only via the official World Athletics Event Management System in line with timelines and rules defined by World Athletics. Certain press categories (such as photographers, internet media, non-rights holders, press attachés and remote press) will need to follow specific procedures before their request for accreditation can be approved. International media accreditation must be approved by World Athletics, the accreditation requests of national written press and photographers are approved by the Member Federation / LOC.

### ii. Media Operations & Broadcasting Facilities

Operational information to guide the Media Operations Functional Area on media areas is set out below. The media areas are designed to give all accredited media the optimal working conditions to do their job. Facilities are shared by all media categories and opening times should respect their working hours. The media areas include: the Media Centre; Media Tribune (Press Tribune and RHB Commentary Positions for RHBs); Mixed Zones; Press Conference Room, Head-On Platform and Photo Positions.

**Media Centre** - The main working facility available to all accredited media with access to necessary resources and information throughout the WAS Event. The size of the Media Centre depends upon the type of WAS Event. The working area should be located within the Main Stadium or a building in close proximity and provide work spaces for at least 70% of the expected number of accredited media of all categories. Services at the Media Centre should include all information about the WAS Event, transportation information between the official media hotel(s) and the Competition Venue, start lists, results, facts and figures, a press conference schedule, as well as refreshments (or access to catering facilities in or near the Competition Venue at reasonable prices for accredited media).

**International Broadcast Centre (IBC) and / or Broadcast Compound** - This is the focal point of all broadcast feeds, facilities, and operations at major championships, for both the HB and the RHBs. It is the location where the HB receives, monitors and distributes the international TV and radio signals. The IBC houses HB technical and production areas, administration and production offices, the broadcast services office, and other operational areas as may be required. It is also where the RHBs' main production, technical and operational areas are located.

**Press Tribune** - A crucial working area in the Competition Venue for all accredited media with an unobstructed view of the field of play consists of two parts: (a) tabled seats - which should offer a suitable space to work and for journalists, Media Operations staff and volunteers to circulate, see Figures 11 and 12 below, and (b) non-tabled seats. The Press Tribune should be entirely covered to protect from the sun and rain and adequately lit for evening sessions. For all WAS Events, written press seating is assigned by the World Athletics Press Delegate in co-operation with the LOC Head of Media Operations. The Media Operations Functional Area should provide a blank plan of the stands. Each tabled position should be clearly marked, indicating row number, seat number, the country and name of the publication to which it is assigned. Priority will go to the World Athletics Communications Team, International News Agencies and major media outlets. The Press Tribune should be accessible at least two (2) hours before the start of competition for every session and up to three (3) hours after the last event, with technical equipment functional throughout this period of time.

**RHB Commentary Positions** - Venue commentary positions (TV and radio) should be located in an elevated position. For stadia events, this should be separate from public seating and in line with the finish line with unimpeded views of the whole field of play and Competition Venue information sources (scoreboards and race timing). For non-stadia events, this should be located at the finish line with an unimpeded view of the finishing straight and finish line itself, and protected from the elements.

**Mixed Zone** - A designated area which all athletes must pass through immediately after leaving the field of play and where individual interviews can be conducted. The TV Mixed Zone will be divided into separate areas: (a) the dedicated 'Live' Mixed Zone, and (b) the 'Non-Live' Mixed Zone, as set out in Figure 13 below. The 'Live' TV Mixed Zone must have a field of play backdrop. Mixed Zone managers in each part of the Mixed Zone must ensure that athletes move smoothly through the area, so as many journalists as possible have the opportunity to speak to athletes, especially at the WCH and WIC. Specific restrictions may apply at certain WAS Events, due to space limitations, and will be clearly explained in advance to media representatives. Armbands may be required to access restricted areas.

Figure 10 - Media Tribune Position

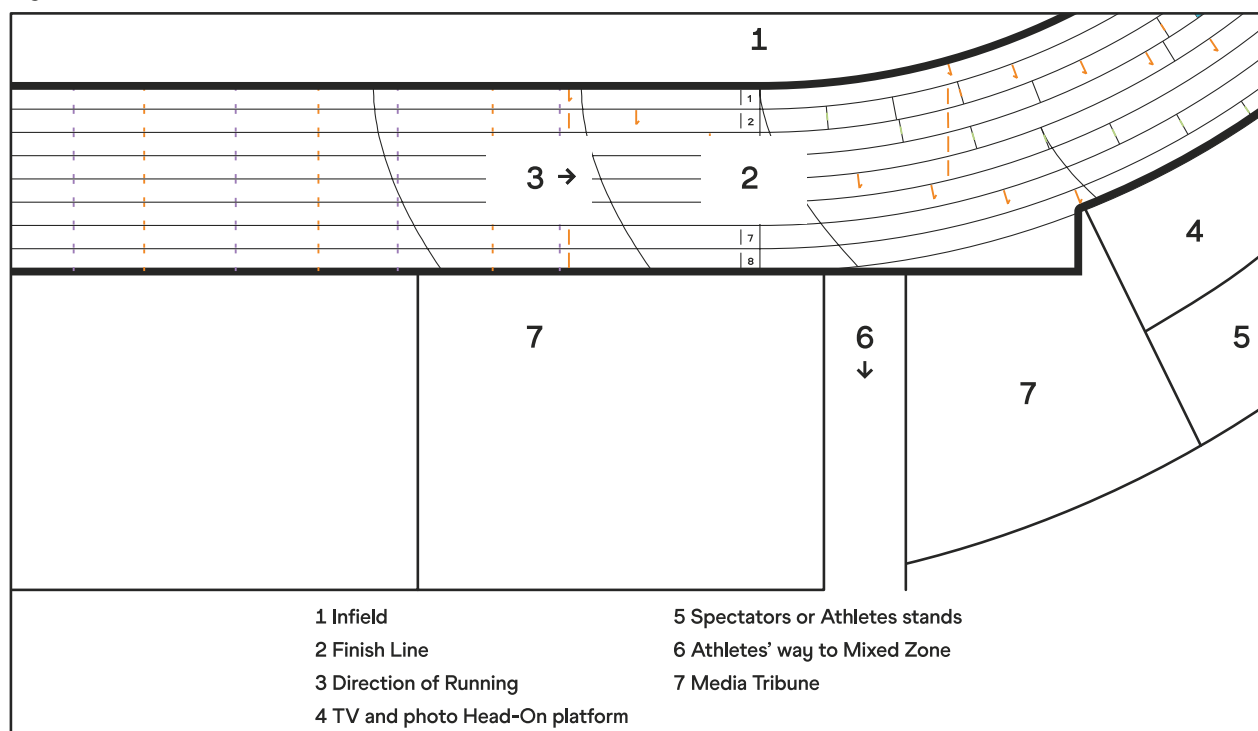


Figure 11 - Media Tribune Seating

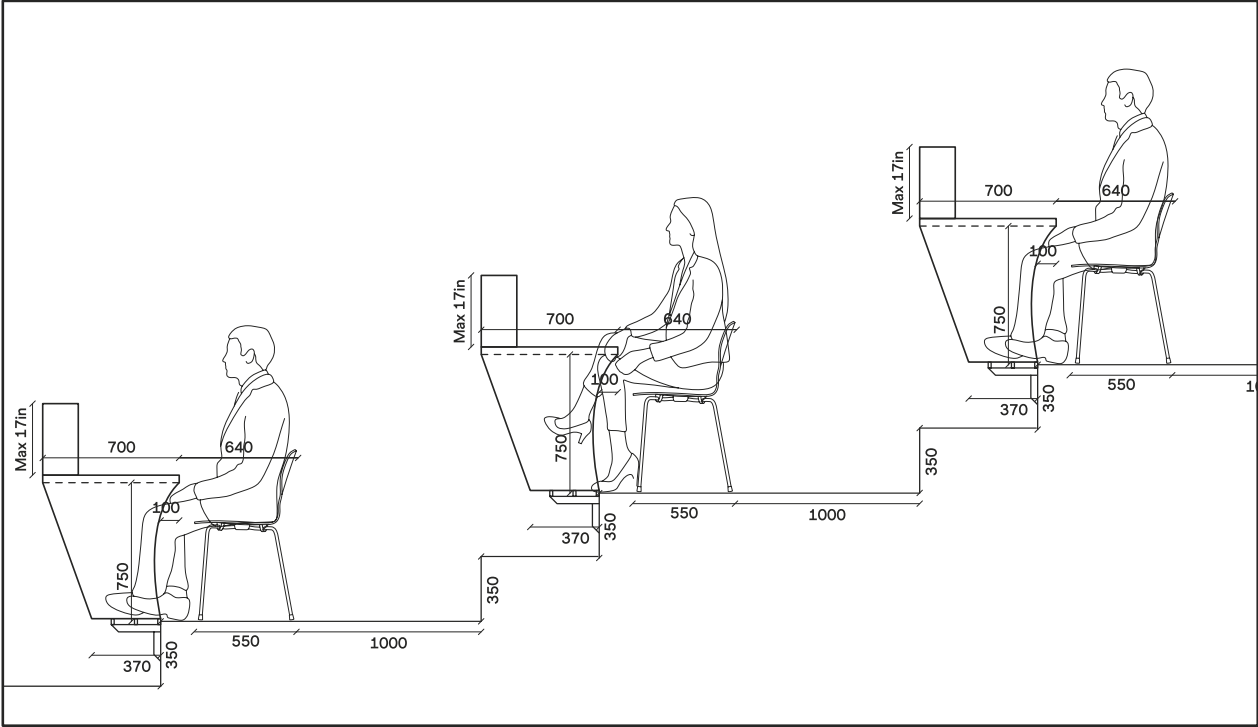


Figure 12 - Media Tribune Seats

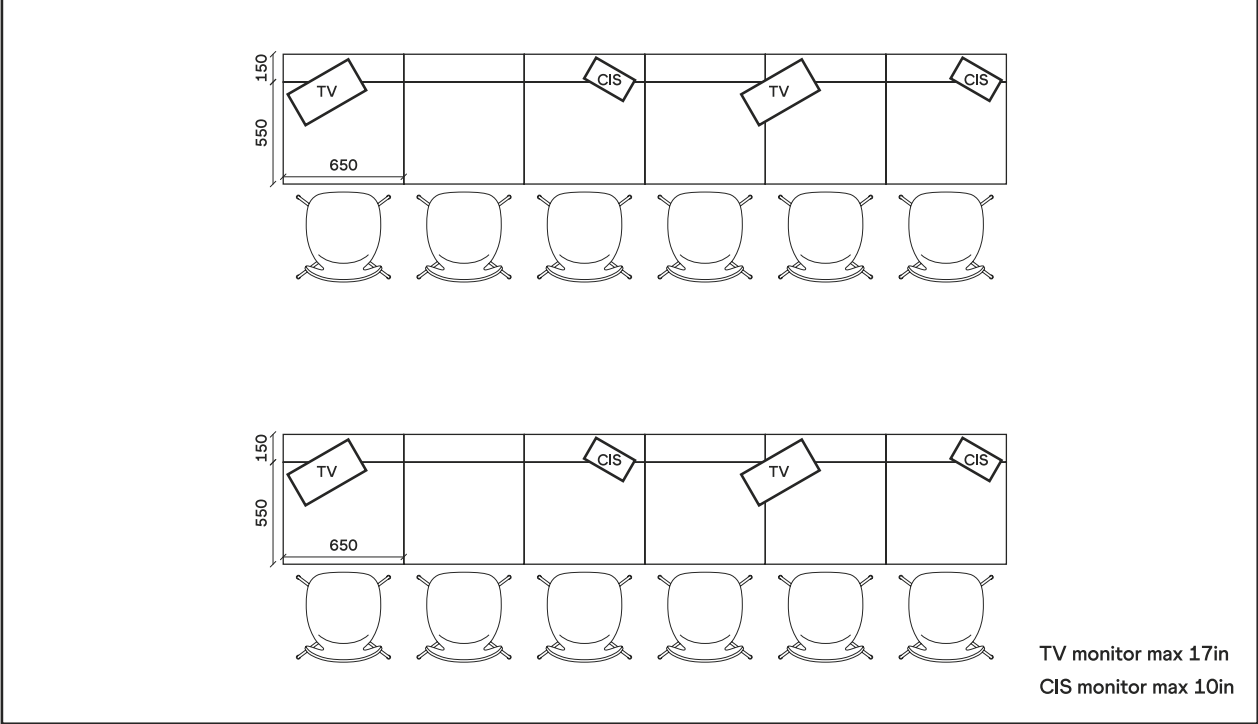




Figure 13 – Mixed Zone Order of Priority

No#	Dedicated Mixed Zone (Live)
1	Live TV broadcasters
2	Live radio broadcasters

No#	Mixed Zone - TV ENG and Press (Non-Live)
3	ENG crews and non-live radio broadcasters
4	Written press
5	Internet media
6	Non Rights Holding Broadcasters
7	Remote Mixed Zone Position

**Press Conference Room** - A room for formal press conferences with medallists conducted as soon as possible after each event, led by an experienced master of ceremonies and translated. Medallist interviews should be recorded by a fixed camera operated by the Host Broadcaster who provides the signal that the LOC is responsible for distributing (for WCH and WIC only). The Press Conference Room should be easily accessible to the media and athletes with capacity to sit approximately 30% of accredited written press and photographers. Space and technical requirements for live streaming of all press conferences have to be secured.

iii. **Press Conferences & Athlete Interviews**

Press conferences and athlete interviews at WAS Events are conducted in a number of ways:

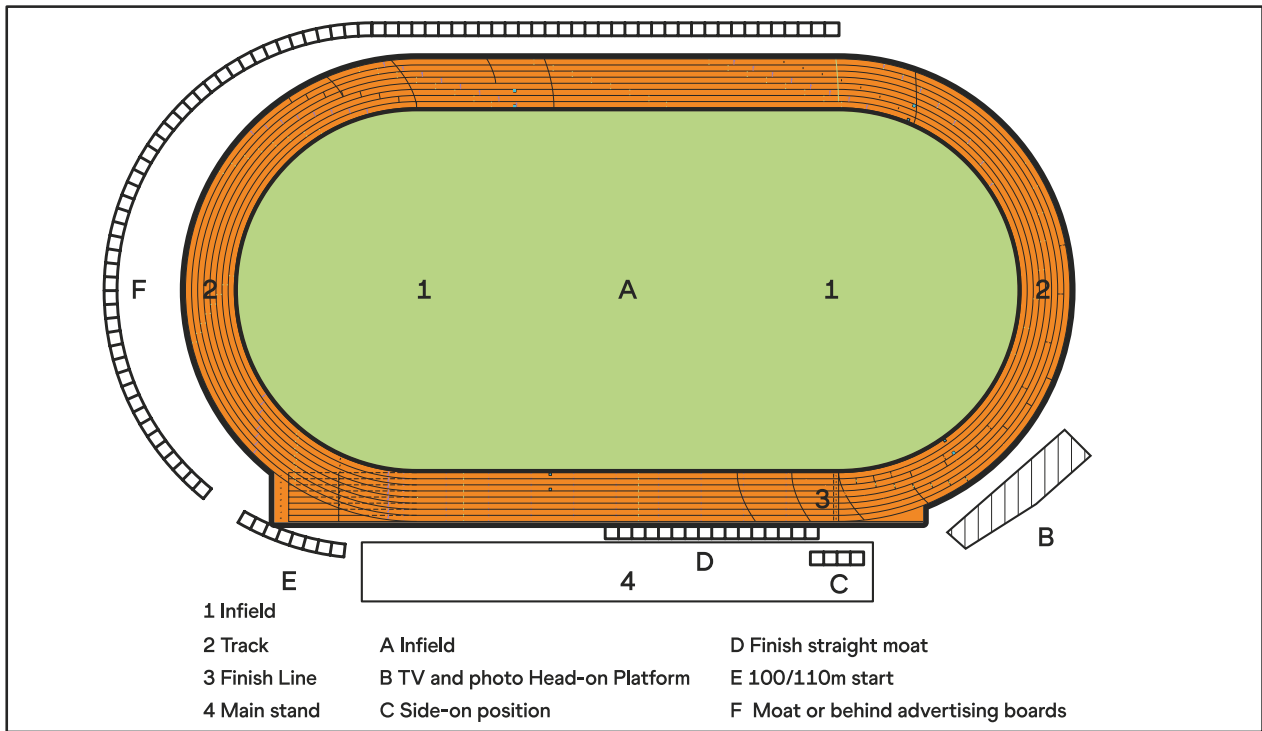
- a. Press conferences allow a large number of the media (with translation services) access to athletes and / or officials. Pre-competition athletes’ press conferences are traditionally held on the day preceding the start of the WAS Event. Formal Post Event press conferences with medallists are obligatory for the athletes.
- b. Non-formal press points with individual athletes can be organised in various locations, but with easy access for athletes and media.
- c. Flash interviews are short quotes (50-100 words) taken from athletes immediately after the completion of a WAS Event by a team of experienced flash interviewers and typed directly into computers connected to the World Athletics Data processing network and are available on the Commentator Information System (CIS) monitors.
- d. Mixed Zone interviews where individual interviews can be conducted with any athlete immediately after their competition in the Mixed Zone.

iv. Photographers

**Photo Positions** - Close co-operation between the LOC, Press Delegate and / or Photo Commissioner is essential, particularly for WAS Events where a large number of photographers are to be accredited. The Photo Commissioner is an international official who works with the Press Delegate to define photo positions and ensure optimal working conditions for accredited photographers. The Photo Commissioner will be responsible for assisting the Media Operations Functional Area in relation to photographer briefings and for ensuring the necessary requirements are satisfied.

**Photo Positions for Stadia Events** - The photographers must be divided into two groups: (a) infield photographers (those granted infield access); and (b) outfield photographers (all other photographers). The number of infield photographers is defined according to the type of WAS Event and must not be exceeded. The pool of infield photographers is drawn up by World Athletics (Photo Commissioner and / or Press Delegate) in conjunction with the LOC Photo Chief. The official photographers of World Athletics and Dentsu are always granted access. The outfield photographers use the pre-defined positions in the Main Stadium including the Head-On Platform which is normally shared with the Host Broadcaster and unilateral TV cameras so it is necessary to ensure adequate room and an unobstructed view of the finish line. The platform constructions for TV cameras and photographers must be separate so photographers' movements do not disturb the TV images. Specific procedures are to be followed for certain positions such as: (i) the installations of remote control cameras; (ii) access to public seating areas to use empty seats to obtain unusual angles; (iii) the Over-Head position and use of stadium catwalks for agencies only (WCH and WIC only); and (iv) the low Head-On position; and (v) the use of infield photo tables.

Figure 14 - General Map of Photo Positions at Stadia Events



**Photo Positions for Out of Stadia Events** - Head-On Platform, finish line area, course access and road race transport are defined in Schedule 4 – Media Operations.

**Photo Editor Seats** - Seats with a view of the track should be provided either on the Head-On Platform or on the Media Tribune, depending on availability of space (at the WCH and WIC).

**Photo Lockers** - Lockers for photographers should be provided in sufficient quantity in an area with 24hr security and should be an adequate size for photo equipment, in particular big lenses. At WCH and WIC only, a small storage area should also be made available for International News Agencies to safely store equipment.

**Camera Repair Service** – Camera body and lens repair, as well as hire services can often be negotiated with a professional photo service supplier and should be provided at least for the WCH and WIC.

**Photographers Bibs / Equipment** – Any advertising or branding on the photographers’ bibs, clothing and / or equipment worn on-site will comply with the World Athletics Marketing and Advertising Regulations, otherwise such branding or advertising must be covered. The standard manufacturer branding which may appear on photographic equipment is permitted, unless determined otherwise by Dentsu.

**v. Distribution of information**

The Media Operations Functional Area must share and explain to accredited media throughout the WAS Event how to access information (including all competition related data and statistics). The Press Delegate and LOC Head of Media Operations will jointly agree, what outputs should be produced, and how each output should be distributed. Methods of distribution can include printed copies in the Media Tribune, printed copies in the Media Centre, e-mail distribution (for urgent items e.g. Jury of Appeal decisions and flash interviews), the World Athletics website or Media Centre notice boards.

**11.4 Further Information & Resources**

Media operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Media Operations Technology Requirements (IT Chapter), Customs and Freight (Customs & Freight Chapter) and Media & Broadcasting (Food & Beverage Chapter) is set out in those respective chapters of this Event Guide. Media Operations requirements addressing aspects of this Functional Area in more detail are set out in the Schedule 4 - Media Operations. Further information on Media Operations spaces and facilities is set out in Schedule 6 - Spaces Data Sheets.

## 12. Broadcasting

**12.1 General Principles**

To ensure high level broadcast quality and standards are maintained there must be a consistent approach to Host Broadcaster and Rights Holder Broadcasters activities and provisions across all WAS Events.

**HB Co-ordination** - Every LOC will assist the HB and provide: (i) common services, such as technical and logistical support; (ii) equipment and services necessary for the HB to be able to successfully operate and broadcast the WAS Event; and (iii) services that relate to various authorities including visas, customs & freight, licences for radio frequencies and drones etc.

**RHB Services** - Through the Planning Phase, the HB will liaise with RHBs relating to their preparation and operational involvement, including primary point of contact, appointment of a Broadcast Services Manager, and management of the Broadcast Rate Card service.

**12.2 Strategic Phases & Milestones**

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Broadcasting Plan (Version 1)	LOC
	Broadcasting Plan (Version 2)	LOC
Readiness	World Broadcaster Meeting (for WCH only)	World Athletics
	Booking Office Open	HB
	Broadcasting Plan (Version 3 - Final)	LOC

### 12.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. **Broadcasting Facilities**

See paragraph 11.4 (iii) of this Event Guide for information on the IBC and / or Broadcast Compound and RHB Commentary positions.

#### ii. **Host Broadcaster**

The Host Broadcast works closely with World Athletics and the LOC to ensure that all aspects of live and non-live broadcast production of the WAS Events are produced to the highest possible standards and distributed to all the RHBs in their relevant territories.

#### iii. **Rights Holder Broadcasters**

RHBs are the broadcasting networks, or pools of broadcasters, who have been granted the rights to broadcast WAS Events in specific territories, through a Rights Holder Agreement with World Athletics' appointed media rights partners in Europe and Africa and Dentsu in the rest of the world. The planning of RHB coverage will be carried out through close co-ordination with the HB. RHBs may contact the HB or the World Athletic broadcast department for clarification of any issues. RHBs will also be required to follow the agreed procedures and standards regarding accreditation, access, interviews with athletes, priorities and No Go Zone as set out in the Schedule 5 - Broadcasting, Schedule 4 - Media Operations and the Rights Holder Agreement.

#### iv. **Frequency Management**

The LOC will ensure that all relevant authorisations, permissions and consents are obtained from appropriate authorities of the Host Country for the HB and the RHBs. This includes clearance for broadcast equipment such as RF cameras and microphones, drones, radios (walkie-talkies) etc. In addition, the LOC will ensure that a sufficient number of radio frequencies are allocated to the HB and RHBs and that these are provided free of charge. The LOC will communicate the process for this well in advance, and in the case of the WCH no later than 12 months prior to the event. The HB will subsequently communicate the process to the RHBs.

#### v. **HB Production**

**Production Plan** - A full production plan, encompassing all HB production elements, will be produced and distributed by the HB / World Athletics no later than six (6) months before every WAS Event (Production Plan). This Production Plan will form the basis for all HB production requirements specific to that WAS Event, though may be subject to change as necessary.

**Planning Timeline** - The HB will maintain a project timeline that will include all major Strategic Phases and Milestones. This plan will be developed in conjunction with World Athletics and LOCs, with the status monitored through the Milestones.

**Broadcast Rate Card Service** - The Broadcast Rate Card service offers a range of services, facilities and equipment to RHBs that would customarily be expected at each relevant WAS Event. The HB will develop in conjunction with the LOC a Broadcast Rate Card document that integrates equipment and services to be provided by both parties. The HB booking office will be responsible for invoicing, receipt of payments from RHBs, and maintaining fully auditable records. The prices for equipment and services will be at commercial rates that can be justified to RHBs.

**Drawings** - The HB will supply the LOC with all relevant design drawings of HB spaces (for both the IBC / Broadcast Compound and venues) in a timely manner and to a timeline agreed in the Planning Phase. The LOC will supply the HB with accurate construction and overlay drawings of all venues in the agreed timeline.

**Publications** - The HB in consultation with World Athletics will provide relevant information manuals for RHBs, depending on the scale of the WAS Event. For all WAS Events a Broadcast Guide containing information such as production plans,

competition schedules, along with organisational, logistical and operational information will be produced. For the WCH only, a World Broadcaster Manual will be produced for the World Broadcaster Meeting (WBM) and for the other WAS Events, an 'Offer to the Broadcaster' is produced which is a simpler version of the World Broadcast Manual. The LOC will be expected to contribute local knowledge and information to any such guides.

#### 12.4 Further Information & Resources

Broadcasting arrangements should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Media & Broadcasting Facilities (Media Operations Chapter), Broadcast Technology Requirements (IT Chapter), Customs and Freight (Customs & Freight Chapter) and Media & Broadcasting (Food & Beverage Chapter) is set out in those respective chapters of this Event Guide. Broadcasting requirements addressing aspects of this Functional Area in more detail are set out in Schedule 5 - Broadcasting. Further information on Broadcasting spaces and facilities is set out in Schedule 6 - Spaces Data Sheets.

### 13. Competition Management

#### 13.1 General Principles

Athletics is the core of WAS Events and the Competition Management Functional Area is responsible for managing the supervision and co-ordination of the field of play operations (including sports equipment, Technical Suppliers, National Technical Officials and International Officials).

#### 13.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	List of Competition Delegates Approved by Council	World Athletics
	Timetable Approved	World Athletics
	Road Event Course Confirmed (Marathon & Race Walk)	LOC
	Mass Participation Schedule (Version 1)	LOC
	Test Event Confirmed	LOC
	Mass Participation Schedule (Version 2 -Final)	LOC
Readiness	National Competition Officials Appointed and Approved by World Athletics	LOC

#### 13.3 Information & Requirements

##### i. Scheduling of the Competition Timetable

World Athletics with the input of the LOC will prepare a detailed timetable for all competitions of the WAS Event, taking into account factors such as time differences between the Host Country and key international television markets, the national television market, spectator appeal, athlete requirements and ticket sales. The LOC acknowledge that Council has the final authority, in its sole discretion, to determine the final timetable of all competitions. The LOC must ensure that all competitions of the WAS Event take place in accordance with the timetable approved by World Athletics and acknowledges that in the event that there are any delays, cancellations or amendments to the timetable which have not been approved by World Athletics, the LOC may be subject to penalties at the discretion of World Athletics.

##### ii. National Competition Officials Appointed by OM

The OM is responsible for appointing appropriate and properly qualified National Competition Officials. The Final List (including number, level of competency and positioning around the infield) will be approved by the Technical Delegates. When assigning positions to National Competition Officials, the OM should ensure the infield competition is as clean as

possible while maintaining a competition that is officiated properly and fairly. A number of International Officials will be appointed by World Athletics to work closely with the National Technical Officials.

### iii. **Technical Meeting**

A technical meeting will be organised by the LOC for all Team leaders the day prior to the start of the Competition. The time and location will be agreed by the LOC and World Athletics. The Technical Delegate will normally chair the Technical Meeting and the agenda will be provided by World Athletics. It is the responsibility of the LOC to arrange a room for up to 300 people (including all the necessary facilities and equipment). The Technical Meeting should normally last no more than 60 minutes.

### iv. **Competition Management Facilities & Equipment**

Operational information to guide the Competition Management Functional Area on competition areas is set out below.

**Main Stadium** – The Main Stadium at which WAS Events are to be held must conform to the World Athletics Rules and Regulations and must hold a current World Athletics Certificate of Approval. The LOC will arrange for all areas, rooms and facilities required for the proper conduct of the competition.

**Field of Play Layout** – The guiding principle should always be to keep the field of play as clean and uncluttered as possible. This refers to people working on the field of play (National Competition Officials, volunteers, broadcasting personnel, timing and results personnel) as well as equipment.

**Warm Up Area** – An appropriate Warm-Up Venue will be provided as close as possible to the Main Stadium. The Warm-Up Area will include facilities and equipment for athletes of all disciplines competing at the relevant WAS Event.

**Training Venues** – The LOC will provide suitably located training venues for the athletes in the days prior to the competition. The Warm-Up Venue may also serve as a training site in the days prior to the competition.

**Technical Information Centre (TIC)** – The LOC is responsible for establishing a TIC at the Competition Venue. The TIC will be responsible for the distribution of results, for protest procedures and for answering any questions concerning the competition. In addition to the TIC, the LOC will arrange for a competition information desk (CID) at the Team hotel(s). The CID will provide all relevant information to the participating Teams (including distribution of entry lists, start lists, results, transportation information, receipt of technical meeting questions and any other relevant information).

**Implements** – The Technical Delegates will prepare and approve the list of implements to be used during the competition. Once approved, the LOC will be responsible for securing the required number of implements for competition, warm-up and training. During the competition, the LOC will keep an accurate record of the implements actually used during the competition.

**Sports Equipment** – Unless provided as VIK by a Commercial Affiliate, the LOC will provide all equipment necessary for staging the competition during the WAS Event. If a Commercial Affiliate provides technical sports equipment as VIK and such equipment is not sufficient for the WAS Event, the LOC will be responsible for securing any additional equipment or supplies (sourcing them either from such Commercial Affiliate or from any third party provided any commercial branding is covered). The LOC will pay the costs of Event Look branding of the sports equipment in accordance with the Brand Style Guide.

**Timing & Results** – Timing and results companies will normally be appointed by World Athletics. Both companies will make a Site Visit to discuss requirements and operations.

### v. **Bib Numbers & Hip Numbers**

World Athletics will provide the athlete bib numbers and hip numbers. The LOC will be responsible for their distribution.

**vi. Mass Participation**

In accordance with World Athletics’ strategy to create a healthier and fitter world, the LOC in collaboration with World Athletics and the Host City may agree that mass participation events are included in the WAS Event, after approval by Council. In such cases, entries (free of charge) must be provided to World Athletics for use by World Athletics Family and Commercial Affiliates as follows: a minimum of 250 entries for mass participation events with up to 20,000 participants and 500 entries for mass participation events with more than 20,000 participants. The commercial exploitation of any mass participation events related to the WAS Event and commercial identifications displayed at or in connection with such mass participation events are decided by Dentsu in consultation with World Athletics.

**13.4 Further Information & Resources**

Further information on Competition Management spaces and facilities is set out in Schedule 6 - Spaces Data Sheets.

## 14. Team Services

**14.1 General Principles**

The success of a WAS Event is highly dependent on the performances of the athletes, so in order to have great results the conditions must be optimal for athletes, as both producers and consumers. Teams Services will work closely alongside a number of other Functional Areas (including Accreditation, Visas, Customs & Freight, Arrivals & Departures, Transportation, Accommodation, Food & Beverages, Ticketing Operations and IT). Given the volume of Team Officials present at a WAS Event, Team Services personnel should act as the liaison for meeting the needs of the Member Federations with respect to those Functional Areas.

**14.2 Strategic Phases & Milestones**

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Team Leaders Site Visit – Date Confirmed	World Athletics
	Circular Letter - Team Leaders Site Visit (TLSV)	World Athletics
	Circular Letter	World Athletics
	TLSV Manual & Documents	World Athletics
Readiness	Preliminary Entries	World Athletics
	Team Manual	World Athletics
Last Lap	Final Entries	World Athletics

**14.3 Information & Requirements**

The LOC should take into consideration the below information and comply with the requirements outlined.

**i. Invitation to Participate**

All World Athletics Member Federations, will be invited by World Athletics to participate in a WAS Event. This invitation, in the official language of World Athletics will be sent by World Athletics at least 12 months before the WCH, at least nine (9) months before the WRE and at least six (6) months before all other WAS Events. At the same time the OM will send a letter of invitation to all Member Federations to participate.

**ii. Participation Principles & Entry Rules**

World Athletics are responsible for participation principles, entry rules and penalties which are set out in more detail in the Technical Regulations for the respective WAS Event. The Technical Delegates will prepare and propose entry standards for approval by Council. The entry standards will be developed with a view to achieving the required number of participants for each WAS Event.

**iii. Team Manual**

World Athletics in close co-operation with the LOC, is responsible for the production of a Team Manual. The Team Manual must be posted on the LOC website (and be available for download) no less than two (2) months before the WAS Event and Teams must be informed. A printed version may also be available for distribution at the Competition Venue upon Teams' arrival.

**iv. Call Room Checks**

The LOC must ensure that all athletes and other WAS Event participants wear at all times whilst at the Competition Venue their delegation's uniform as approved by World Athletics, including during Medal Ceremonies and official interviews. To this end, the LOC must provide a sufficient number of appropriately trained officials to check the clothing, bags, equipment and any other branding carried or worn to ensure full compliance with the World Athletics Marketing and Advertising Regulations. Any unauthorised advertising or branding must be taped prior to entering the Competition Venue.

**v. Athlete Lounge**

The Team Services Functional Area might also choose to facilitate a relaxation area for competing athletes, preferably located by the warm-up area and equipped with screens showing the competition. This facility should include lounge chairs, as well as food and beverage accessible to the Team Officials throughout the WAS Event.

**14.4 Further Information & Resources**

Team Services should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Teams Food & Beverage (Food & Beverage Chapter), Oversize Sports Equipment (Arrivals & Departures Chapter), Key Client Group Transport Services (Transportation) is set out in those respective chapters of this Event Guide. At a later stage in the process, World Athletics will provide a Circular Letter template, a Team Manual template and access to the Event Entry System, as well as information from previous editions.

## 15. Medical

**15.1 General Principles**

The purpose of the Medical Functional Area is to provide sports medicine and healthcare services through the organisation of local personnel and facilities, and by working with accredited national teams' medical personnel. The Medical Functional Area are responsible for providing primary and emergency care to all accredited persons at the Official Venues, as well as arranging for referrals to a higher level of healthcare where necessary, and offer other medical support services needed to ensure the health and safety of all accredited persons and spectators at the Official Venues.

**15.2 Strategic Phases & Milestones**

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Readiness	Competition Venue Medical Services Finalised	LOC
	Out of Competition Venue Medical Services Finalised	LOC
	Medical Plan Finalised	LOC



### 15.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Emergency Treatments

The LOC should be capable of administering emergency treatments (including intramuscular or intravenous infusions). The LOC will ensure that medical services are available at all Official Venues, and available to all accredited persons, including teams' medical staff. All medical care sites must have adequate communication services (telephone and portable radios) and that ambulance services are on call and are able to reach all medical care sites.

For Main Stadium based competitions 3-4 field emergency medical teams should be stationed at the perimeter of the track. Each team should be made up of 2-3 healthcare professionals. All should be connected by radio with a medical supervisor who should watch the competition from a prominent place in the Main Stadium so that he / she has an overall view of the whole competition enabling him / her to notice immediately any medical incident on the field of play that would require prompt medical assistance.

For any competition held outside of the Main Stadium, the LOC shall follow any instructions and / or guidance issued in writing by the medical manager for the placement of emergency medical teams, radio communications, medical supervisor etc. to enable prompt medical assistance.

Warm-up Areas should be open at least two (2) hours before the start of the first competition and remain open until one (1) hour after the last competition is over. A wide area at the Main Stadium, warm-up areas and training facilities should be made available to all team doctors and team physical therapists to provide care to their athletes. Minor treatment areas must be established at each of the training venues and staffed by a physician and physiotherapists. Medical staff must be available at least 90 minutes before the start of the competition and remain until the competition is over. Medical services must also be provided at all official Team hotel(s) and be staffed by physicians and physiotherapists during the day and evening hours (according to the competition schedule).

#### ii. Hospital Network, Speciality Services and Consultations

The LOC will co-ordinate services with a hospital / clinic network to provide other emergency services, speciality services and consultations. These might be multiple in number given the different specialities and services that hospitals might provide. However, in each case this network of hospital and clinic facilities will be in close proximity to the Competition Venue and Teams' accommodation.

#### iii. Contagious Disease Prevention

The LOC will ensure the surveillance of public health and safety. In doing so, it should be informed about any possible reports of communicable and food-borne illnesses, and will co-operate with local public health authorities, especially in cases of infectious airborne diseases (e.g. COVID-19, SARS, MERS), diseases manifested by a rash and fever (e.g. measles, rubella, varicella, dengue fever, etc.), gastro-intestinal illnesses (e.g. norovirus infections), hepatitis, influenza like illnesses, and sexually transmitted diseases. The LOC will make a medical evacuation plan for the isolation or hospital admission of individuals with contagious diseases, as well as making a comprehensive public health plan in co-operation with local public health authorities.

#### iv. Pharmacy

The LOC will supervise pharmacy services, medication and medical equipment supplies. The pharmacy will be supervised by a licensed pharmacist and medication dispensed by a pharmacist or LOC Medical staff. Only prescriptions from LOC staff physicians and accredited Team physicians will be evaluated and, if any, honoured. The size and complexity of supplies stored and managed will vary by WAS Event and will be discussed and agreed in advance with World Athletics.

**v. Prescription**

Following a consultation, an athlete or their team physicians should be provided with adequate medication for a duration of two (2) days, to initiate optimal medical care, plus prescription so that the athlete or their doctor can have the remaining part of drugs delivered at a local pharmacy. Team physicians can only provide prescriptions for members of their own delegation and prescriptions should be written on a form provided by the LOC (for a maximum of seven (7) days' therapy).

**vi. Weather Conditions**

The LOC will supervise meteorological / environmental conditions for health and safety purposes at all Official Venues and provide adequate support (fluid drinks, ice, hot drinks, blankets, conditioned or warmed areas, etc.) in case of particularly hot or cold environmental conditions. The LOC will implement a thorough monitoring system of weather conditions. The LOC will provide thermal stress information to Teams, staff and volunteers using one of the thermal stress indices proposed by World Athletics. The Medical Functional Area will work with the Competition Management Functional Area to monitor weather conditions and a specific contingency plan should be implemented to consider the scenario of extreme meteorological situations that could force a delay or even cancel the competition.

**vii. Air Quality Conditions**

The LOC will assist World Athletics in the implementation of monitoring programmes for local pollution and pollen ratings before and during the competition. The LOC should provide Teams, staff and volunteers with a daily average of main pollutants starting two (2) weeks prior to the competition and for the entire duration of the competition.

**viii. Food & Beverage**

The Medical Functional Area will work with the Food & Beverage Functional Area supervising the meal quality for participants and general food sanitation; preventing; or enhancing early detection of possible food poisoning and food contamination with prohibited substances (e.g. clenbuterol or nandrolone in meat and stimulants in soft drinks, etc.). The athletes' menu should consider a wide choice of different meals taking into account different needs linked to possible medical necessities (food allergy, coeliac disease, etc.) as well as cultural, ethnic or religious uses. The athletes' menu must be reviewed and approved in advance by World Athletics.

The LOC will ensure that bottled drinking water manufactured by an authorised bottled water supplier is available at all Official Venues. Tap water sanitation at accommodation should also be assured. Sealed water and drinks are preferred, both for health and anti-doping reasons. However, for sustainability purposes, athletes should be encouraged to carry their own container filled with tap water when drinkable. Appropriate control of air conditioning and swimming pools to prevent legionella outbreaks should also be implemented. Moreover, adequate glucose / electrolyte solutions should be provided at Official Venues.

**ix. Medical Team Training**

The LOC will organise training sessions for the various LOC healthcare teams (including medical guidelines for common conditions in athletes, basic sports medicine skills, evacuation, transfers and information on athletics and basic rules).

**x. Data Recording**

The LOC will maintain a data-recording system for all medical and physiotherapy encounters at the Official Venues during the WAS Event. All information about a patient's health status, diagnosis, prognosis, treatment, rehabilitation measures and all other personal information will be kept confidential.

**xi. Teams Information & Orientation**

The LOC will provide Teams with information on particular vaccinations requested by the World Health Organisation (WHO), and / or national or international travel laws (if any). The LOC will also provide an orientation session or medical meeting for the Teams medical staff.

## xii. First Aid

According to national health and safety rules on public events, the LOC will provide emergency care and first aid for spectators. First aid teams should be available at easily accessible, well identified areas, for the treatment of minor medical problems. Community resources, such as the Red Cross or local emergency services may be recruited to assist. An ambulance service proportional to the number of spectators should be available to evacuate, if any, patients to a critical care facility. Automated External Defibrillator (AED) must be available to implement adequate secondary prevention of sudden cardiac arrest.

## 15.4 Further Information & Resources

Medical should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Vector Control (Cleaning & Waste Management Chapter) Biological Waste Disposal (Cleaning & Waste Management Chapter) and Medical & Anti-Doping Security (Security Chapter) is set out in those respective chapters of this Event Guide.

Further information on Medical spaces and facilities is set out in Schedule 6 - Spaces Data Sheets. At a later stage in the process, World Athletics will provide the Medical Guidelines addressing aspects of this Functional Area in more detail (including specifics for stadia and non-stadia events). The LOC needs to be fully aware of and comply with these requirements and guidelines.

# 16. Anti-Doping

## 16.1 General Principles

The purpose of Anti-Doping is to safeguard the integrity and credibility of elite athletics performance through doping controls and education campaigns at the WAS Events. The fight against doping in athletics is an essential statutory mission of World Athletics which operates through the Athletics Integrity Unit (AIU) - the most comprehensive and global anti-doping programme in sport.

The Anti-Doping Functional Area is responsible for providing doping control operations supervised by World Athletics and the AIU, the LOC may also be required to assist the AIU in organising anti-doping education campaigns around the WAS Event. The main responsibilities of the Anti-Doping Functional Area are divided into the following three sub-sets: (i) In-Competition Doping Controls; (ii) Pre-Competition Doping Controls; and (iii) Anti-Doping Education Programme.

### i. In-Competition Tests

This sub-set is responsible for mainly urine tests right after the end of an event at the Competition Venue.

### ii. Pre-Competition Tests

This sub-set is responsible for mainly blood tests taken prior to the start of the competition, usually at the Team hotel(s) or any other convenient location.

### iii. Anti-Doping Education Programme

This sub-set is responsible for identifying and securing a space for an anti-doping education booth at the Team hotel(s) or at the warm-up area.

## 16.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Identify & Confirm Provider & Resources for Doping Control Operations	LOC
	Description of Doping Control Station & Notification Process for In-Competition and Pre-Competition Testing	LOC
Readiness	Test Distribution Plan Finalised	World Athletics (AIU)

## 16.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Doping Control Kits

The LOC must ensure that the doping control kits used meet the requirements under the World Athletics Anti-Doping Regulations and that they are approved by the AIU. A sufficient number of doping control kits must be available (with a minimum of 30% more than the number of doping controls anticipated).

### ii. Doping Control Forms

The LOC will receive a set of World Athletics / AIU Doping Control Forms which will need to be used for the doping control operations. Other forms (including paperless forms) could be used, upon approval from the AIU.

### iii. Doping Control Process

The doping control process can be summarised as follows:

#### Athlete Selection → Athletes Notification → Sample Collection → Sample Shipment

**Athlete Selection** - Athletes selection for doping controls is made on the basis of criteria set out in the World Athletics Anti-Doping Rules. The list of athletes finally selected for doping control should be kept strictly confidential by all doping control personnel. All athletes achieving a world record will be tested as soon as practicably possible after the end of the WAS Event in which the record was broken. Athletes establishing Continental / National records, and willing to undergo a doping control for the purpose of ratification of such record, will be required to file a specific request.

**Athletes Notification** - Athletes must be notified of their selection for a doping control shortly after the end of their WAS Event, in a discrete and quiet area. Notification should preferably take place after the Mixed Zone or in the post-event area, provided athletes can be kept under observation by the chaperones at all times. A dedicated space for notification should also be identified.

**Sample Collection** - The LOC must ensure that all doping control samples are collected strictly in accordance with the World Athletics Anti-Doping Rules, Regulations and Policies which comply with the World Anti-Doping Agency's Code and International Standard for Testing and Investigations. The sample collection procedure for urine and blood samples are set out respectively in the World Athletics Anti-Doping Regulations.

**Sample Shipment** - Sealed samples must be stored securely and in adequately cool conditions following collection and until shipment. The LOC must ensure that fridges with lockers are available in the processing room or in the main Anti-Doping Office. Samples should be shipped in a manner that protects their integrity, identity and security, preferably in secured transportation boxes. A complete record of the handling of samples must be maintained. All doping control samples collected at WAS Events will be shipped and analysed at a laboratory accredited by the World Anti-Doping Agency. The choice of the laboratory must be approved by the AIU.

## 16.4 Further Information & Resources

Anti-Doping operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Anti-Doping Transfers (Transportation Chapter), Competition Delegates (Food & Beverage Chapter), Biological Waste Disposal (Cleaning & Waste Chapter) and Medical & Anti-Doping Security (Security Chapter) is set out in those respective chapters of this Event Guide.

Further information on Anti-Doping spaces and facilities is set out in Schedule 6 - Spaces Data Sheets. For further information the LOC should also review the World Athletics Anti-Doping Rules (Book D – Integrity & Discipline - [click here](#)), the World Athletics Regulations (Book D – Integrity & Discipline - [click here](#)), World Anti-Doping Agency’s Code and International Standard for Testing and Investigations ([click here](#)). At a later stage in the process, World Athletics will provide the World Athletics Anti-Doping Guidelines. The LOC needs to be fully aware of and comply with these requirements and guidelines.

# 17. Venue Management

## 17.1 General Principles

The purpose of Venue Management is to ensure that the Competition Venue and training venue has all the spaces, facilities, & utilities necessary for all stakeholders to carry out their roles and responsibilities to full effect, and will be the main liaison with venue owners. The Venue Management Functional Area is responsible for making the Competition Venue and training venue safe, accessible and appropriate for use.

## 17.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Venue Maps (Version 1)	LOC
	Furniture, Fixtures and Equipment (FF&E) Requirements Collected	World Athletics
Readiness	Final Allocation of Office / Spaces at Competition Venue	World Athletics
	Way-finding & Signage Plan	LOC
	Venue Map (Version 2 - Final)	LOC
Last Lap	Daily Run Sheets Confirmed	LOC

## 17.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Venue Access

The LOC will ensure that the Official Venues are made available at all times and procure from any owner or third party who control the Official Venues that they make available the Official Venues from the Effective Date (as defined in the EOA) up to the end of the Exclusive Period (as defined in the EOA) with full access (free of charge) for inspection by World Athletics and Dentsu and to enable them to monitor compliance upon reasonable notice.

### ii. Venue Works

Where necessary the Host City and / or the LOC may build new permanent or temporary infrastructure to satisfy missing facilities. Following the Site Visit and associated reports, in order for the Official Venues to meet the Standard (as defined in the EOA) (the “Venue Works”) the LOC will carry out in good time prior to the WAS Event, all necessary Venue Works (including additional media and / or broadcast facilities, ICT services and / or audio-visual facilities, Event Look and other works as specified by World Athletics) which may require temporary overlay changes to be made and / or permanent upgrades to the Competition Venue.

iii. **Venue Storage**

The LOC will make available to World Athletics, Dentsu and each Commercial Affiliate, sufficient and adequate storage facilities at the Official Venues (particularly the Competition Venue) free of charge, during the Exclusive Use Period (as defined in the EOA). Such storage facilities will be secure and provided with necessary facilities and utilities.

iv. **Venue Meetings**

During the WAS Event, a daily venue meeting to go through pending issues and define action plans so the Competition Venue is ready to be used in each session must be planned and led by the LOC Venue Manager.

v. **Daily Run Sheet**

A Daily Run Sheet will be created by the LOC Venue Manager from a template provided by World Athletics to gather and collate all the activities happening in each Official Venue, before, during and after each training or competition session. This tool will need to be shared with all the relevant stakeholder that will be using or working in the Official Venues.

vi. **Way-finding**

Directional signage is important to ensure that all client groups know where to go once they arrive at the Competition Venue. The signage project is always “live” during the WAS Event period and changes could happen last minute until the last day of competition. The LOC should instruct a provider that can react hastily to printing and setting-up the signage on short notice.

**17.4 Further Information & Resources**

Venue Management operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Way-finding is set out in the Brand & Marketing Chapter of this Event Guide. Venue Management Guidelines addressing a detailed list of spaces, facilities and utilities, as well as FF&E is set out in Schedule 6 - Spaces Data Sheets. The LOC needs to be fully aware of and comply with these Venue Management Guidelines as far as possible, with any adaptations to be approved by World Athletics.

## 18. Cleaning & Waste Management

**18.1 General Principles**

Sound cleaning and waste management will minimise the volume of waste actually produced and help lead towards improved sustainability activities. The Cleaning & Waste Functional Area is responsible for arranging a sustainable waste management plan and maintaining clean Official Venues.

**18.2 Strategic Phases & Milestones**

The LOC will deliver the Milestone assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Readiness	Cleaning & Waste Plan	LOC

**18.3 Information & Requirements**

The LOC should take into consideration the below information and comply with the requirements outlined:

i. **Cleaning**

The LOC will ensure that the Official Venues are cleaned in advance of the beginning of each day during and a reasonable period prior to an event and, if necessary and / or required by World Athletics, the Competition Venue is cleaned between

event sessions. The LOC will ensure adequate programmes of sanitation, as well as appropriate control of animals (mosquitos and rodents etc.). Fumigation of these areas should be carried out an adequate number of times and, at appropriate times. The World Athletics Health & Science Department will need to approve the process.

**ii. Waste Management**

Waste management is a key component of any WAS Event sustainability plan. The types of waste should be managed throughout the lifecycle of the WAS Event, from procurement, through build, event delivery and breakdown and, where possible, eliminated. The waste management plan should minimise waste and maximise reuse and recycling. Event time waste should be managed through simple, yet clear, messaging to the public and consistent provision of bin options across the WAS Event. Where food is provided, particularly in hospitality, waste food may be able to be passed on to a food bank or charity that collects it and uses it for local deprived communities, or alternatively composted.

Biological Waste Disposal - The LOC will ensure that clearly marked “biohazard waste” disposal containers are provided at all medical sites, including visiting Teams’ medical treatment areas and anti-doping facilities. Collection and disposal of containers will be carried out according to treatment of contaminated medical waste, and national health and prevention rules. The World Athletics Health & Science Department will need to approve the process.

**18.4 Further Information & Resources**

Waste management operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. Staffing in relation to Cleaning & Waste is captured within Venue Management.

## 19. Information Technology

**19.1 General Principles**

The provision of technology infrastructure and network services must deliver robust, reliable and high quality solutions to all stakeholders (including World Athletics, the LOC, Media & Broadcasting, Timing Partner, Data and TV graphic provider, officiating where relevant, athlete tracking technology providers (if any), Competition, Merchandisers, Ticketing, Event Presentation, as well as the spectators). It is paramount that core services such as timing, data and broadcast can rely on a resilient network and power circuit so the competition is not put at risk.

The Information Technology (IT) Functional Area will provide reliable and modern technology services, the exact requirements and duties will vary depending on the type and size of the WAS Event, but will commonly include the following services: Wi-Fi, cabled internet, network cabling (fibre and copper), communications cabling (fibre and microphone cable), video cabling (fibre and copper), printer services, laptops, mobile phones, power, TV screens, IPTV services, CIS terminals, voice over internet protocol (VOIP) phones and radio communication.

**19.2 Strategic Phases & Milestones**

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Technology Requirements Collected & Provided	World Athletics
Readiness	Technology Requirements Validated by LOC Head of IT	LOC
	Technology Resource Plans, Schedules & Relevant Contacts Provided by World Athletics	LOC
	Technology Plans Finalised	LOC

### 19.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Process for Delivering Technology Requirements

Once the WAS Event has been awarded, the LOC should study baseline requirements shared through the database operated by the World Athletics Technology Department. This will enable the LOC to obtain quotes for technical contractors to manage the different technology services, and appoint suitable contractor(s). Requirements shared initially are based on previous similar events and may need refinement to fit the specifics of the actual competition.

After all the stakeholders' technical information is digested, a Site Visit should be conducted, updated quotes obtained, and orders placed for equipment and technology services required from outside sources. A Technology Installation Plan, Technology Removal Plan and Process Schedules should be prepared to carry out all the required work. A Site Visit with the timing and data companies is usually planned as part of the Readiness Phase. Core services should be installed first, along with monitoring and security systems. Once these have been tested and confirmed to be ready, end-user equipment should be installed. All systems should be properly tested after installation.

Change control should be implemented for all technology services to ensure that no unexpected service interruptions take place during event operational hours. During the WAS Event, the LOC will be required to conduct event support duties to ensure the availability and integrity of the technology systems and services. Following the WAS Event, the technology removal plan will be executed, taking care not to interrupt services for users that are still live.

#### ii. Monitoring & Incident Management

Monitoring - It is essential that all technology systems and services are monitored to ensure that they perform as required and to ensure that any issues are identified immediately. Suitable monitoring and management tools should be put in place to monitor service status and should retain a historical record. Monitoring should include at a minimum, network availability, network capacity and device metrics such as CPU Utilisation, temperature and error rates. Where possible, logging should be centralised using Syslog or similar technologies to connect all systems and devices to a central network operations centre (NOC) to ensure that any issues / outages are addressed before they create problems.

Incident Management - There should be a process in place for the reporting and notification of incidents whether they are small (affecting one (1) user) or large (affecting all users). Problems should be logged with times so that this can be easily referenced, with large scale problems reported to the LOC.

#### iii. Resiliency

Following Incident Management, it is important to test any redundancy systems and consider the action plans for any potential technology risk factors, as set out in Figure 15 below.



**Figure 15 – Potential Technology Risk Factors and Proposed Action Plan**

Potential Technology Risk Factors	Proposed Action Plan
Loss of power to equipment	Using equipment with dual power supplies and Uninterruptible Power Supply (UPS) power mitigates short term loss of power to equipment.
Loss of power in main communications room	As above. Also, using duplicate main communications rooms where possible, mitigates loss of a single communications room.
Fire in main communications room	Using duplicate main communications rooms where possible, mitigates loss of a single communications room.
Damaged cables	Running spare cables for difficult cable runs. Using suitable cable protection such as ramping, matting and cable ties.
Loss of major infrastructure cable	Running diversely routed cables for important infrastructure means there is always a spare cable and reduces the likelihood of damaged cables causing outages.
Core switch failure	By using redundant switches across the network design, it is possible to be prepared for any equipment failure. Using redundant core switches or better still having a redundant communications room is the best way to cope with a core switch failure.
Firewall failure	By using multiple firewalls, it is possible to ensure that there is always enough capacity available to cover the network load in the event of a failure. Using Virtual Router Redundancy Protocol (VRRP) on the firewalls helps to speed up the transition in the event of a failure.
Router failure	Using routers in pairs and running Hot Standby Router Protocol (HSRP) or VRRP allows the routers to back each other up in the event of a failure. Each router should be capable of running the entire network load.
Internet circuit failure	Using two (2) separate internet connections prevents the reliance on one (1) internet service provider.

**iv. IT System, Equipment & Wi-Fi**

The LOC will ensure that it provides an adequate IT system (including network) and computer equipment (including telephones, printers and copiers) at the Official Venues identified by World Athletics. The LOC will make available high-speed wireless internet at the Official Venues. Such internet bandwidth will be guaranteed through monitoring and segmentation. The internet speed will match the requirements agreed with World Athletics in the context of the intended usage and the number of users in a given location. A high-level architecture solution will be submitted to the World Athletics Chief Information Officer for validation. The LOC will provide appropriate IT support to users of the IT system, computer equipment and internet.

**v. Cyber Security**

This is a significant concern to World Athletics, particularly with respect to the Anti-Doping Team and core services such as timing and data. Care should be taken to ensure sensitive networks are protected from hacking attempts, and virtual private network (VPNs) considered for added security. Firewalls will be configured to prevent inter-VLAN routing. A management virtual local area network (VLAN) for devices will be in place and restrictions should be placed on any VLANs that could be used to gain internet access such as VOIP phones or Access Points.

Passwords for network devices will be long enough to prevent brute force hacking. Eight (8) characters is the minimum length suggested. They should not be words that can be found in the dictionary and should contain a combination of lower and upper case, alphanumeric characters, as well as special characters. Whereas, Wi-Fi passwords should not be overly complex, they should be memorable and easy for users to type.

Access lists will be used on management devices where possible to restrict the IP addresses able to manage them. All users will be encouraged to sit behind firewalls provided, unless there is a valid business case not to do so. It is often possible to recognise malicious software based on traffic patterns. By using application aware firewalls and recognising

unusually high bandwidth usage, it is possible to track down rogue devices. For additional support, national data crime agencies can be contacted to assist with monitoring known suspect address spaces.

**vi. Media Operations Technology Requirements**

Wi-Fi and cabled broadband internet connections will be provided in all the media areas on a separate network and the Wi-Fi networks must be password protected (and normalised in co-ordination with the World Athletics Technology Department). Specific services for the media also include CIS terminals, web CIS relying on a strong Wi-Fi coverage and an agreed number of computers with free internet access for media representatives.

**vii. Broadcasting Technology Requirements**

**Telco Services** - The LOC must appoint a telecommunications provider to manage all telco services that are required by broadcasters. This will include the responsibility for the provision and maintenance of V&A services required by the HB and RHBs via the Broadcast Rate Card. In addition to the broadcast telecommunication requirement, the LOC telco provider will also provide all internet and phone lines, as well as assisting the HB and RHBs with mobile phone procurement and connections.

**IT Services** - The IT Functional Area is responsible for sourcing all IT hardware booked by the HB and by RHBs via the Broadcast Rate Card, however, the HB may choose to take on this function subject to acceptable terms and conditions being agreed with World Athletics and the LOC. The LOC is also responsible for ensuring there is adequate, reliable, dedicated Wi-Fi coverage for all broadcast areas.

**viii. World Athletics Offices Requirements**

World Athletics and / or Dentsu offices will be interlinked on a secured dedicated network and to the internet. Connections will be both wired and wireless in all World Athletics and / or Dentsu office locations at the Competition Venue and the relevant official hotels.

**19.4 Further Information & Resources**

Technology operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. Requirements addressing aspects of this Functional Area in more detail are set out in the Technology Requirements. The World Athletics management database can be consulted on request at the time of the bidding and accessing this information is a good way for the future LOC to better understand sizing and costs associated, which are often underestimated. A technology guideline document informing on the process and providing more contextual information is also available to help the future LOC to plan and appoint an IT team and any contractors needed. The LOC needs to be fully aware of and comply with these Technology Requirements and guidelines.

## 20. Visas

**20.1 General Principles**

Visa operations enable all accredited participants to enter and leave the Host Country, subject to them providing the relevant information and documentation within the specified timing.

**20.2 Strategic Phases & Milestones**

The LOC will deliver the Milestone assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Readiness	Visa Procedure Confirmed	LOC

### 20.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Visa Procedure

The LOC must define the necessary procedures under the laws of the Host Country for all the accredited groups that need to enter the Host Country. There are usually four different scenarios that exist for accredited groups, they hold citizenship from a country that:

- a. does not require a visa;
- b. needs a visa and have a Consulate or Embassy in their country;
- c. needs a visa, but have neither a Consulate nor an Embassy in their country; or
- d. needs a special permission before entering the Host Country.

#### ii. Invitation Letters

The LOC must send a visa invitation letter to all accredited participants who require a visa to enter the Host Country.

#### iii. Consulates & Embassies

The LOC must inform the respective Consulates and Embassies about the delegations and individuals participating in the WAS Event in order to assist them in obtaining visas.

### 20.4 Further Information & Resources

Visa operations should be planned and co-ordinated with all the other relevant Functional Areas concerned.

## 21. Customs & Freight

### 21.1 General Principles

Customs and Freight operations ensure that all official stakeholders such as World Athletics, Dentsu, Commercial Affiliates, HB and suppliers appointed by World Athletics and / or Dentsu can import all necessary goods to fulfil their functions in the Host Country without any restrictions and without any customs duties, levies or other taxes. It shall also ensure that Teams and Media (including RHBs) can import all necessary goods to fulfil their functions in the Host Country. The Customs & Freight Functional Area and its appointed freight forwarding company will be the contact liaisons for all shipping and clearance questions.

### 21.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Customs & Freight Manual Plan (Version 1)	LOC
	Customs & Freight Manual Plan (Version 2 - Final)	LOC

### 21.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Freight Forwarding

The LOC will appoint a freight forwarding company as contact point for official stakeholders to manage the import and export of all their equipment, at least 12 months prior to the WCH and the WIC and at least nine (9) months prior to the other WAS Events.

#### ii. Customs & Freight Manual

The Customs & Freight Manual should include the consignee information, basic information on the customs processes and costs, full import and export procedures (the ATA Carnet document is preferred by World Athletics), timelines for air and sea shipment, insurance information and a list of all items which need special approval or permissions. The LOC will share the Customs & Freight Manual with relevant stakeholders and then receive a first projection of goods which will be shipped for the WAS Event. This will help the LOC to subsequently manage all operations, organise the insurance and will work as a basis for discussions with government authorities for customs waivers.

### 21.4 Further Information & Resources

Customs and Freight operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. Staffing in relation to Customs & Freight is captured in Logistics.

## 22. Arrivals & Departures

### 22.1 General Principles

Arrivals and departures (A&D) are the first and last impression for WAS Event participants and smooth transfers will likely make that a positive experience. The A&D Functional Area is responsible for arranging appropriate and timely pick ups at Ports of Entry (POE(s)) on arrival and at official hotels on departure.

### 22.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	A&D Operation Plan (Version 1)	LOC
Readiness	A&D Operation Plan (Version 2)	LOC
Last Lap	A&D Operation Plan (Version 3 - Final)	LOC

### 22.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined.

The main objective of this Functional Area is that participants do not wait more than 30 minutes at POE(s) for Transport Services.

#### i. Ports of Entry

POEs are selected by the LOC, subject to World Athletics' approval. POEs should be selected based on the volume of international airlines, connections and capacity.

**ii. Immigration Dedicated Lanes**

World Athletics recommend setting up official POE dedicated immigration lanes to facilitate reduced waiting times for participants at immigration and customs.

**iii. Oversize Sports Equipment**

There will be oversize sports equipment brought by the athletes for competition and training purposes, which may not fit into the vehicles arranged. In such circumstances, the A&D Functional Area need to plan and manage the transfer of oversize sports equipment from the POEs to the Competition Venue and training venue, with a similar process arranged for departures.

**iv. Welcome Desk**

The LOC should ensure that one (1) welcome desk is set up per official POE with A&D staff and volunteers present. The purpose of the welcome desks is to receive different guests and participants and to guide them to the load zones for official transport. They should be clearly visible with event branding, must be connected to internet and reachable with a phone number. Opening days and times will depend on the travel information provided by the Event Management System.

**v. Allocation of Vehicles**

There are two different types of pick up at the POEs - car pick up or shuttle bus. The information about the type of pick up per WAS Event participant is indicated in the Event Management System. The shuttle bus can pick up different client groups at the same time.

**vi. Departures**

During the WAS Event, departures will happen every day, with a peak occurring the day after the last competition day. To deliver smooth departures, World Athletics strongly recommend that the A&D Team display the pick-up times for relevant participants 48 hours in advance. This should be displayed in all the official hotels and in all transport desks.

**22.4 Further Information & Resources**

A&D operations should be planned and co-ordinated with all the other relevant Functional Areas concerned.

## 23. Transportation

**23.1 General Principles**

During a WAS Event, key client groups require appropriate transportation systems and related services in order to move with haste between venues, and this will require a high level of co-ordination nationally, regionally, and locally. The Transportation Functional Area will provide a transportation system for the WAS Event (including a reasonable period before and after), from and to all the Official Venues within the Host City / Host Country.

**23.2 Strategic Phases & Milestones**

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Transport Operation Plan (Version 1)	LOC
Readiness	Transport Operation Plan (Version 2)	LOC
Last Lap	Transport Operation Plan (Version 3 - Final)	LOC

### 23.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Transportation Plan

The LOC will provide full details of transportation plans in relation to the WAS Event from a template provided by World Athletics and for approval by World Athletics and Dentsu, and the LOC will incorporate any changes as directed by World Athletics. The transportation plan will be provided in the English language.

#### ii. Key Client Group Transport Services

During a WAS Event, the LOC should ensure that transportation is provided free of charge between official hotels and POEs, Official Venues and agreed social programme venues for key client group personnel (including World Athletics Family, Teams, Technical Suppliers, Media and HB), as well as for transporting equipment and supplies required by the athletes for training and competition.

#### iii. Dedicated Cars (T1 code)

T1 is a dedicated vehicle and driver service available to a limited number of VIPs / VVIPs as advised by World Athletics, and the T1 code will be visible on the individuals accreditation card. The LOC will provide dedicated T1 cars, fuel and drivers at its own expense. A person accredited with a T1 code may bring an additional passenger without T1 code accreditation. Drop off and load zones for T1 vehicles should be inside the security perimeter, in front of the VIP or VVIP entrances.

#### iv. Car Pool System (T2 code)

T2 is a call-up vehicle pool service for the use of the World Athletics Family between Official Venues only. The LOC will also provide a T2 car pool at its own expense, with the quantity to be agreed with World Athletics in advance. The users are defined by World Athletics, and T2 code will be visible on the individual's accreditation card. A person accredited with a T2 code may bring an additional passenger without a T2 code accreditation. A special T2 upgrade pass also exists, which acts as a T2 code accreditation. Drop off and load zones for T2 vehicles should be close to the VVIP & VIP entrances.

#### v. Shuttle Buses (BA, BF, BM)

The LOC will provide buses to allow all accredited persons with the following codes to use shuttle bus services: Teams (BA), World Athletics Family (BF), Media, Broadcasters & HB (BM). Bus timetables will respect the Service Level Agreement set out in Figure 16 below (unless otherwise communicated or approved by World Athletics) and should be displayed in all the Transport Desks. Load zones, drop off and staging areas should be clearly identified and should be big enough to allow several buses at the same time (up to 10 ideally for Teams and World Athletics Family).

Figure 16 – Service Level Agreement

Client Groups	Arrival at Competition Venue	Departure from Competition Venue	Frequency	Type of vehicle
Teams	2 hours before the start of the session	1 hour after the end of the session	30 minutes	Buses (30 or 50 seaters)
World Athletics Family	1 hour before the start of the session	1 hour after the end of the session	3 departures before and 3 departures after the session	Buses (30 or 50 seaters)
Media & Broadcasters	At the opening times of the Media Centre	At closing times of the Media Centre	60 minutes	Buses or Minibuses
Host Broadcasters	3 hours before the start of the session	2 hours after the end of the session	2 departures before and 2 departures after the session	Buses or Minibuses
Technical Suppliers	Specific timetable to confirm with Technical Suppliers and World Athletics			Buses or Minibuses

**vi. Public Transport**

World Athletics also recommends that all public transport, where suitable and appropriate, is free of charge for all categories of accredited persons. The LOC should liaise with the appropriate public and private agencies and use reasonable endeavours to establish a mechanism whereby accreditation can be used to access certain modes of public transport. The Host City should carry out a detailed evaluation of the existing public transport infrastructure and road network, as well as consider how to integrate WAS Event specific transport requirements.

**vii. Parking**

Enough space should be envisaged at the Competition Venue for parking dedicated T1 and T2 cars, as well as buses. If requested by World Athletics the provision of a park and ride system should be implemented. Ideally the parking areas should be as close as possible to the drop off and load zones. Reserved parking spaces will also be needed for the cars, both dedicated and pool, at all the official hotels.

**viii. Vehicle Access and Parking Permits (VAPPs)**

All official vehicles will be identified with a visible permit to access the Competition Venue. The LOC will manage the registration of all vehicles and the distribution of those permits. The LOC will also provide VAPPs for World Athletics and Commercial Affiliates in order to access Competition Venue, secured perimeters and car parks. The number of VAPP passes will be agreed with World Athletics once the location and capacity of the Competition Venue car parks are defined.

**ix. Drivers**

The LOC must provide drivers that are suitably trained and have a satisfactory knowledge of the local geography and it would be useful if they could speak English and / or French. Some drivers will be needed during late hours so the LOC should scope a number of drivers to cover those services. Drivers should be accredited and easily identifiable. Drivers shall either wear the official uniforms if provided or wear unbranded clothing and shoes.

**x. Transport Desks**

Transportation desks are crucial during the WAS Event to provide the right information to participants at different places, and to react quickly when there is a T1 or T2 transport request. World Athletics advise setting up one (1) transport desk per training venue, and at least two (2) at the Competition Venues: one close to the Teams drop off or Teams areas / and one close to the VIP areas. Opening days and times should be discussed and agreed with World Athletics. LOC Transport volunteers should be staffed on each transport desk and reachable with a phone number.

**xi. Anti-Doping Transfers**

As doping control sessions may finish late after the end of the daily athletics sessions, the LOC should ensure a swift transportation of the athletes back to their hotel after the completion of the doping control session.

**23.4 Further Information & Resources**

Transport operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on transport information desks is set out in the Accommodation Chapter of this Event Guide.

## 24. Accommodation

### 24.1 General Principles

For a comfortable stay during a WAS Event, accommodation standards should balance close proximity to the Competition Venue, sufficient facilities and reasonable prices. The Accommodation Functional Area is the liaison to all official hotels and will arrange accommodation for identified client groups in accordance with the EOA, Application Form and World Athletics Series Regulations.

## 24.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	World Athletics Accommodation Projection (Version 1)	World Athletics
	Hotel Description Forms (Version 1)	LOC
Readiness	Hotel Description Forms (Version 2 -Final)	LOC
Last Lap	World Athletics Accommodation Projection (Version 2 - Final)	World Athletics

### Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Hotel Contract Process

World Athletics highly recommends that the LOC negotiates pre-contracts with possible official hotels during the Bidding Phase with guaranteed number of rooms and standardised rates if awarded the WAS Event. The LOC will ensure that the hotel standards and rates (including taxes) given in the Application Form are respected and remain fixed for the duration of the WAS Event.

World Athletics will provide Hotel Description Forms which will be prepared by the Accommodation Functional Area for all official hotels in the Planning Phase and completed in the Readiness Phase. The information provided in the final version is binding and must be signed off by both the LOC and World Athletics.

The LOC will also confirm a number of topics in discussions with possible official hotels including: cancellation policies and timelines, early check-in and late check out options, overview of restaurant options with opening hours, office and meeting rooms and location of the information desk. The LOC will follow the accommodation requirements set out in the EOA and the World Athletics Series Regulations in regard to all client groups.

#### ii. Hotel Reservations

Indicative numbers for respective hotel room bookings are set out in the EOA. World Athletics will provide an accommodation projection at a later stage. The LOC is responsible for the reservation of all guests and the final numbers and relevant information will be captured as follows:

- a. World Athletics Family, as well as Commercial Affiliates, HB, Technical Suppliers, Media and Broadcasters will be provided through the World Athletics Event Management System; and
- b. Athletes and Team Officials will be provided through the World Athletics Event Entry System, although please liaise with your World Athletics counterpart as this system may change in the next 1-2 years.

#### iii. Payment

All hotels are to be paid by the LOC, neither World Athletics, nor the self-payers or Teams will pay directly to the hotels for accommodation. The LOC is responsible for sending invoices to self-payers and Teams / Member Federations in advance of the WAS Event. Post Event, World Athletics will cover their accommodation costs with the financial reconciliation.

#### iv. Cancellation Policies

The LOC will provide the Cancellation Policies of all hotels stating the timelines when rooms can be cancelled and the respective fees. The LOC and World Athletics will work to reduce the risk of 'cancellations' or 'no shows'. The LOC may only pass on any hotel cancellation charges to self-payers.



**v. Self-Payer Procedures**

The LOC will provide World Athletics with the self-payers procedures well in advance to the opening of the Event Management System.

**vi. Information Desk**

The LOC should provide an information desk (including transport information) in the lobby of all official hotels managed by LOC Accommodation staff or volunteers with English language skills. This should be operational from the arrival of the identified client groups and for the duration of their respective stays. General information should be displayed and provided including the competition timetable, social functions and transport schedules (including departure days).

**vii. Spectator Accommodation**

The LOC should use reasonable endeavours to prevent price inflation during the WAS Event, no minimum stay including making arrangements with any relevant hotel or tourist associations and / or other group operating in the Host City.

**24.3 Further Information & Resources**

Accommodation operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. At a later stage in the process, World Athletics will provide the Hotel Description Forms.

## 25. Accreditation

**25.1 General Principles**

The purpose of accreditation is to give access to individuals to defined areas, allowing them to perform their roles and responsibilities. It also helps to control the capacity of those areas and to run the WAS Event securely, efficiently and effectively.

World Athletics is the owner of an accreditation management system and will define and approve accredited client groups and categories, as well as the devices to be used. Working in close co-operation with World Athletics, the Accreditation Functional Area will manage the accreditation operations to ensure accreditation is properly delivered and procedures properly implemented.

**25.2 Strategic Phases & Milestones**

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Accreditation Operation Plan (Version 1)	LOC
Readiness	Accreditation Operation Plan (Version 2)	LOC
	Event Management System Opening	World Athletics
Last Lap	Accreditation Operation Plan (Version 3 - Final)	LOC
	LOC Accreditation Data Collection	LOC

**25.3 Information & Requirements**

The LOC should take into consideration the below information and comply with the requirements outlined. World Athletics is responsible for defining accreditation client groups and access zones that will be gathered in the Accreditation Grid. The LOC may propose changes necessary for operational reasons, subject to World Athletics' approval.

**i. Accreditation Operation Plan**

The LOC will gather the accreditation operations through the Accreditation Operation Plan from a template provided by World Athletics. The LOC Accreditation Team will implement the Accreditation Operational Plan and ensure access to the WAS Event and certain access areas will be limited to those with official badges and other approved devices, as applicable. The Accreditation Operation Plan will be provided in the English language.

**ii. Client Groups**

The Accreditation Plan includes a standard set of pre-determined client groups for each WAS Event with corresponding pre-defined access zones. The main client groups are set out in Figure 17 below.

**Figure 17 – Accreditation Plan Client Groups**

Client Group	Description	Data provided by
World Athletics Family	World Athletics invitees (such as Council Members, staff and consultants, Dentsu, World Athletics Sponsors, VIPs, Competition Delegates, etc.)	World Athletics
Teams	Athletes and Team Officials	World Athletics
Press	Press representatives including journalists and photographers, as well as internet media and non-rights holders	World Athletics
Broadcasters	TV, Radio or online video RHB	World Athletics
Host Broadcaster	World Athletics Broadcast Production, Broadcast Operations, and Technical & Engineering Operations	World Athletics
Technical Suppliers	World Athletics or LOC Technical Suppliers / contractors	World Athletics / LOC
LOC Family	LOC groups (such as Executive Board, staff, Event Sponsors and VIPs, etc.)	LOC
National Competition Officials	Personnel brought by the OM to officiate the competition	LOC
Security and Emergency	Security and emergency management personnel	LOC
Volunteers	Assisting Functional Area delivery	LOC

**iii. Access Zones**

The standard access zones for client groups at stadia events (for non-stadia events, zones marked with \*, \*\* and \*\*\* can be merged into one (1) area per group) are set out in Figure 18 below. Although the zoning is defined by World Athletics, the LOC has the opportunity to add additional zones that may be essential for operational reasons. Those new zones will need to be approved by World Athletics.

**Figure 18 – Accreditation Access Zones**

Zone	Access Zones	Description
1	World Athletics Club and Stand*	VVIP seating area and hospitality lounge
2	World Athletics Lounge and Stand*	VIP seating area and hospitality lounge
3	Event Management	Back of House - All offices and workspaces used by World Athletics, LOC staff and official Technical Suppliers
4	Field of Play	Area where the athletes compete (track, field, courses)
5	Mixed Zone	Area through which all athletes must pass immediately after leaving the field of play or arriving at / leaving a training venue, and where they may be interviewed by the media
6	Media Centre**	Working area for media (including Press Conference Room)
7	Media Tribune**	Venue working seating area for media
8	IBC / Broadcasters' Area**	Working area for Broadcasters (including HB)
9	Warm-up Area***	Area where athletes warm-up before their competition
10	Training Area***	Training venue for the athletes and Team Officials
11	Teams' Stand	Seating area assigned exclusively to Teams (athletes and Team Officials)
12	Spectators' Area / Public Area	Front of House - Area inside the venue where spectators have access but does not give the right to use the seating

**iv. Data Management**

World Athletics is the ultimate authority to approve all the accreditations. As noted in the client groups table above, the LOC Accreditation Functional Area is responsible for gathering and providing accreditation data for the following: LOC suppliers/ contractors, LOC Family, National Competition Officials, security and emergency and volunteers. The LOC will be using the World Athletics accreditation collection data template. The data of the rest of client groups will be gathered by World Athletics through the World Athletics Event Management System.

**v. Event Management System**

World Athletics has developed an on-line Event Management System which they will make available to the LOC for use in respect of the WAS Event and which the LOC agrees to exclusively use in respect of the WAS Event. The online Event Management System is usually operational according to the opening dates set out in Figure 19 below.

**Figure 19 – WAS Event Management System Opening Dates**

WAS Event	Event Management System Opening Date
WCH	5-6 months before the WAS Event (7-8 months for Media Operations)
WIC, WU20, WRE	4-5 months before the WAS Event
WRW, WXC, WRRC	3-4 months before the WAS Event

The Event Management System includes not only all the relevant information regarding Accreditation, but also the following data and the respective LOC Functional Area will get access to the system:

- accommodation requests, hotel booking situations and payment responsibilities;
- arrival & departure details and type of transportation on-site per client group;
- visa invitation letter requests / sent and the required data to create those letters; and
- security background checks (if applicable).

**vi. Accreditation Centres**

The purpose of the Accreditation Centres is to produce and distribute accreditation badges to all the client groups. The LOC is responsible for providing Accreditation Centres (a Main Accreditation Centre, a Team Accreditation Centre, a World Athletics Family Accreditation Centre and to the extent they are not in the same accommodation as the World Athletics Family, a Commercial Affiliate Accreditation Centre (at the WCH only)) including facilities and utilities.

The LOC will define the location of all the Accreditation Centres which are usually located as follows: Main Accreditation Centre (near the Competition Venue); Teams Accreditation Centre (in the Team hotel(s)); and World Athletics Family Accreditation Centre (in the main World Athletics hotel). Depending on the location and the quantity of hotels, additional secondary centres may need to be defined, such as for Teams, Congress Delegates, Commercial Affiliates and Media representatives.

**vii. Badges & Lanyards**

The design and production of badges and lanyards are carried out by World Athletics. All accreditations will have the picture of the owner of the badge, which will always be taken on-site. The distribution of all the badges will be in person on-site, together with the respective welcome bags.

**viii. Supplementary Access Devices (SADs)**

In addition to badges, the accreditation operations also include the management of special passes and upgrade passes and may have other SADs in a form of bibs, armbands, wristbands, etc., SADs are usually provided by World Athletics.

**ix. Access Control**

Access control is always managed by the LOC whether it is managed using staff, volunteers or external contractors. The LOC has the opportunity to upgrade the access control devices by using a Radio Frequency Identification (RFID) technology system, especially for those accessing the secured perimeter. Access Control Boards informing permitted access will be stationed at each access control point and will need to be designed and produced by the LOC with input and final approval from World Athletics.

**x. Pedestrian flows**

For all the accredited groups, the LOC will draw the pedestrian flows from the load zones to all the areas each group need to access, considering all possible scenarios.

**25.4 Further Information & Resources**

Accreditation should be planned and co-ordinated with all the other Functional Areas. Further information on Accreditation spaces and facilities is set out in Schedule 6 - Spaces Data Sheets. At a later stage in the process, World Athletics will provide the Accreditation Operation Plan template.

## **26. World Athletics Offices**

**26.1 General Principles**

During a WAS Event, a large volume of staff from World Athletics and Dentsu will be located in the Host City, and will require appropriate office space and facilities to carry out their respective functions. The World Athletics Offices Functional Area will make appropriate office spaces and facilities available at the hotels where World Athletics Family are staying.

**26.2 Strategic Phases & Milestones**

The LOC will deliver the Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Readiness	Final Office Allocation	LOC

### 26.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. General Office Requirements

The LOC will provide the quantity of lockable offices required by World Athletics, Dentsu and Commercial Affiliates to function as temporary WAS Event offices at official hotels or nearby, free of charge and with the capacity and operational dates set out in Figure 20 below. The LOC should also make available Team meeting and physio room(s) and a Competition Information Desk (CID) at the Team Hotel(s), with the quantity and size to be approved by World Athletics.

All offices should be appropriately furnished and equipped with the necessary Facilities and Utilities and IT requirements for presentations and teleconferences. The LOC should ensure the general opening hours of the offices will be 08:00 - 21:00, unless otherwise agreed with World Athletics. All rooms will remain accessible to World Athletics Staff 24/7, with keys or access cards provided by the hotel. In case a change of the room set up is required, the LOC is responsible to advise the hotel accordingly.

Figure 20 - World Athletics Offices (Showing the number of people / workstations for each office space)

Hotel	Office Name	WCH	WIC	WU20 / WRE	WRRC / WXC / WRW	Start Date (days before WAS Event)	End Date (days after WAS Event)
World Athletics Family	World Athletics Staff Office*	30-40	25-30	20-30	15-20	4-8	1
World Athletics Family	Exec. Office	4-8	4-8	4-6	0-4	4-9	1
World Athletics Family	Exec. Meeting Room**	12	12	12	12	4-9	1
World Athletics Family	Event Ops Office	4	4	4	4	5-10	1
World Athletics Family	Meeting Room	12-20	12-20	12-16	12-16	3-8	1
World Athletics Family / Commercial Affiliates (WCH)	Dentsu Athletics Office***	20-30	10-20	3-5	3-5	3-12	1
World Athletics Family	Media Work Room****	8	6	6	6	5-8	1
Main Team Hotel	Admin Office	12-16	12-16	10-12	8-12	3-8	1st day of WAS Event
Team Hotels (all)	CID	5	4	2-3	2-3	2-5	1
Media Hotel	Media Hotel Work Room****	30-40	20	20	10-15	2-8	0-1

- \*World Athletics Staff Office - For some WAS Events there may be separate offices provided when the capacity is greater than 20 persons (instead of one (1) office).
- \*\* Exec. Meeting Room – This is only needed when Council Meetings or Congress takes place.
- \*\*\* Dentsu Athletics Office - For WCH an additional Meeting Room with up to 10 persons is needed.
- \*\*\*\* Media Hotel Work Room – This may not be needed depending on the WAS Event / opening days / accessibility to the Media Centre.

## 26.4 Further Information & Resources

The Accommodation Functional Area will manage all office requirements and should plan and co-ordinate the World Athletics Office operations with all the other relevant Functional Areas concerned. Staffing in relation to World Athletics Offices is captured within Accommodation. Information on office spaces at the Competition Venue is set out in Schedule 6 - Spaces Data Sheets and is managed by the Venue Management Functional Area.

# 27. Logistics

## 27.1 General Principles

The purpose of Logistics is to prepare and deliver the proper consignment of a large number of goods and equipment before, during and after the WAS Event to enable stakeholders to carry out their duties in an efficient and effective manner.

## 27.2 Strategic Phases & Milestones

Whilst there are no Milestones for the Logistics Functional Area, it will work on a cross functional basis to assist related Functional Areas to achieve their Milestones and related tasks.

## 27.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Master Delivery Schedule (MDS)

The LOC must develop a MDS to facilitate a monitored process of all deliveries and vehicles accessing the Official Venues. The MDS ensures that all delivery vehicles and goods are screened, deliveries are identified and planned to avoid interference with the competition and fan enjoyment, and that logistic resources are available at Official Venues to support planned deliveries. All registered and approved vehicles will be provided a delivery pass so they can enter the training venues and / or Competition Venue to offload the goods and equipment at designated areas.

### ii. Warehousing

The LOC will need a space to store various event related items, as well as sports equipment for a certain period of time before and after use at the WAS Event. This may likely require some warehousing and / or storage areas located in strategic locations to facilitate the efficient movement of such goods and equipment.

## 27.4 Further Information & Resources

Logistical operations should be planned and co-ordinated with all the other relevant Functional Areas concerned.

# 28. Food & Beverage

## 28.1 General Principles

Food & Beverage (F&B) operations help sustain all stakeholders at WAS Events and provide a good opportunity to align with and promote World Athletics' vision to create a healthier and fitter world. The F&B Functional Area is responsible for providing and / or facilitating appropriate meals and drinks for stakeholders.

## 28.2 Strategic Phases & Milestones

Whilst there are no Milestones for the F&B Functional Area, it will work on a cross functional basis to assist related Functional Areas to achieve their Milestones and related tasks.

### 28.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined.

The F&B Functional Area will provide key client groups with the following access to food and beverages:

#### i. Teams

At Team hotel(s), meals should be provided free of charge and served in a buffet style three (3) times a day, menus and opening hours should be agreed in advance with World Athletics, with a consistent approach across all Team hotel(s). Quantities served should take into account the number of guests to minimise food waste. Religious, cultural and specific dietary requirements should be catered for. All food should have labels in English explaining ingredients and listing potential allergens and food origin and chain of custody should be recorded. Drinks and ice machines should be located at strategic points in the Team hotel(s). Sealed bottles of water must also always be available at Team hotel(s), training venues, Competition Venues, athletes lounge (if relevant), and doping control stations.

#### ii. World Athletics Family

At the World Athletic Family hotel(s), breakfast should be provided free of charge and served in a buffet style. The opening hours of the hotel restaurant should be agreed in advance by World Athletics with room service an option for late night food orders.

#### iii. Competition Delegates

The LOC should provide breakfast, lunch and dinner for Competition Delegates. Different options may be used by the LOC to cater for those meals (including meals at the hotel, venue, vouchers or meal allowances). At the Competition Venue, safe drinking water, tea and coffee should be available in the Competition Delegates lounge free of charge.

#### iv. Volunteers

World Athletics recommend providing meals for all volunteers of the WAS Event during their shifts. Different options may be used to cater for those meals (including meals at the Competition Venue, vouchers or lunch boxes). At the Competition Venue, safe drinking water should be available free of charge.

#### v. Technical Suppliers

The LOC will make food and beverages available for Technical Suppliers. Different options may be used to cater for those meals (including meals at the Competition Venue, vouchers or lunch boxes) with at least a warm food option for dinner. At the hotels, the opening hours of the restaurants should take into consideration Technical Suppliers' working hours. The LOC is responsible for covering the meal costs for some Technical Suppliers as stated in the EOA. If no catering solution can be provided by the LOC, the LOC should provide a "meal allowance" scheme for lunch and dinner (and breakfast if it cannot be taken at the hotel).

#### vi. Media & Broadcasting

Access to warm meals should be in close proximity of the Competition Venue at reasonable prices for accredited media and respect media working hours. The HB is responsible for the provision of catering for HB personnel, but the LOC is responsible for providing a suitable room or catering tent (with power, air conditioning, lighting and furniture) for HB catering. At the Media Centre, safe drinking water, tea, coffee, fruit and snacks should be available free of charge. Safe drinking water should also be available at all other media areas (including IBC, venue broadcast compound(s), the commentary positions, Media Tribune, Mixed Zone, Photo Positions, Press Conference Room) free of charge.

#### vii. Social Function & Corporate Events

Social Functions, Council and / or Congress will require food and beverage services. For more information regarding Corporate Events see Council Organisational Guidelines and Congress Organisational Guidelines, respectively.

### viii. Spectators

The LOC should ensure public catering facilities are available and accessible to ticket holders with a range of Host Country and international food options. The LOC must consult World Athletics and Dentsu to make sure that the provision of food and beverage services are fully compliant with the rights of the Commercial Affiliates.

## 28.4 Further Information & Resources

F&B operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Food & Beverage (Medical Chapter) and Concessions (Commercial Programme) is set out in those respective chapters of this Event Guide.

# 29. Ticketing Operations

## 29.1 General Principles

Ticketing operations are required for the following WAS Events only: WCH, WIC, WU20 and WRE (Ticketed WAS Events). Full Competition Venues and the public perception of an efficient and reliable ticketing programme for these Ticketed WAS Events is vital to the reputation of both the LOC and World Athletics. The main responsibilities of the Ticketing Operations Functional Area are divided across the following: (i) Ticket Office; (ii) Access Point and (iii) Customer Service. It is important to hire the Ticketing Operations team early in the Planning Phase to ensure an effective strategy is defined in order to have a full Main Stadium and offer an outstanding spectator experience.

## 29.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Ticketing Strategy and Fan Experience Defined	LOC
	Ticketing Plan (Version 1)	LOC
	Ticketing System Open for Pre-Sales	LOC
	Ticketing System Open for Public Sales	LOC
Readiness	Ticketing Plan (Version 2 – Final)	LOC

Where the LOC works with World Athletics' trusted ticket system supplier, World Athletics will assist in the responsibility of the Milestones relating to the Ticketing System Open for Pre-Sales and Ticketing System Open for Public Sales.

## 29.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Ticket Provider

World Athletics encourages the LOC to work with its trusted ticket system supplier which offers a ready to use ticketing solution for LOCs. Otherwise, the LOC must consult and receive the prior approval of World Athletics before engaging any third party ticketing services provider, to ensure its internal systems are compatible with World Athletics' ticket system requirements which World Athletics can provide on request.

### ii. Seat Maps & Locations

The LOC will provide comprehensive stadium and seating maps for the Competition Venue on request by World Athletics prior to the WAS Event. The LOC should also provide World Athletics with all necessary details relating to the locations needed to run ticketing operations (including ticket offices and access points).



**iii. Ticketing Equipment**

On request from the LOC, World Athletics will provide the necessary ticketing equipment to run ticketing operations (including computers, access scanners and printers). If the LOC wishes to use its own equipment, they must ensure that it is compatible with World Athletics' ticket system requirements.

**iv. Seat Kills**

When considering seat kills, where the seat cannot be used, the LOC will collaborate with different Functional Areas (including Media Operations, Broadcasting and Event Presentation & Ceremony).

**v. Pre-Sales of Tickets**

World Athletics will provide the LOC with the pre-identified groups eligible to purchase tickets during the pre-sales period. The LOC will provide those groups with access to purchase tickets in advance of the general release to the public. The LOC will communicate well in advance with the identified groups so that they have enough time to fulfil their needs.

**vi. Complimentary Tickets**

Several pre-identified groups will be granted with complimentary tickets for a Ticketed WAS Event. The LOC must ensure those tickets cannot be sold. World Athletics will provide further information on complimentary tickets at a later stage.

**vii. Ticket Buying Process**

The ticket buying process must be as easy as possible for fans. International and local fans should be able to purchase tickets regardless of their geographical location and preferred paying method. World Athletics will provide the LOC with best practices on how to make this process as seamless as possible using tools provided by the ticketing software.

**viii. Scanning Process**

Scanning devices will be used at the Competition Venue entrance gates to identify counterfeit tickets and record the number of fans at the Competition Venue which represents a useful security and safety tool.

**ix. Terms & Conditions**

The ticketing terms and conditions are provided by World Athletics. Any change to the ticketing terms and conditions shall be submitted to World Athletics and Dentsu for prior written approval. The LOC will ensure that every purchaser is notified of, and agrees to, the ticketing terms and conditions. The LOC must ensure the ticketing 'terms and conditions' are clearly displayed at all points of sale of tickets and at the entrances to the Competition Venue where tickets are required for entry. The LOC must also include the ticketing 'terms and conditions' in any official print material in respect of the sale of tickets and on any website referring to the sale of tickets.

The LOC is responsible for ensuring that all ticket holders comply with the ticketing terms and conditions and, subject to local laws and as directed by World Athletics and Dentsu, must confiscate any goods or other materials which are brought into the Competition Venue or prevent activities which violate the ticketing terms and conditions. In this respect, the LOC must comply with any reasonable requests by World Athletics and Dentsu, including with respect to the confiscation of prohibited items.

**x. Ticket Design**

The ticket design and layout must include the official WAS Event title, the Logo and World Athletics Partners' logos, be in accordance with the Brand Style Guide and must be approved by World Athletics and Dentsu. A summary of the principal ticketing terms and conditions must be printed on the reverse of all tickets and approved by World Athletics and Dentsu. The names / logos of the World Athletics Partners must be printed on the reverse side of the tickets (beneath the designations) in a manner determined by Dentsu on the basis of the ticket size (maximum 50% of the reverse side of the ticket not including the counterfoil). If the World Athletics Partner logos cannot be printed on the reverse side of the tickets, a ticket folder which includes the logos must be produced and distributed with every ticket. If the tickets

are computer-generated and it is impossible to print the World Athletics Partner logos on the reverse, the logos must figure prominently in the ticket promotional material. No entity other than World Athletics Partners will receive any representation or identification in any manner on the tickets.

### 29.4 Further Information & Resources

Ticketing Operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. At a later stage in the process, World Athletics will provide a ticket design brief, long and short ‘terms and conditions’, seat kills recommendations, World Athletics’ ticket system requirements for contracting a third party ticketing supplier (if relevant), reporting structures, as well as access to fan clubs. Further information on Ticket Operations spaces and facilities is set out in Schedule 6 - Spaces Data Sheets.

## 30. Spectator Services

### 30.1 General Principles

The purpose of Spectator Services is to ensure an optimal fan experience whilst attending the WAS Event. The Spectator Services Functional Area is responsible for providing information and facilities to assist spectators at the Competition Venue.

### 30.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Readiness	Spectator Service Plan (Version 1)	LOC
Last Lap	Spectator Service Plan (Version 2 - Final)	LOC

### 30.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Information Helpdesks

The LOC will organise information helpdesks managed by staff and volunteers at the Competition Venue set up at various strategic locations to assist spectators on a range of issues (including event times, way-finding and transport).

#### ii. Spectator Storage Rooms

A room should be allocated as a bag drop storage facility for prohibited item (such as child strollers and buggies, cameras, etc.) to be collected after the WAS Event. This should be visible and easily accessible by spectators.

#### iii. Lost & Found

A room should be allocated for lost items to be stored until spectators collect them. These should be visible and easily accessible by spectators.

### 30.4 Further Information & Resources

Spectator Services should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on First Aid is set out in the Medical Chapter of this Event Guide. Further information on Spectator Services spaces and facilities is set out in Schedule 6 - Spaces Data Sheets.

## 31. Security

### 31.1 General Principles

Security ensures the safety of all attendees at a WAS Event and it should be carried out in a professional, friendly and unobstructive manner to have a positive impact.

### 31.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Security Operation Plan (Version 1)	LOC
Readiness	Security Operation Plan (Version 2)	LOC
Last Lap	Security Operation Plan (Version 3 - Final)	LOC

### 31.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Security Operation Plan

Following close consultation with World Athletics, the LOC will develop a Security Operations Plan for the WAS Event (provided in the English language). The security plan will contain necessary security measures to protect all attendees.

#### ii. Secured Perimeter

The Security Functional Area will define the secured perimeter for all the Official Venues (including accommodation facilities (if applicable)).

#### iii. Security Personnel

The LOC will ensure that sufficient security personnel are available during the WAS Event to protect and safeguard the Competition Venue in accordance with the Security Operation Plan. The LOC Security Team will manage the access control points for the secured perimeter and between the different zones within the secured perimeter. The number of staff to manage this Functional Area will vary across the WAS Events and will be discussed with World Athletics for any clarification.

#### iv. Security Background Checks

The LOC must notify World Athletics if a security background check to all accredited persons is necessary. This check may be linked to the delivery of the badge and / or the visa obtention.

#### v. Security Sweep

All Official Venues will need to undergo a security sweep before the accreditation badges are enforced on an agreed lockdown date. If different devices are needed to access the Official Venues before or after the lockdown date the LOC should have in place an additional access system (i.e. bump-in / out passes).

#### vi. Access Restrictions

The LOC should ensure that only authorised persons are allowed within accredited access zones. The LOC will prevent all unauthorised persons from entering these access zones and must immediately remove any unauthorised person that enters.

#### vii. Searches & Inspections

The LOC will ensure that all ticket holders and spectators are strictly controlled at the Competition Venue where they are permitted to enter with searches and inspections undertaken to confiscate any goods or other materials brought into the Competition Venue or prevent activities which violate the ticketing terms and conditions, in a manner specified by World Athletics and Dentsu.

#### viii. Medical & Anti-Doping Security

The LOC should ensure that security is provided at the entrance to the doping control stations and key medical areas.

### 31.4 Further Information & Resources

Security operations should be planned and co-ordinated with all the other relevant Functional Areas concerned.

## 32. Event Presentation & Ceremony

### 32.1 General Principles

The purpose of Event Presentation & Ceremony is to create unique and unforgettable moments of celebration at each WAS Event for athletes and fans. These family-friendly celebrations are always a team effort and can only succeed when local and international experts envisage the same goal and co-operate closely to execute that goal. To ensure a consistently high quality production standard tailor-made to each WAS Event, World Athletics will define the conceptual and creative plan in close co-operation with each LOC. Each WAS Event will respect World Athletics brand and strategy, as well as engaging the LOC's local input to tell the right story, with the right content, at the right time.

World Athletics is responsible for the Event Presentation concept and content production and appoint Event Presentation partners, suppliers and vendors for audio, video and other support. The LOC will assist World Athletics in a number of related tasks such as sourcing local staff and vendors, localising the concept and content, and booking local frequencies for radio frequency (RF) equipment, as well as translating documents, scripts and run downs where necessary.

### 32.2 Strategic Phases & Milestones

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Event Presentation Plan (Version 1)	LOC
Readiness	Medal Ceremonies Plan	LOC
	Event Presentation Plan (Version 2)	LOC
	Event Presentation Plan (Version 3 - Final)	LOC

### 32.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Event Presentation Content

Content will be managed and delivered by World Athletics and its partner which will include scoreboard graphics (start lists, live results, official results and Medal Ceremony graphics), entertainment content (fan-cams), information animations, lower third graphics, branding content, protocol content and live social media content / UGC / AGC. The LOC will assist World Athletics on translations of content as and when necessary. The commercial content is managed by Dentsu and all commercial content needs to be approved by Dentsu before payout.

**ii. Scripts & Run Downs**

World Athletics will produce a HB Event Presentation Briefing Document, pre-show run downs, and session by session run downs.

**iii. Commentator Information System**

World Athletics' preferred supplier will provide a certain number of CIS touch screens which display all information concerning the competition such as timetable, start lists, live results and statistics etc. These are essential for announcers and Event Presentation producers to follow the progress of each discipline.

**iv. Audio Equipment & PA System**

World Athletics requires excellent sound quality for music and spoken word / announcements in the entire Competition Venue. World Athletics and its partner will provide some audio feeding equipment (microphones, mixer and commentary unit). The LOC will assist World Athletics by identifying a local supplier to handle the PA system.

**v. Intercom**

World Athletics and its partner will provide all Event Presentation related intercom equipment. The LOC will provide World Athletics with the number of channels and number of radios per channel to complete the intercom matrix contained in the Event Presentation Manual.

**vi. Special Effects / Pyro**

Special effects and pyro are used at WAS Events to enhance the athlete presentations and ceremonies, as well as celebrating the finish and special moments such as World Records. The LOC should suggest three (3) experienced special effects companies which have previously worked on sport events and have the necessary licenses.

**vii. Mascot Performances**

For the mascot walking act appearing at the Competition Venue, World Athletics recommends using experienced walking act players to maximise the effect of a mascot. All appearances within the Competition Venue, especially on the course must be co-ordinated in advance with the World Athletics and the Competition Management Functional Area. The walking act has to have either direct communication with Event Presentation control or through a mascot chaperone accompanying the walking act.

**viii. Opening Ceremony**

World Athletics no longer requires a classic Opening Ceremony and is happy to receive creative concepts that involve mass participation to help promote the event. A fan-centric pre-show with minimal protocol elements is the suggested style for WAS Events. The focus should be the athletes, information and entertainment. All concepts should be approved in advance by World Athletics.

**ix. Medal Ceremonies**

World Athletics will provide the detailed announcer scripts for the Medal Ceremonies, and a full database of anthems will be delivered by World Athletics. The LOC will assist World Athletics in providing flag team(s), chaperones / hostesses and medal tray bearers.

The LOC will be responsible for the podium and any backdrop and will, whenever possible ensure that it is located outside the infield in a location agreed by World Athletics. The podium's design will be shared with World Athletics for its review and feedback and shall be large enough to hold presentations of teams of athletes, as well as wheelchair users.

During Medal Ceremonies, only those logos and other commercial identifications may appear on the podium, backdrop, presentation bibs, world record cheques (if any) as approved by Dentsu in accordance with the Marketing and Advertising Regulations. At the Medal Ceremony waiting area, the LOC shall provide and instruct volunteers to undertake a Call

Room Check of every athlete before going to the Medal Ceremony in order to ensure that every athlete's clothing and accessories are in compliance with the Marketing and Advertising Regulations.

### 32.4 Further Information & Resources

Event Presentation operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. Further details of the commercial branding and content relating to event operations are set out in the WAS Events Commercial Requirements - EOA Schedule 6. Further information on Event Presentation spaces and facilities is set out in Schedule 6 - Spaces Data Sheets. At a later stage in the process, World Athletics will provide the Event Presentation Manual. The LOC needs to be fully aware of and comply with these requirements and guidelines.

## 33. Protocol

### 33.1 General Principles

The purpose of protocol is to define and apply a consistent procedure of etiquette at Medal Ceremonies, meetings with Heads of State and official meals. World Athletics has appointed a Chief of Protocol to manage this Functional Area by supervising all VIP and VVIP protocol matters, co-ordinating Medal Ceremony procedures, and arranging a schedule and formal seating plan.

### 33.2 Strategic Phases & Milestones

Whilst there are no Milestones for the Protocol Functional Area, it will be planned and co-ordinated by World Athletics with the LOC inputting on some related tasks.

### 33.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. VIP & VVIP Seating

The LOC should provide a Presidential box or dedicated seated row for VIPs and VVIPs to be approved by World Athletics and in accordance with the Protocol Guidelines. This should be located within a suitable distance of hospitality areas and toilet facilities, and within easy reach of the Medal Ceremony area. It should be roped or closed off from other seating and decorated in a suitably dignified manner. Under the supervision of World Athletics Chief of Protocol, the LOC should provide security personnel, as well as hosts / hostesses to show guests to their seats.

Persons to be seated in the VVIP Tribune should be jointly determined and invited by World Athletics. Council will be seated in the VVIP Tribune, with their accompanying persons, and if space permits other persons in order of the World Athletics Protocol List.

#### ii. Medals & Medal Ceremonies

Medals will be awarded to the first three placed athletes and Teams. The winner, second and third place of each WAS Event will receive a gold, silver and bronze plated medal, respectively. Only one (1) person appointed by World Athletics will present the medals for each event. The schedule will be co-ordinated by World Athletics and the LOC Competition Manager, and done so in a manner that does not interfere with the competition in progress. The Medal Ceremony will consist of each athlete or Team being presented with their medals, followed by the national anthem of the first placed athlete or Team together with the raising of the flags of the respective countries. See the World Athletics Technical Regulations for specific regulations governing each Medal Ceremony.

**iii. Other Awards for Participants**

The LOC may wish to provide all participants with a commemorative medal, or some other suitable commemorative souvenir, subject to the design being approved by World Athletics. The LOC may wish to present flowers to the medallists, but this is optional, and in any case, should not be done as part of the official Medal Ceremony.

**iv. Meetings with Heads of State (or designated representatives)**

It is requested that the LOC make every effort to arrange an audience with the Head of State or a suitable high level government representative. When granted, the LOC must provide World Athletics with a list of the authorities who will attend, together with their position / status. The LOC must also make every effort to ensure the WAS Event is attended by the Head of State and / or high level government representative.

**v. Scheduling**

The scheduling of official meals, printing of invitations, layout of tables, as well as room decor should be discussed and approved in advance by the World Athletics Chief Executive Officer (CEO) (or appropriate representative). The scheduling of speeches and presentations must be approved in advance by the World Athletics Chief of Protocol.

**vi. Flags**

The Competition Venue will be decorated with the official flags of the participating delegations and of World Athletics. World Athletics will provide its flag for all WAS Events and international flags for all WAS Events (except for the WCH). In such cases, the LOC will be responsible for the shipping of such flags from World Athletics' headquarters and for their safe return (in a timely manner following the WAS Event). The LOC will be responsible for the costs of any missing, damaged or soiled flags. All flags displayed must be the same size and flags provided by the LOC will be checked by the World Athletics Chief of Protocol before being displayed. The World Athletics flag should be flown at Official Venues.

**33.4 Further Information & Resources**

Protocol should be planned and co-ordinated with all the other relevant Functional Areas concerned. In particular, further information on Opening Ceremony (Event Presentation & Ceremonies), Medal Ceremonies (Event Presentation & Ceremonies) and VIP / VVIP Hospitality Areas (Hospitality) is set out in those respective chapters of this Event Guide. Further information on Protocol spaces and facilities is set out in Schedule 6 - Spaces Data Sheets. At a later stage in the process, World Athletics will provide the World Athletics Protocol Guidelines and the World Athletics Technical Regulations. The LOC needs to be fully aware of and comply with these guidelines.

## 34. Hospitality

**34.1 General Principles**

First class hospitality service will ensure VIPs and VVIPs are properly looked after so that the WAS Event surpasses all expectations. The LOC will be responsible for sourcing and facilitating hospitality areas for VIPs, VVIPs, Dentsu and Commercial Affiliates.

**34.2 Strategic Phases & Milestones**

The LOC will deliver all Milestones assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Readiness	Hospitality Plan (Version 1)	LOC
Last Lap	Hospitality Plan (Version 2 - Final)	LOC

### 34.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. VIP & VVIP Hospitality Areas

The LOC must provide a hospitality area for the VIPs and VVIPs close to their respective seats, complete with appropriate fixtures and fittings (such as bar tables and lounge chairs). Hospitality areas must open at least 90 minutes (for Stadia) and one (1) hour (for Non-Stadia) prior to the start of the competition session and last until one (1) hour after the end of the competition. The location of such hospitality areas shall be subject to the approval of World Athletics. The level of services in the hospitality area(s) must be of a high standard and approved by World Athletics and Dentsu. The space should be adequate to accommodate all VVIP and VIP guests. A broad selection of hot and cold food as well as alcoholic (unless restricted by Applicable Laws) and non-alcoholic beverages should be available in all hospitality areas where appropriate. This should also take into consideration the competition session time and duration for the type and quantities of food and drinks. Hospitality should encourage VIPs and VVIPs to return to their seats during the competitions by closing the buffet during this period, but can instead make appetisers available so guests can bring it to their seats. The LOC shall ensure that the level of hospitality services offered to the VVIP and VIP hospitality guests is of an equivalent or greater level as that offered as part of the commercial hospitality programme (if any).

#### ii. Dentsu & Commercial Affiliate Hospitality Areas

In addition to the VIP & VVIP hospitality areas, the LOC will provide Dentsu and Commercial Affiliates free of charge and if requested with access to adequate space (together with electricity, drinking water and toilet facilities) at the Competition Venue to set up their own hospitality programmes.

At the WCH, the LOC is required to provide free of charge to the World Athletics Partners the above-mentioned adequate space together with the basic hospitality infrastructure - including floors, walls, ceiling, Wi-Fi, air conditioning / heating, and shall include the erection and removal of a temporary structure if the existing hospitality facilities are not sufficient, but with the decoration, operation, additional furniture (other than any existing furniture) and catering to be provided at the World Athletics Partners' costs at a location to be agreed with Dentsu.

If there are hospitality skyboxes or other hospitality facilities (with existing hospitality furniture) in the Main Stadium, these will all be made available free of charge for use by World Athletics, Dentsu and / or Commercial Affiliates. Once their requirements are known excess hospitality skyboxes may be released back to the LOC.

The LOC must not be bound by any pre-existing catering arrangements so that the provision of catering services can be put to tender in order to achieve the most cost effective services to the highest industry standards.

### 34.4 Further Information & Resources

Hospitality operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. The LOC has no right to commercially exploit commercial hospitality rights at the WAS Event unless Dentsu has granted such rights to the LOC. More detailed hospitality requirements relating to Commercial Affiliates are set out in the WAS Events Commercial Requirements - EOA Schedule 6.

## 35. Social Functions

### 35.1 General Principles

Social functions provide a great opportunity to welcome and celebrate with the Teams and the World Athletics Family in the Host City. The LOC will be responsible for sourcing and facilitating venues, catering and entertainment for proposed social functions.



## 35.2 Strategic Phases & Milestones

The LOC will deliver the Milestone assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Readiness	Social Function Plan	LOC

## 35.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

### i. Welcome Dinner

The Welcome Dinner includes a short reception, a dinner with local dish options and local entertainment. This event is hosted by World Athletics and welcomes the Teams and the World Athletics Family to the Host City. The LOC may have the opportunity to co-host this reception which can be discussed and agreed with World Athletics. In any event, the LOC should organise the Welcome Dinner in a venue near to the World Athletics Family and Teams hotels with all plans co-ordinated and approved by World Athletics. The Welcome Dinner will most often take place the day before the competition starts and the number of attendees will depend on the size of the WAS Event, in both cases this will be confirmed by World Athletics.

### ii. Final Party

The Final Party is the celebration of the WAS Event at the end of the competition to include food and beverages, music and an entertainment programme. This event is hosted by the LOC and will include the Teams and World Athletics Family, but plans should be approved by World Athletics. The LOC should organise the Final Party in a venue near to the Team hotel and transport should be arranged between the hotels and the event location for all guests.

### iii. Other Social Functions

The LOC, OM or Host Institution may also host other official functions and / or programmes, and the LOC will ensure that a reasonable number of representatives from World Athletics, Dentsu and each of the Commercial Affiliates are invited free of charge and will accommodate requests for additional invitations.

## 35.4 Further Information & Resources

Social Function operations should be planned and co-ordinated with all the other relevant Functional Areas concerned. All commercial branding at social functions is subject to Dentsu's approval and further details are set out in the WAS Events Commercial Requirements - EOA Schedule 6.

# 36. Council

## 36.1 General Principles

The role of the World Athletics Council is to govern the sport of athletics, taking decisions related to the conduct and management of the sport and its disciplines. Council consists of 26 Members (including the President, four (4) Vice-Presidents, 13 Individual Members, two (2) Athletes' Commission representatives, and the six (6) Area Presidents).

Council meets at least three (3) times in each calendar year and the meeting is often organised in connection with a WAS Event. In addition, an Executive Board (EB) meeting is held in advance of the Council meetings. If it is agreed to host the Council meetings, the LOC will be responsible for providing the EB and Council meetings with meeting rooms, office and administration facilities, as well as catering.

### 36.2 Strategic Phases & Milestones

The LOC will deliver all Corporate Events Milestone assigned to it as set out below, as well as related tasks shared at a later stage.

Strategic Phase	Milestones	Responsibility
Planning	Corporate Events Plan (Version 1)	World Athletics
Readiness	Corporate Events Plan (Version 2 - Final)	LOC

### 36.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. World Athletics Event Manager

The World Athletics Event Manager will co-ordinate the Council programme and it is the responsibility of the LOC to ensure the required venue spaces and related services are made available. The typical Council meeting programme of events is set out in Figure 21 below.

Figure 21 – Typical Council Meeting Programme



#### ii. Executive Board Meeting

The EB is responsible for all decisions related to the business of athletics. The meeting will consist of the President, the four (4) Vice-Presidents, three (3) appointed members and the CEO. In addition, circa three (3) World Athletics staff and presenters.

#### iii. Council Dinner

A dinner hosted by World Athletics takes place on the eve of the Council meetings. The guest list includes all Council meeting participants with accompanying persons and some local guests (if applicable). The guest list is managed by the World Athletics Events Manager.

#### iv. Council Meetings

All Council content is managed by World Athletics. The LOC will work closely with the World Athletics Events Manager and is responsible for facilitating all related accommodation, transportation and visas for attendees, as well as satisfying the necessary room set up, technology and catering requirements. Further information on the required facilities, equipment and services for Council are set out in the Council Organisational Guidelines.

#### v. Host Dinner

The LOC may wish to host a dinner on the evening of the first or second day of the Council meetings and this should be co-ordinated with World Athletics.

#### vi. Media Working Room & Council Press Conference

The LOC is required to provide a media working room operational on both days of the Council meetings (if relevant). There should also be a separate room for the Council press conference on the second day of the Council meetings. Further information on the required facilities, equipment and services for a media working room and Council press conference room are set out in the Council Organisational Guidelines.

### 36.4 Further Information & Resources

Council arrangements should be planned and co-ordinated with all the other relevant Functional Areas concerned. Staffing in relation to Council arrangements (if relevant) is captured within Social Functions. At a later stage in the process, World Athletics will provide the Council Organisational Guidelines and the General Programme. The LOC needs to be fully aware of and comply with any requirements set out in these documents.

## 37. Congress

### 37.1 General Principles

Congress is the general assembly of the 214 Member Federations and the highest authority of World Athletics. It is convened every two (2) years (most of the time but not exclusively in conjunction with the WCH). It creates the forum for representatives of all Member Federations to share updates, developments and carry out decision making on topics key to the future success of the sport.

Congress is a large-scale event, requiring sizeable venues with a high level of service and production capability and a significant level of logistics and event management for around 600 attendees. The time, skillsets, experience and resources are all important elements to host a successful event and should not be underestimated. Surrounding the Congress event there is also a number of other supplementary meetings and functions for which a range of meeting rooms, office and administration facilities and catering will be required. If it is agreed to host a Congress, the LOC will be responsible for providing meeting rooms, office and administration facilities, as well as catering.

### 37.2 Strategic Phases & Milestones

The LOC will deliver all Corporate Event Milestones assigned to it as set out in paragraph 36.2, as well as related tasks shared at a later stage. For a Congress this will include working with World Athletics to confirm the timeline, create and finalise Computer Animated Design (CAD) of every relevant space, develop the general programme, manage Congress registration and agree spaces with Congress exhibitors.

### 37.3 Information & Requirements

The LOC should take into consideration the below information and comply with the requirements outlined:

#### i. Congress Programme

The World Athletics Event Manager will co-ordinate the Congress programme and the LOC is responsible for ensuring the required venue spaces and related services are made available. The Congress venue must be available for set up at least three (3) days prior to the Congress event to ensure the Congress hall is 100% operational at least 24 hrs before. The typical Congress programme of events of a World Athletics Congress is set out in Figure 22 below.

Figure 22 – Typical Congress Programme

Day -3	Day -2	Day -1	Day 1	Day 2
Executive Board Meeting / Council Dinner	Council Meeting	Area Association Meetings / Congress Registration Congress / Opening Dinner	Congress / Press Conference / LOC Dinner (optional)	Congress Convention / Technical Meeting (WCH only)

**ii. Congress Registration**

Opening on Day -2 and closing on Day 2, there are three (3) key areas for on-site Congress registration: (i) registration desk; (ii) welcome pack distribution point; and (iii) Congress Accreditation Centre.

**iii. Area Associations Meetings**

Each of the six (6) Area Associations (Africa, Asia, Europe, NACAC, Oceania and South America) will hold a meeting for their members the day before Congress. These meetings ideally take place in the same building as the Congress and Congress registration. The LOC is requested to liaise directly with the Areas, while keeping the World Athletics Event Manager informed of all details. World Athletics recommend 3x Area Association Meetings (lasting three (3) hours in duration) are held in each morning / afternoon blocks. Area Associations are responsible to cover all costs for their own meetings, including translation services.

**iv. Congress Opening Dinner**

This formal dinner hosting at least 600 participants, takes place on the eve of Congress, setting the tone for both Congress and the WAS Event. It will replace the Welcome Dinner aforementioned at paragraph 35.3(i). The guest list is managed by the World Athletics Events Manager and includes Council Members, Member Federations, World Athletics staff, LOC guests, Commercial Affiliates and Observer Programme participants. The event incorporates a formal welcome from the World Athletics President, a welcome from the Chair of the LOC, and a number of awards and presentations. The LOC organises a maximum one (1) hour long entertainment programme during dinner to give an artistic flavour of the Host Country.

**v. Congress**

All content for Congress is exclusively managed by World Athletics. The dressing of the Congress hall and stage should be designed and set up in accordance with the Congress Organisational Guidelines by the LOC and at the direction of the World Athletics Events Manager. Live translation services (five (5) languages) are provided by Congress, interpreters to be recruited by World Athletics. Elections will be held at Congresses in 2023 and 2027 with candidates standing for election to key positions. World Athletics will appoint an electronic voting system provider, as well as a certification and verification company to carry out the voting. The LOC is required to liaise with the World Athletics Event Manager to ensure all requirements are met for at least eight (8) Congress exhibitors. Allocation of these booths is managed by World Athletics and all booth costs are covered by the exhibitors. Further information on the required facilities, equipment and services for Congress are set out in the Congress Organisational Guidelines.

**vi. LOC Dinner**

It is traditional for the LOC to host a drinks reception or dinner during the Congress usually on the evening of the first day of Congress – this is not an obligation, but an opportunity. There are generally around 350-550 guests (including Council, Executive Board, World Athletics Honorary Members, Commission Chairpersons, staff, representatives of Dentsu and Commercial Affiliates, as well as at least one (1) member of each Member Federations present). The venue chosen by the LOC should preferably be close to the Congress hotel and the Congress venue, and all costs are covered by the LOC (including transportation, location rental, food and beverage, etc.).

**vii. Convention**

The purpose of the Convention is to educate and empower Member Federations on a range of subjects. The content is fully managed by World Athletics, and it is a more open and interactive forum to discuss ideas, issues and development opportunities for athletics. The Convention programme and approach is variable but should be at least half a day.

**viii. Media Working Room & Congress Press Conference**

The LOC is required to provide a media working room separate from the Congress hall to accommodate the media during both days of Congress. There should also be a separate room for the Congress press conference. Further information on the required facilities, equipment and services for a media working room and Congress press conference room are contained in the Congress Organisational Guidelines.

**ix. Technical Meeting**

This takes place after Congress on the eve of the first day of competition to provide each Member Federation information on the key logistics of competition related issues. This is usually hosted in the Congress hall after the working session has finished to leverage set up / facilities. The duration is around one (1) hour with 300 attendees. Live translation services (five (5) languages) are provided by Congress interpreter areas. The LOC will cover the costs of this meeting.

**37.4 Further Information & Resources**

Congress registration and other operational activities should be planned and co-ordinated with all the other relevant Functional Areas concerned. Staffing in relation to Congress activities (if relevant) is captured within Social Functions. At a later stage in the process, World Athletics will provide the Congress Organisational Guidelines and the General Programme. The LOC needs to be fully aware of and comply with any requirements set out in these documents.



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## 1. Definitions

In this Event Guide, the following words and expressions shall, unless the context otherwise requires, have the following meaning:

“**Accreditation Centre**” has the meaning given to it in Paragraph 25.3 (vi) of this Event Guide;

“**Applicable Law**” means any applicable common law, statute, regulation, by-law including national, regional, local or municipal law, regulation or by-laws of any kind whatsoever and requirements, regulations or industry practices, codes of practice, Government policy, enactments or instruments ordinance or other subordinate legislation in force from time to time;

“**Application Form**” means the form submitted by the bid committee, OM and / or Host Institution outlining their responses to key application criteria in relation to hosting a WAS Event;

“**Bib Sponsor**” has the meaning given to it in Paragraph 8.3 (iv) (e) of this Event Guide;

“**Brand Style Guide**” means the manual setting out specific branding developed by World Athletics and used consistently across all aspects of the WAS Event;

“**Broadcast Compound**” has the meaning given to it in Paragraph 11.3 (ii) of this Event Guide;

“**Broadcaster**” means any entity identified by World Athletics and / or Dentsu which has acquired the rights to transmit the audio-visual signal of a WAS Event or any part of the WAS Event;

“**Broadcast Rate Card**” has the meaning given to it in Paragraph 12.3 (v) of this Event Guide;

“**Category Release Agreement**” or “**CRA**” means the agreement between Dentsu and the LOC which regulates the right, in return for additional consideration, for the LOC to grant to Event Sponsors some Marketing Rights as specified in the EOA, this Event Guide and further in the WAS Events Commercial Requirements - EOA Schedule 6 on a regional basis;

“**Clean**” means, save for the Commercial Affiliates, free of any and all advertising and / or promotion and / or branding material or logos or names in any form or medium and without constraint or limitation as to the exercise by World Athletics and Dentsu of the Marketing Rights and free of any rights or activities or occupiers or incumbents (including leases, reserved seating arrangements, debenture holders, priority access rights holders, season ticket holders, tenants, supply and merchandising agreements) which in any way compete with, limit, hinder or detract from the exercise of the Marketing Rights by World Athletics and Dentsu;

“**Commercial Affiliate**” means any entity which has been granted any commercial rights relating to the WAS Event by World Athletics and / or Dentsu or the LOC with Dentsu’s prior approval, including all World Athletics Sponsors, Event Sponsors, Host Broadcaster, Broadcasters and all product licensees;

“**Competition Delegate**” means an international officiating person appointed by the governing body at competitions where required by the rules and regulations, whose duties are described in the World Athletics Competition and Technical Rules;

“**Competition Venue**” means the location of the WAS Event, including the entire premises of the Main Stadium, the course of any competitions, events or disciplines held outside the Main Stadium or competition course, the adjacent areas, any warm up areas, parking areas and drop-off zones, entrances, commentary positions, VIP areas, hospitality areas, franchise and concession areas as well as the aerial space above the competition venue;



“**Congress**” has the meaning given to it in Paragraph 37.1 of this Event Guide;

“**Constitution**” means, unless stated otherwise, the constitution of World Athletics which came into effect on 1 January 2019 including any amendments to it made from time to time. The World Athletics Constitution has the same meaning;

“**Co-ordination Meetings**” has the meaning given to it in Paragraph 5.3 (v) of this Event Guide;

“**Council**” has the meaning given to it in Paragraph 36.1 of this Event Guide;

“**CPU Utilisation**” means a computers usage of processing resources;

“**Daily Run Sheet**” has the meaning given to it in Paragraph 17.3 (v) of this Event Guide;

“**Data Protection Legislation**” means any law, statute, declaration, decree, directive, legislative enactment, order, ordinance, regulation, rule or other binding restriction (as amended, consolidated or re-enacted from time to time) which relates to the protection of individuals with regards to the processing of Personal Data to which a party is subject in connection with the WAS Event, including GDPR, the laws of the Host Country and Monaco Law;

“**Data Subject Request**” means an actual or purported subject access request or notice or complaint from (or on behalf of) a data subject exercising his rights under the Data Protection Legislation;

“**Dentsu**” means Dentsu Inc. of 1-8-1 Higashi Shimbashi Minato-ku Toyko 105-7001, Japan;

“**Dentsu Athletics**” means collectively Dentsu and the company that it has authorised to give on its behalf all approvals, consents and instructions to the LOC pursuant to the commercial programme, Athletics Management & Services AG (AMS);

“**Enhanced Feed**” has the meaning given to it in Paragraph 5.5 of this Event Guide Schedule;

“**Event Debrief**” “**Event Debrief Form**” has the meaning given to it in Paragraph 7.3 (iv) of this Event Guide;

“**Event Entry System**” means an internet-based platform developed to allow Member Federations to submit their entries and other information;

“**Event Guide**” means this agreement including the Schedules;

“**Event Look**” has the meaning given to it in Paragraph 2.3 (ii) of this Event Guide;

“**Event Management System**” has the meaning given to it in Paragraph 25.3 (v) of this Event Guide;

“**Event Sponsors**” has the meaning given to it in Paragraph 8.3 (i) of this Event Guide;

“**Event Supplier**” has the meaning given to it in Paragraph 8.3 (iv) (b) of this Event Guide;

“**Event Supporter**” has the meaning given to it in Paragraph 8.3 (iv) (a) of this Event Guide;

“**Executive Board**” means the body described in Part VII of the Constitution;

“**Facilities and Utilities**” means the facilities and utilities identified by World Athletics as needed for the delivery of the WAS Event, including furniture, storage, heating, air-conditioning (if requested), power supply (gas, electricity (including,

if appropriate renewable energy)), internet, water, basic office equipment and stationary television, DVD / video, projector and screen;

“**Financial Reconciliation Meeting**” has the meaning given to it in Paragraph 1.3 (iv) of this Event Guide;

“**Functional Area**” means a department within the LOC that is responsible for delivering the certain requirements as set out in this Event Guide and / or the EOA;

“**GDPR**” means Regulation (EU) 2016/679 of the European Parliament and of Council of 27 April 2016 on the protection of natural persons with regards to the processing of Personal Data and repealing Directive 95/46/EC (General Data Protection Regulation) OJ L 119/1, 4.5.2016;

“**Geographical Host**” has the meaning given to it in Paragraph 8.3 (iv) (d) of this Event Guide;

“**Host Broadcaster**” has the meaning given to it at Paragraph 12.3 (ii) of this Event Guide;

“**Host City**” means the city set out in the Application Form;

“**Host Country**” means the country set out in the Application Form;

“**Host Institution**” means the institution set out in the Application Form;

“**Impact Study**” “**Impact Studies**” has the meaning given to it in Paragraph 7.3 (iii) of this Event Guide;

“**Integrity Code of Conduct**” means the code of conduct described in Article 75 of the Constitution as amended from time to time;

“**International Broadcast Centre**” has the meaning given to it in Paragraph 11.3 (ii) of this Event Guide;

“**International Officials**” has the meaning set out in Rule 3 (formerly Rule 110) of the Competition Rules;

“**Knowledge Centre**” has the meaning given to it in Paragraph 7.3 (i) of this Event Guide;

“**LOC**” means the local organising committee appointed by the OM and Host Institution to undertake the practical organisation of the WAS Event. If such a committee is not appointed this term will refer to the OM and the Host Institution jointly;

“**LOC Family**” has the meaning given to it in 25.3 (ii) Figure 13 of this Event Guide;

“**Logo**” “**World Athletics Logo**” means the official World Athletics emblem;

“**Main Operations Centre**” has the meaning given to it in Paragraph 5.3 (iv) of this Event Guide;

“**Main Stadium**” has the meaning set out in the Application Form;

“**Mark(s)**” means any and all present and future names, logos, mascots, titles, trophies, medals, signs, marks, slogans and designations authorised and / or owned by World Athletics, whether or not registered or applied for or represented in whole or in part, and any other officially created forms of symbolism denoting or identifying World Athletics and / or the WAS Event(s), including musical compositions and Official Posters;

**“Marketing Material”** means advertising material, signage or other commercial branding or recognition in any manner on or in concession stands, advertising boards, gantries, scoreboards, videoboards, time clocks, measurement and timing equipment, in-field boards, banners (including those brought in by spectators), backdrops, seats or setbacks, coolers, athletes number bibs, uniforms worn by staff athletes, coaches and officials, accreditations, tickets or on fences or elsewhere inside, surrounding or in the airspace above the Competition Venue and training facilities;

**“Marketing Rights”** means any and all marketing, advertising, promotional, sponsorship, merchandising, licensing, hospitality, publication and any other commercial exploitation rights and opportunities now known or hereafter developed relating to a WAS Event (excluding any media rights);

**“Medal Ceremonies”** has the meaning given to it in Paragraph 32.3 (ix) of this Event Guide ;

**“Media Centre”** has the meaning given to it in Paragraph 11.3 (ii) of this Event Guide;

**“Member Federation”** means a national governing body for the sport of athletics in a country of territory which has been admitted to membership to World Athletics;

**“Mixed Zone”** has the meaning given to it in Paragraph 11.3 (ii) of this Event Guide;

**“National Competition Officials”** means national referees, judges and other technical officials at a WAS Event;

**“No Go Zone”** has the meaning given to it in Paragraph 4.2 (iv) of this Event Guide Schedules;

**“Observer Programme”** has the meaning given to it in Paragraph 7.3 (ii) of this Event Guide;

**“Official Poster”** has the meaning given to it in Paragraph 9.3 (x) of this Event Guide;

**“Official Programme”** has the meaning given to it in Paragraph 9.3 (v) of this Event Guide;

**“Official Sites” “Official Venues”** means the Competition Venue, training facilities, parking areas and drop-off zones, entrances, official hotels and accommodation facilities, press, media and broadcast centres, accreditation and technical information centres, any Event related offices, athletes’ villages, any welcome desks, the location of any official functions and activities and any other areas under the control of or sanctioned by World Athletics and / or the OM or the LOC;

**“OM”** means the Member Federation awarded the right to host a WAS Event;

**“Opening Ceremony”** has the meaning given to it in Paragraph 32.3 (viii) of this Event Guide ;

**“Permitted Recipients”** means the third parties to whom the OM, the Host Institution and/or the LOC is permitted to disclose the Personal Data;

**“Personal Data”** means personal data which may be shared between the parties or which is otherwise collected, generated, transmitted or processed by the parties pursuant to the Event Guide;

**“Personal Data Breach”** has the meaning set out in the GDPR;

**“Personnel”** means all persons engaged or employed from time to time by the OM, Host Institution and / or the LOC in connection with this Event Guide, including employees, volunteers, consultants, contractors, agents or sub-agents;

**“Press Conference Room”** has the meaning given to it in Paragraph 11.3 (ii) of this Event Guide;

“**Press Tribune**” has the meaning given to it in Paragraph 11.3 (ii) of this Event Guide;

“**Production Plan**” has the meaning given to it in Paragraph 12.3 (v) of this Event Guide;

“**Promotional Plan**” means the plan created by the LOC promoting itself and the WAS Event in accordance with this Event Guide;

“**Public Institutions**” has the meaning given to it in Paragraph 8.3 (iv) (c) of this Event Guide;

“**Readiness Exercises**” has the meaning given to it in Paragraph 5.3 (iii) of this Event Guide;

“**Regulatory Body**” means any competent governmental, statutory, regulatory or enforcement authority or regulator concerned with the activities carried on by any party or any part, division or element of them in respect of the processing of personal data carried out pursuant to this Event Guide;

“**Regulatory Body Correspondence**” means any correspondence or communication (whether written or verbal) from a Regulatory Body;

“**Released Product Categories**” has the meaning given to it in Paragraph 8.3 (iv) of this Event Guide;

“**RHB Commentary Positions**” has the meaning given to it in Paragraph 11.3 (ii) of this Event Guide;

“**Rights Holder Agreement**” is an agreement through which World Athletics Partners grant rights to broadcasters to broadcast WAS Events in specific territories;

“**Rights Holder Broadcaster**” has the meaning given to it in Paragraph 12.3 (iii) of this Event Guide;

“**Site Visit**” has the meaning given to it in Paragraph 5.3 (ii) of the Event Guide;

“**Sponsor**” means World Athletics Sponsors and Event Sponsors;

“**Strategic Phases**” has the meaning given to it in Figure 2 of this Event Guide;

“**Team**” means a World Athletics Member Federation team participating at the WAS Event;

“**Team Official**” means a member of a World Athletics Member Federation team participating at the WAS Event;

“**Technical Delegate(s)**” has the meaning set out in Rule 5 (formerly Rule 112) of the Competition Rules;

“**Technical Suppliers**” means the suppliers appointed by Dentsu and / or World Athletics in relation to the Technical System and, where applicable, the track and / or technical sports equipment;

“**Technical System**” has the meaning given to it in Part 9 of Schedule 1 of the EOA;

“**Third Party Request**” means a written request from any third party for disclosure of Personal Data where compliance with such request is required or purported to be required by law or regulation;

“**Title Partner**” has the meaning given to it in Paragraph 8.3 (iv) (f) of this Event Guide;

“**WAS Event**” “**World Athletics Series**” means any of the championships listed in Figure 1 of this Event Guide;

“**World Athletics**” means the association of the Member Federations which is the international authority for the sports of athletics worldwide, formerly known as the International Association of Athletics Federations (IAAF);

“**World Athletics Data**” means any Personal Data which is passed from World Athletics to, or is accessible by the OM, Host Institution or the LOC;

“**World Athletics Family**” shall include, but is not limited to: World Athletics Council Members, World Athletics Honorary Members, World Athletics Area Presidents and Area Representatives, International Athletic Foundation Council Members, International Officials, World Athletics Committee and Commission Members, World Athletics Meeting Directors, athletes participating in the WAS Event and their coaches and representatives accredited by World Athletics, Event Organising Committees representatives, guests, representatives and employees of the Commercial Affiliates, accredited media, regional development centre directors, World Athletics staff, and Dentsu’s guests, representatives and employees;

“**World Athletics Headquarters**” means World Athletics of 6-8, Quai Antoine 1er, BP 359, MC 98007 Monaco;

“**World Athletics Partner**” has the meaning given to it in Paragraph 8.3 (iii) (a) of this Event Guide;

“**World Athletics Rules**” means any current or future rules and regulations of World Athletics, including operational policies, procedures and directives created by World Athletics (including this Event Guide) that set out operational information in relation to the delivery of a WAS Event (as updated from time to time);

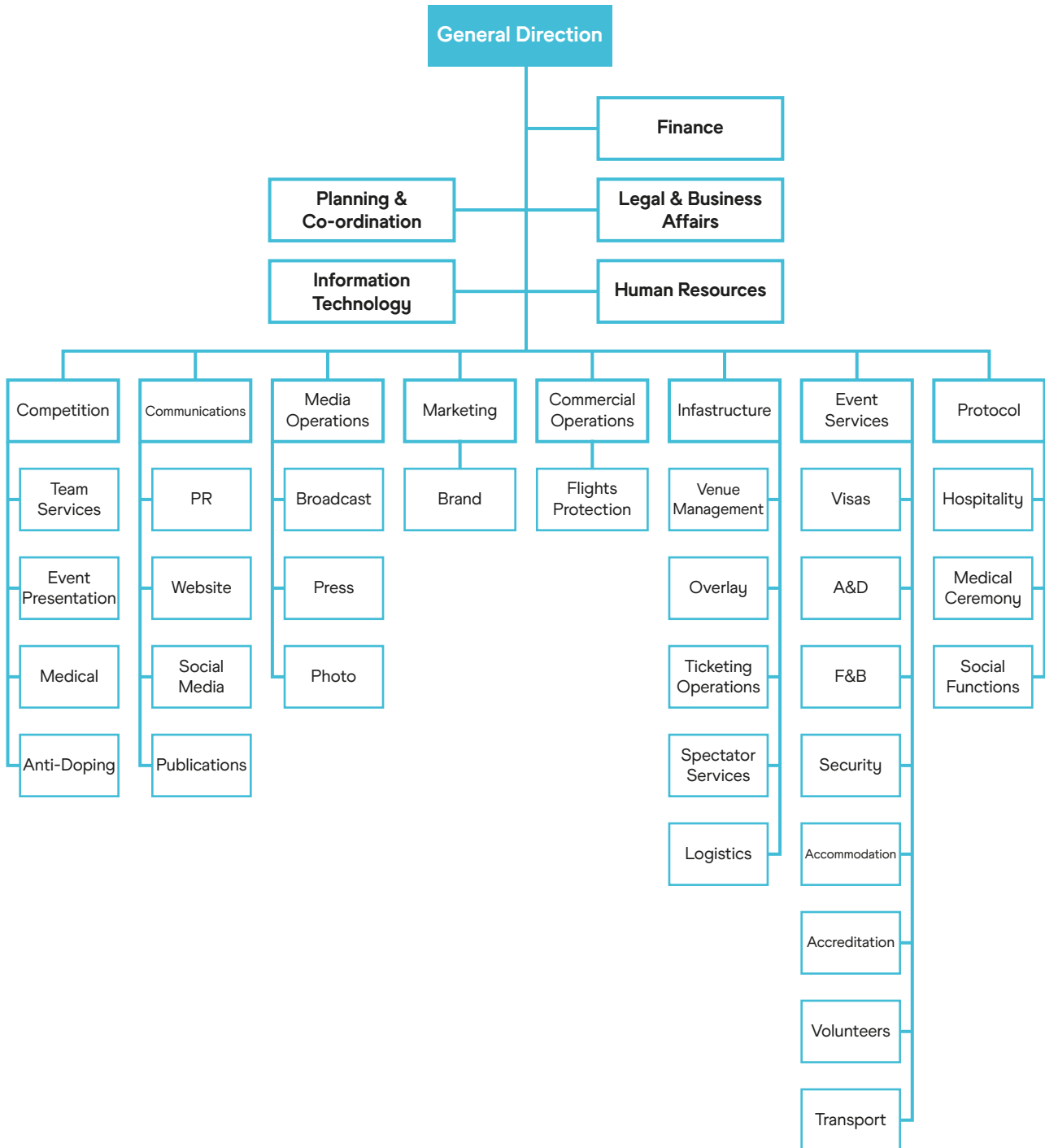
“**World Athletics Sponsors**” has the meaning given to it in Paragraph 8.3 (i) of this Event Guide;

“**World Athletics Supplier**” “**World Athletics Supporter**” has the meaning given to it in Paragraph 8.3 (iii) (b) of this Event Guide;

“**World Broadcaster Manual**” has the meaning given to it in Paragraph 12.3 (v) of this Event Guide.

## 2. Human Resources

The LOC staffing structure in relation to the general Functional Areas is set out below. The staffing structure, titles and responsibilities will depend on consultation and prior approval by World Athletics, which reserves the right to revise it for a particular WAS Event as it sees fit.



## 2.1 Corporate / Administration

General Direction				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	48	36	30	24
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Allocating budget resources and monitoring the budget</li> <li>Representing the LOC in front of all the stakeholders, including the press</li> <li>Managing all the resources of the LOC, including human and financial resources</li> <li>Ensuring the WAS Event meets all the requirements together with the accomplishment of all the Milestones respecting the defined deadlines</li> <li>Ensure excellent levels of communication between the LOC staff and different stakeholders</li> <li>Leading, coaching and mentoring all the LOC staff</li> <li>Reporting the status of the WAS Event, including budget, to the internal stakeholders and to World Athletics when required</li> </ul>				
Relation to other Functional Areas	All			

Planning & Co-ordination				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	48	36	30	24
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Manage the status of the Milestones from the LOC side to keep track of the progress of the WAS Event</li> <li>Ensure implementation of policies and procedures</li> <li>Make sure all the areas of the LOC are briefed properly, understand their Milestones and deadlines, and work together to reach the common goal</li> <li>Manage the different Site Visits to be organised leading up to the WAS Event</li> <li>Legacy Management: define the plan, delivery and monitoring of all the actions related to the legacy of the WAS Event</li> <li>Knowledge Management: liaise with World Athletics on the following programmes: Observer and Secondment Programmes, Economic Impact, Post-Event debrief and Knowledge Centre</li> <li>Define and monitor the LOC Sustainability Plan in accordance with the World Athletics' Sustainability Strategy</li> </ul>				
Relation to other Functional Areas	All			

Human Resources				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	48	36	30	24
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Manage the recruitment and selection of the LOC paid staff</li> <li>Implement reward systems for employees</li> <li>Monitor the performance of the different members of the paid staff</li> <li>Manage the training plan for employees</li> </ul>				
Relation to other Functional Areas	All			

Information Technology				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	18	20	14
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Collect the technical requirements for all stakeholders</li> <li>• Manage the procurement for technical contractor(s) to manage the different technology services</li> <li>• Create schedules for work to be carried out prior to start dates</li> <li>• Create the Technology Installation Plan and Removal Plan</li> <li>• Carry out infrastructure installations and testing</li> <li>• Install core services, monitor equipment and temporary infrastructure cabling</li> <li>• Distribute technology to end points and end users</li> <li>• Implement change control</li> <li>• Co-ordinate any technical aspects related to the LOC website</li> <li>• Recruit, brief and lead the IT Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	All			

Finance				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	48	36	30	30
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Monitor the budget and keep it up to date</li> <li>• Manage the different payments related to the activity of the WAS Event (employees, contractors etc.)</li> <li>• Manage the cashflow of the organisation</li> <li>• Work together with World Athletics in order to identify areas where expenses can be optimised</li> <li>• Prepare activity reports and financial forecasts</li> <li>• Provide an audit budget at the end of the WAS Event to World Athletics</li> </ul>				
Relation to other Functional Areas	All			

Legal & Business Affairs				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	48	36	30	30
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Review and negotiate all key funding agreements, venue agreements, supplier and Event Sponsor contracts (including ensuring alignment/compliance with the EOA and CRA)</li> <li>• Establish governance structure for the LOC</li> <li>• Manage the associated policies and procedures, support audit, risk (including insurance) and compliance matters</li> <li>• Deal with all local law matters in relation to the WAS Event (including trademarks, employment, data protection etc.)</li> </ul>				
Relation to other Functional Areas	All			



## 2.2 Competition and Medical and Anti-Doping

Competition Management				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	20	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Plan, organise and supervise all the competition matters including Official Venues (competition, warm-up and training) and competition aspects (field of play preparations, competition timetable, sport equipment, etc.)</li> <li>Monitor the budget allocated to competition delivery</li> <li>Negotiate and manage the procurement of all the resources needed to deliver the competition</li> <li>Work in close collaboration with the Event Presentation Functional Area in order to deliver a world class presentation and sporting experience</li> <li>Collaborate with World Athletics and the OM regarding the selection and training of National Competition Officials</li> <li>Recruit, brief and lead the Competition Management Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Venue Management, Security, Logistics, Medical, Anti-Doping, Accreditation, Accommodation, Transport, Broadcasting, Protocol, Medal Ceremony, IT, Ticketing Operations, Brand & Marketing			

Team Services				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	18	12	12 / 9	9
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Plan all aspects of Teams' welfare in close co-operation with World Athletics</li> <li>Manage all Teams' enquiries as well as logistics associated with Entries (Preliminary and Final)</li> <li>Provide the required input for all information to be officially circulated: Circular Letter, Team Manual, Team Leader Site Visit Circular Letter etc.</li> <li>Co-ordinate the Teams' requirements related to Accommodation, A&amp;D, Transport and Visa with the respective LOC Functional Areas</li> <li>During the WAS Event, supervise the execution of all activities connected to the Teams' arrival, stay and wellbeing, transfers, departure including financial implications</li> </ul>				
Relation to other Functional Areas	Accommodation, Arrivals & Departures, Transport, Visa, Finance, Competition Management, volunteers			

Event Presentation				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	18	18	12	8
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Co-ordinate pre-production with Venue Management, Competition Management, local technical suppliers and relevant stakeholders</li> <li>Co-ordinate overlay requirements for Event Presentation with relevant stakeholders</li> <li>Support with Event Presentation creative concept and input on local Look &amp; Feel</li> <li>Design the concept and delivery of the Opening and Closing Ceremonies together with Protocol</li> <li>Recruit, brief and lead the local Event Presentation Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Venue Management, IT, Broadcasting, Competition Management, Brand & Marketing, Event Services, Commercial, Technical Suppliers, Protocol			

Medical				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	18	18 / 12	12
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Develop the Medical Plan for all stakeholders which will be implemented during the WAS Event</li> <li>• Develop and implement the Prevention Plan according to the Competition Medical Guidelines</li> <li>• Co-ordinate with local Emergency Medical Response and ambulance services, as well as health volunteer organisations</li> <li>• Liaise with hospitals and clinics which will be part of the Medical Plan</li> <li>• Run a health risks assessment and develop appropriate mitigation and contingency plans</li> <li>• Recruit, brief and lead the Medical Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Competition Management, Venue Management, Security, Accommodation, Spectators Services, Finance			

Anti-Doping				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	18	18	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Identify and prepare doping control facilities</li> <li>• Plan doping control operations (flow, processes)</li> <li>• Recruit sample collection personnel and order material</li> <li>• Liaise with World Athletics' Anti-Doping Delegate and AIU</li> <li>• Recruit, brief and lead the Anti-Doping Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Protocol, Media Operations, Medical			

### 2.3 Communications and Media Operations

Communications				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	24	18	15
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Produce LOC Communications Strategy</li> <li>• External and internal communication with stakeholders</li> <li>• Produce PR campaigns and promotions for the WAS Event, together with the Marketing Functional Area</li> <li>• Work with all media outlets to inform and promote the WAS Event</li> <li>• Commission and manage website content (including news, features, promotions and guides) and manage social media platforms</li> <li>• Develop messages for the leadership team</li> <li>• Recruit, brief and lead the Communications Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Media Operations, Broadcasting, Competition Management, Event Services, Brand & Marketing, Protocol, Commercial, Ticketing Operations			

Social Media				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	18	18	18	15
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Establish social media platforms, handles and hashtags</li> <li>• Create content to promote the sport of athletics and the WAS Event</li> <li>• Inform and entertain all stakeholders</li> <li>• Work with Commercial Affiliates on promotion of the WAS Event</li> <li>• Collect data on fan engagement</li> </ul>				
Relation to other Functional Areas	Communications, Brand & Marketing, Ticketing Operations, Broadcasting, Competition Management, Commercial			

Website Content				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	18	18	18	15
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Co-ordinate website design with World Athletics, IT and Brand</li> <li>• Produce content for website (including information for stakeholders)</li> <li>• Collect data on fan engagement</li> </ul>				
Relation to other Functional Areas	IT, Competition Management, Brand & Marketing, Commercial			

PR & Promotional Campaigns				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	15	15	15	15
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Organise One Year to Go Promotions</li> <li>• Organise promotional campaigns and activities (including ticketing, Commercial Affiliate activations and fan engagement)</li> </ul>				
Relation to other Functional Areas	Brand & Marketing, Ticketing Operations, Protocol, Hospitality, Event Services, Commercial			

Publications				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	6	6	3	3
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Produce Media Guide and Ticketholders Guide</li> <li>• Produce Official Programme</li> <li>• Produce Daily Programmes (for WCH and WIC)</li> </ul>				
Relation to other Functional Areas	Brand & Marketing, Media operations, Competition Management, Protocol, Commercial			

Media Operations				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	36	30	24	18
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Lead and co-ordinate the operations for Broadcast, Press and Photo</li> <li>• Oversee the effective planning of facilities, services and related logistics for Broadcast, Press and Photo Operations for the WAS Event, especially regarding the common areas such as Media Centre(s), Mixed Zones, Press Conference Room and interview areas etc.</li> <li>• Co-ordinate the procurement process for the whole unit</li> <li>• Recruit, brief and lead the Media Operations Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Competition Management, Event Presentation, Logistics, Transport, Accommodation, Accreditation, Security			

Broadcast Operations				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	36	30	24	18
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Implement the Broadcast requirements with the HB according to the Broadcast Guidelines with the HB</li> <li>• Plan and deliver the Broadcaster facilities considering the expected number of accredited HB and RHB representatives, including the Broadcast Compound and the IBC</li> <li>• Co-ordinate the different Broadcasting services and related logistics for the HB and RHBs such as Accreditation, Accommodation, Visas, Transportation, Customs &amp; Freight, Radio Frequencies, work permits, etc. with the relevant LOC Functional Areas</li> <li>• Co-ordinate with the National Broadcaster and or local production companies towards broadcasting the WAS Event locally / nationally and / or helping to source local facilities to support the HB</li> <li>• Responsible for ensuring the LOC broadcast budget is paid in accordance with the EOA and Host Broadcast Agreement</li> <li>• Recruit, brief and lead the Broadcast Operations Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Competition Management, Event Presentation, Logistics, Transport, Accommodation, Accreditation, Security, Media Operations			

Press Operations				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	21	15	12	9
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Plan the media facilities, services and related logistics, considering the expected number of accredited media and the specific needs of each category, in co-operation with the Media Delegate, Broadcast Operations (where relevant) and according to the EOA and Event Guide</li> <li>• Manage the planning, layout, set up and delivery of all services and facilities (including the Media Centre(s), Press Tribune, Mixed Zone and Press Conference Room and interview area)</li> <li>• Lead and co-ordinate the News Team and the Flash Interview Team during the WAS Event</li> <li>• Co-ordinate the different Media Services such as Accreditation, Accommodation, Visas, Transportation, Customs &amp; Freight, etc. with the relevant LOC Functional Areas</li> <li>• Recruit, brief and lead the Media Operations Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Communications, Broadcasting, Competition Management, Accreditation, Accommodation, Transport, Event Presentation, IT, Venue Management			

Photo Operations				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	12	8	6	4
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>Define the overall Photo Operations and positions well ahead of the WAS Event</li> <li>Co-ordinate all services and facilities specific to photographers</li> <li>Propose to the World Athletics Press Delegate (and Photo Commissioner where relevant) the list of national photographers for infield photo pool and / or access to the photographers' vehicle(s) for road races (if applicable)</li> <li>Act as a controller (in co-operation with the Photo Commissioner where applicable) during the WAS Event to make sure the rules and procedures are respected, particularly concerning the No Go Zone and access areas</li> <li>Lead the photographers' briefing on-site</li> <li>Co-ordinate the Photo Managers Team to secure the photo operation during the WAS Event</li> </ul>				
Relation to other Functional Areas	Broadcasting, Competition Management, IT, Venue Management			

## 2.4 Marketing and Commercial

Marketing				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	30	24	18	18
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>Develop and deliver Marketing and Promotion strategies and plans</li> <li>Develop and implement Ticket Sales strategies and plans (where appropriate)</li> <li>Develop and execute promotion of the WAS Event and the sport of Athletics within the Host City / Host Country (including city activations and experiences)</li> <li>Design and deliver education programmes (schools / Kids Athletics)</li> <li>Develop key strategies and Milestones for delivering a full Competition Venue</li> <li>Design and deliver the fan experience (live and digital) ensuring all data collection is compliant with GDPR guidelines</li> <li>Liaise with World Athletics on research requirements, including Impact Studies and spectator experience</li> <li>Monitor the allocated budget</li> <li>Recruit, brief and lead the Marketing team (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Commercial, Communications, Brand			

Brand				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	30	24	18	18
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>Manage the creation of the brand identity, logo, graphics, colour palette, style guides, etc. in line with the World Athletics Brand Guidelines</li> <li>Provide creative / design support to Functional Areas</li> <li>Manage brand assets (including Commercial Affiliate logos)</li> <li>Run the procurement process for the Look and Branding Supplier</li> <li>Plan and deliver the WAS Event Dressing (including Host City and Official Venues)</li> <li>Manage and protect the Look budget to ensure Officials Venues are dressed in line with the World Athletics Brand Guidelines</li> <li>Recruit, brief and lead the Brand team (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Venue Management, Commercial, Marketing, Accommodation, Broadcast, Event Presentation, A&D, Transport			

Commercial Operations				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	15	15	15
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Develop the Event Sponsors' Commercial and Sales strategy in conjunction with Dentsu and World Athletics</li> <li>Generate revenue and VIK with Event Sponsors</li> <li>Manage relationships with Event Sponsors</li> <li>Manage the delivery of the rights to World Athletics Sponsors (including ticketing and hospitality)</li> <li>Help define local activations for Commercial Affiliates to maximise their investment</li> <li>Create and manage Commercial Affiliates' activations (including fan zone etc.)</li> <li>Create and manage the domestic merchandise programme (if the licensing rights have been granted to the LOC by Dentsu)</li> <li>Create and manage a commercial hospitality programme (if commercial hospitality rights have been granted to the LOC by Dentsu)</li> <li>Co-ordinate with Dentsu and World Athletics the delivery of the Commercial Affiliate Workshop (WCH only)</li> <li>Consider making relevant Out-Of-Home advertising available to Commercial Affiliates</li> <li>Recruit, brief and lead the Commercial Operations Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Brand & Marketing, Accommodation, Transportation, Communications, Legal & Business Affairs			

Rights Protection				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	18	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Develop and implement the Rights Protection Programme (Anti Ambush) and issue an RPP manual</li> <li>Liaise with security authorities responsible for preventing certain types of ambush marketing (e.g. counterfeit merchandise)</li> <li>Understand local laws and remedies to deal with ambush activities</li> <li>Clean Site inspection and implementation</li> <li>Recruit, brief and lead the Rights Protection Operations Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Accreditation, Accommodation, Transportation, Brand & Marketing, Communications, Legal & Business Affairs, Security, Ticketing Operations, Security			

## 2.5 Infrastructure

Infrastructure				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	24	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>Build and monitor the budget related to all the infrastructure</li> <li>Lead all the areas related to infrastructure (including Venue Management, Overlay, Logistics, Spectators Services, Cleaning &amp; Waste Management, Spectators Services, Ticketing Operations, etc.)</li> <li>Recruit, brief and lead the Infrastructures Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Security, Venue Management, Overlay, Logistics, Spectators Services, Cleaning & Waste Management, Spectators Services, Ticketing Operations			

Venue Management				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	24	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Develop and deliver the set-up, maintenance and dismantling plans of all the Official Venues</li> <li>• Gather and understand all the requirements from all the relevant stakeholders on space allocation, power needs and overlay etc.</li> <li>• Ensure that all the technical maps are up to date and include all the relevant requirements from the relevant stakeholders</li> <li>• Develop and deliver the Cleaning &amp; Waste Plan for all the Official Venues</li> <li>• Make sure all the requirements related to Timing, Results and Video Refereeing are gathered and delivered on time</li> <li>• Co-ordinate the Wayfinding &amp; Signage planning, procurement and delivery</li> <li>• Define and monitor the Daily Run Sheet (also known as Detailed Competition Activity Schedule – DCAS)</li> <li>• Work together with the other Functional Areas, understanding their requirements and needs, and prioritising them to achieve higher standards of quality</li> <li>• Manage the Venue Operations Centre during the WAS Event</li> <li>• Recruit, brief and lead the Venue Management Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Security, Logistics, Competition Management, IT, Overlay, Spectators Services, Accreditation, Branding & Marketing			

Logistics				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	20	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Plan and monitor the procurement process of all the equipment required for the WAS Event</li> <li>• Develop and deliver the Logistics Delivery Plan for all the Official Venues</li> <li>• Develop and manage the Customs &amp; Freight Manual for all the relevant stakeholders</li> <li>• Liaise with the Technical Suppliers and other relevant stakeholders to facilitate customs procedures and transfer their equipment from POEs to final destination and vice versa</li> <li>• Define the operational dates and times for the suppliers to access the Competition Venues before, during and after the WAS Event (via the Master Delivery Schedule)</li> <li>• Gather, manage and deploy the requirements related to the FF&amp;E</li> <li>• Support arrivals and departures luggage movement, as well as sport equipment transfers between Official Venues</li> <li>• Scope, plan and deliver all aspects of the uniform program, including the set-up and delivery of the Uniform Distribution Centre</li> <li>• Recruit, brief and lead the Logistics Functional Area (including paid staff, contractors and volunteers) in charge of providing all the logistics services</li> </ul>				
Relation to other Functional Areas	Venue Management, Security, Food & Beverage, Accommodation and liaison with all relevant stakeholders			

Overlay				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	18	12	9	6
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Develop and deliver the set-up, maintenance and dismantling plans for all the necessary temporary overlay installations at all the Official Venues (including power)</li> <li>• Co-ordinate internal resources within the LOC in order to determine and confirm the needs of each Functional Area at the Official Venues</li> <li>• Participate in the design and procurement strategy for overlay structures and facilities, providing ideas for integrating, innovative, technological and sustainable solutions</li> <li>• Co-ordinate with Venue Management on the technical maps, making sure they are always updated and reflect the needs of all the relevant stakeholders</li> <li>• Recruit, brief and lead the Overlay team (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Venue Management, Logistics, IT			

Spectators Services				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	12	10	6	4
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Define and implement the Spectators Services Operational Plan (including the level of service to be provided)</li> <li>• Manage spectator flows and define the related directional signage</li> <li>• Create comprehensible information for spectators (via guides and website, etc.)</li> <li>• Develop and deliver plans to support vulnerable people</li> <li>• Recruit, brief and lead the Spectators Services Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Ticketing Operations, Venue Management, Security, volunteers, Medical, Brand & Marketing			

Ticketing Operations				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	12	12	12
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Define and implement the Ticketing Operations Plan</li> <li>• Create ticketing sales strategy in conjunction with Brand &amp; Marketing</li> <li>• Provide maps of the Competition Venue relevant for ticketing operations (i.e. detailed seating maps)</li> <li>• Co-ordinate the Customer Relationship Management</li> <li>• Ensure all facilities and necessary equipment are available (i.e. box offices, WIFI, etc.)</li> <li>• Be responsible for ticketing facilities at the Competition Venue (including turnstiles, spectator seats and box offices, etc.)</li> <li>• Recruit, brief and lead the Ticketing Operations Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Brand & Marketing, Commercial, Communications, IT, Venue Management, Security			



## 2.6 Event Services

Event Services				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	36	30	24	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Lead Event Services Functional Area</li> <li>• Understand the Event Guide and EOA requirements related to Event Service areas for all the relevant client group, and brief the managers of each area accordingly</li> <li>• Make sure the different areas have the necessary resources (including human, financial and material) to deliver the WAS Event according to the required standards</li> <li>• Monitor the budget allocated to all the Event Services</li> </ul>				
Relation to other Functional Areas	All			

Accommodation				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	30	24	24	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Develop and monitor accommodation contracts with all the official hotels (including rooms, rates and cancellation policies, etc.)</li> <li>• Provide the bookings details from the official booking systems to the hotels</li> <li>• Define the procedure to manage the invoices for the self-payers</li> <li>• Manage the offices, meeting rooms and welcome desks in the official hotels</li> <li>• Recruit, brief and lead the Accommodation Functional Area (including paid staff, contractors and volunteers) in charge of all the official hotels and meeting rooms</li> </ul>				
Relation to other Functional Areas	Transport, Event Services, volunteers and the LOC client groups liaison (World Athletics Family, Broadcasters, Media, Teams and Technical Suppliers, etc.)			

Accreditation				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	24	20	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Define the accreditation zones as well as the LOC Family categories, in conjunction with World Athletics</li> <li>• Gather all the accreditation requirements from the LOC Family and other stakeholders</li> <li>• Define and implement the flows for all the client groups and the access control points</li> <li>• Manage all the official Accreditation Centres and provide support to the accreditation provider</li> <li>• Recruit, brief and lead the Accreditation Functional Area (including paid staff, contractors and volunteers) in charge of all the Accreditation Centres</li> </ul>				
Relation to other Functional Areas	All, but especially Security, Venue Management, IT			

Arrivals and Departures				
	WCH	WIC	WU20 / WRE	WRW / WRRRC / WXC
Start Date (months before Event)	24	20	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Be responsible for the development and implementation of operational plans for A&amp;D operations across all the official POEs and for all client groups</li> <li>• Negotiate and manage the procurement of all the resources needed to provide the A&amp;D services (including buses, cars, airport / train station facilities, load zones, fuel and washing, etc.)</li> <li>• Be responsible for liaising and interacting with all internal and external stakeholders</li> <li>• Recruit, brief and lead the A&amp;D Functional Area (including paid staff, contractors and volunteers) in charge of all the official transport services</li> </ul>				
Relation to other Functional Areas	Accommodation, Security, Protocol and the LOC client groups liaison (World Athletics Family, Broadcasters, Media, Teams, Technical Suppliers, etc.)			

Transport				
	WCH	WIC	WU20 / WRE	WRW / WRRRC / WXC
Start Date (months before Event)	24	20	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Be responsible for the development and implementation of operational plans for Transport operations across all the Official Venues and for all client groups</li> <li>• Define and implement, in accordance with World Athletics, the Service Level Agreements for the different client groups</li> <li>• Negotiate and manage the procurement of all the resources needed to provide the transport services (including buses, cars, car parks, fuel and washing, etc.)</li> <li>• Be responsible for liaising and interacting with all WAS Event transport (including internal and external stakeholders)</li> <li>• Recruit, brief and lead the Transport Functional Area (including paid staff, contractors and volunteers) in charge of all the official transport services</li> </ul>				
Relation to other Functional Areas	Accommodation, Security, Venue Management and the LOC client groups liaison (World Athletics Family, Broadcasters, Media, Teams and Technical Suppliers, etc.)			

Security				
	WCH	WIC	WU20 / WRE	WRW / WRRRC / WXC
Start Date (months before Event)	24	20	18	18
Main Areas of Responsibility				
<ul style="list-style-type: none"> <li>• Be responsible for the development of the Security Operational Plan based on the template provided by World Athletics</li> <li>• Deliver the relevant security measures to minimise risks and guarantee a high-level security service to all the Official Venues and the roads connecting them for all the official client groups</li> <li>• Negotiate and manage the procurement of all the resources needed to provide the security services (including manpower, hand-held / arch metal detectors and barriers, etc.)</li> <li>• Manage the relationships with all the relevant security stakeholders</li> <li>• Prepare and monitor the command, control and communication procedures</li> <li>• Manage the security background check (if applicable)</li> <li>• Recruit, brief and lead the Security Functional Area (including paid staff, contractors and volunteers) in charge of delivering the security services</li> </ul>				
Relation to other Functional Areas	Accreditation, Venue Management, Transport			

Visa				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	18	12	8	8
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Collate the different scenarios per Member Federation and countries to obtain access to the Host Country</li> <li>• Define the procedures to get access to the Host Country depending on the client group</li> <li>• Build strong working relationships with national immigration authorities and the official POEs</li> <li>• Manage and distribute the visa invitation letters for all the client groups on request</li> <li>• Provide assistance to the different client groups during the visa procedure while liaising with World Athletics</li> </ul>				
Relation to other Functional Areas	Accreditation, Security and the LOC client groups liaison (World Athletics Family, Broadcasters, Media, Teams and Technical Suppliers, etc.)			

Food & Beverage				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	18	12	8	8
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Collate all the requirements related to F&amp;B for all the relevant stakeholders and client groups</li> <li>• Negotiate and manage the procurement of all the resources needed to provide the F&amp;B services</li> <li>• Define and deliver the F&amp;B services to all the Official Venues</li> <li>• Recruit, brief and lead the F&amp;B Functional Area (including paid staff, contractors and volunteers) in charge of providing all the F&amp;B services</li> </ul>				
Relation to other Functional Areas	Venue Management, Medical, Accommodation and the LOC client groups liaison (World Athletics Family, Broadcasters, Media, Teams and Technical Suppliers, etc.)			

Volunteers				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	48	36	30	24
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Collate Functional Area needs in relation to volunteers (including positions and shifts)</li> <li>• Manage the recruitment and selection of the volunteers</li> <li>• Define and implement a reward system for volunteers</li> <li>• Co-ordinate the accreditation and uniform distribution for volunteers</li> <li>• Define and deliver the training plan for volunteers</li> <li>• Recruit, brief and lead the Volunteers Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	All			

## 2.7 Protocol

Protocol				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	12	6	6	6
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Define the VVIP &amp; VIP Areas and number of seats available</li> <li>• Manage day to day allocation of seats with World Athletics</li> <li>• Establish a daily list of local dignitaries attending</li> <li>• Ensure the provision and display of National flags</li> <li>• Co-ordinate the arrivals and transfers for international dignitaries and selected guests</li> <li>• Co-ordinate the scripts with World Athletics regarding the Opening and Closing Ceremonies</li> <li>• Recruit, brief and lead the Protocol Functional Area (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Ticketing Operations, Food & Beverage, Transport, Event Presentation			

Hospitality				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	6	4	4	4
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Develop the VIP &amp; Hospitality Plan (lounges and seating areas), including location, capacities, services, flows and Look &amp; Feel for the event guests (Commercial Hospitality is usually managed under Commercial)</li> <li>• Be responsible for the planning and delivery of Hospitality during the WAS Event</li> <li>• Define and manage the LOC guests with access to the lounge and seating area, with the agreement of World Athletics</li> <li>• Recruit, brief and lead the Hospitality Functional Area (including paid staff, contractors and volunteers) in charge of providing all the hospitality services</li> </ul>				
Relation to other Functional Areas	Venue Management, Security, Food & Beverage, Ticketing Operations, Transport, Accreditation			

Medal Ceremony				
	WCH	WIC	WU20 / WRE	WRW / WRRC / WXC
Start Date (months before Event)	12	6	6	6
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Manage the design of the podium layout, as well as its location</li> <li>• Co-ordinate the design and production of uniforms for hostesses and medal bearers related to the Medal Ceremonies</li> <li>• Manage the green room to welcome medal winners for Medal Ceremonies</li> <li>• Co-ordinate the list of local medal presenters, together with World Athletics Protocol</li> <li>• Ensure that athletes are in time for the Medal Ceremonies</li> <li>• Recruit, brief and lead the Medal Ceremony team (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Competition Management, Event Presentation, Protocol			

Social Functions				
	WCH	WIC	WU20 / WRE	WRW / WRRRC / WXC
Start Date (months before Event)	18	18	12	12
<b>Main Areas of Responsibility</b>				
<ul style="list-style-type: none"> <li>• Understand the World Athletics requirements regarding the Social Functions</li> <li>• Suggest the location and level of service to be provided for all the functions</li> <li>• Manage the procurement process with the providers</li> <li>• Deliver the WAS Events according to the standards of quality required by World Athletics</li> <li>• In the case of hosting a Council and / or Congress understand and deliver the requirements</li> <li>• Recruit, brief and lead the Social Functions Functional Areas (including paid staff, contractors and volunteers)</li> </ul>				
Relation to other Functional Areas	Protocol, Food & Beverage, Transport			

### 3. Legal & Business Affairs

#### 3.1 Logos, Event Look & Marks

##### i. World Athletics Logo

World Athletics has, at its own cost, undertaken a worldwide trademark registration process of the World Athletics Logo which provides general protection of the core elements of the Logo and, in principle, does not require additional trademark registration.

##### ii. Event Look

The LOC will, in close co-operation with World Athletics and Dentsu, create an Event Look which will be included in the 'infill' of the Logo, subject to the final approval of World Athletics. The LOC acknowledges that the Event Look must comply with the Brand Style Guide and World Athletics' Rules relating to marketing issued at the time. All costs of creation of the Event Look will be borne by the LOC. Prior to commencing or commissioning any work in relation to the design of the Event Look, the LOC will ensure that all rights, title and interest in any elements provided to the LOC are validly assigned by the creator to World Athletics (with such assignment agreement to be provided by World Athletics on request by the LOC). The LOC will take all necessary steps to assist World Athletics in perfecting its rights, title and interest in the Event Look, including filing any declarations of use and evidences that may be required.

For the WCH and the WIC only, the LOC, in World Athletics' name, will register the Event Look, and file applications in the product classes and territories set out in Figure S.1 below (which may be subject to change). World Athletics and Dentsu shall also consider in each case whether further applications in additional classes or territories are reasonably necessary to supplement the protection which currently exists for the World Athletics Logo and / or to reflect any changes to the Commercial Affiliates as may be decided from time to time by World Athletics and Dentsu. All costs of registration in relation to the Event Look will be borne by the LOC. If, for any reason, World Athletics takes on the task of registering the Event Look then the costs of registration will be recharged to the LOC.

Figure S.1 –Trademark Registrations Categories & Territories<sup>1</sup>

Categories	Countries
9, 10, 12, 14, 16, 18, 21, 24, 25, 27, 28, 29, 30, 32, 35, 36, 38, 39, 41, 42, 43, 45	Monaco and Host Country
9, 14, 18, 24, 25, 28, 35, 38, 41	Japan

1. Territories and classes may be reviewed to reflect any changes to the Commercial Affiliates as may be agreed from time to time by World Athletics and Dentsu.

For all WAS Events (other than WCH and WIC), the LOC is in principle not required to register as a trademark the design of the 'infill' to appear inside the Logo (i.e. the Event Look). However, if deemed necessary by World Athletics and / or Dentsu or if in consultation with World Athletics and / or Dentsu, the LOC chooses to register the Event Look, then it shall register the trademarks in World Athletics' name according to the classes and territories set out below in Figure S.2 (which may be subject to change).

For all WAS Events, the LOC will register any mascot, and file applications in the classes and territories set out below in Figure S.2 (which may be subject to change). All costs of registration in relation to any mascot will be borne by the LOC. If, for any reason, World Athletics takes on the task of registering the Event Look then the costs of registration will be recharged to the LOC.

Categories	Countries
9, 14, 18, 24, 25, 28, 35, 36, 38, 41, 45	Host Country only

**iii. Protection & Enforcement**

The LOC will, at its own expense, provide all necessary assistance to World Athletics (including the provision of such resources and documentation deemed necessary by World Athletics and Dentsu), to protect and enforce World Athletics rights in relation to the Logo, Marks and Event Look. Such assistance includes giving professional advisors of World Athletics and / or Dentsu access at reasonable times (on reasonable notice) to its premises, staff, assets and records within the power or control of the LOC in order to examine and take copies of documents for the purpose of assessing any intellectual property infringement claims from any third party.

The LOC will immediately notify World Athletics and Dentsu in writing of any challenge (in reasonable detail) to World Athletics ownership of, and other rights it may have in relation to Logos, Marks or Event Look in any manner. The LOC will also immediately notify World Athletics and Dentsu in writing of any infringement or other unauthorised use of the Logos, Marks or Event Look. The LOC is not entitled to take any action in relation to the protection or enforcement of the Logos, Marks or Event Look without written instructions from World Athletics and / or Dentsu. The LOC give World Athletics the sole authority to determine what action is taken in relation to the protection and enforcement of the Logos, Marks or Event Look, without prior consultation with the LOC.

**iv. Brand Style Guide**

The LOC will work in close co-operation with World Athletics and Dentsu to produce a Brand Style Guide for the use and reproduction of the Logo, Event Look and other Marks by any authorised party (including the Commercial Affiliates), in accordance with World Athletics and Dentsu's instructions. The costs of such Brand Style Guide will be paid by the LOC.

**v. Use of the Marks, Logo and / or Event Look**

The LOC will use the Marks, Logo and / or Event Look in accordance with the Brand Style Guide for the purpose of promoting, operating and organising the WAS Event in a non-commercial manner. Furthermore, the LOC will submit to World Athletics and Dentsu representatives samples of, or photographic representations adequately depicting, such proposed use of the Marks, Logo and / or Event Look reasonably in advance of the intended use and in any event no less than ten (10) working days prior to the intended use. The LOC acknowledges that such use will be subject to the prior written approval of World Athletics and Dentsu jointly. The LOC may not derive any monetary consideration from such use and will not transfer any such rights to a third party, unless otherwise approved by World Athletics and Dentsu jointly in writing.

In the event that the LOC use the Marks, Logo and / or Event Look without World Athletics and Dentsu's prior written approval, the LOC will discontinue use immediately upon notice from World Athletics or Dentsu. Any use of the Marks and / or Logo will include the appropriate copyright notice and / or trademark legend as instructed by World Athletics

and Dentsu in writing. The LOC will not use the Marks, Logo and / or Event Look in any manner contrary to public morals or which is considered deceptive or misleading or which compromises or reflects unfavourably upon the good name, goodwill, reputation and image of World Athletics, Dentsu or the WAS Event or which might jeopardise or limit World Athletics' rights in the Marks, Logo and / or Event Look.

The LOC will not develop, adopt or begin to use any name, logo, symbol or trademark or other mark or designation which, in World Athletics' and Dentsu's opinion includes, is confusingly similar to, is a simulation or colourable imitation of, or unfairly competes with, the Marks, Logos or Event Look. The LOC acknowledges that any grant to a third party of any right relating to the Marks, Logo and / or Event Look without World Athletics' and Dentsu's approval in accordance with this Event Guide will be null and void. The LOC will not use, or authorise a third party to use, the Marks, Logo and / or Event Look together with any name, logo, symbol, trademark or other mark denoting and identifying any third party or any third party's product or service.

## 4. Media Operations

### 4.1 Pre-Competition Site Visit

The appointed Press Delegate, Photo Commissioner (if applicable) and the World Athletics Staff Liaison will take part in a number of pre-competition Site Visits, to be held in conjunction with other World Athletics departments. In addition, separate press Site Visits are held for the International News Agencies Meeting (WCH) and Test Event (WCH and WIC). The Press Delegate will inspect all sites related to the written press and photographers, as well as common media facilities and services and will meet with the Head of Media Operations and Host Broadcaster (if relevant).

### 4.2 Media Accreditation

Media accreditation is a complex matter, which must be handled exclusively by the World Athletics Press Delegate and World Athletics Staff Liaison on one side and the LOC Media Staff on the other. Media apply for accreditation only via the official World Athletics Press Accreditation System in line with timelines and rules defined by World Athletics.

During the accreditation process, World Athletics will approve requests for accreditation from international journalists and photographers. The Member Federation, in co-operation with the LOC Media Operations Functional Area, will approve requests from national journalists and photographers. In the case of an unresolved dispute, the final decision shall rest with the World Athletics Press Delegate. An accreditation card is only issued to bona fide media representatives upon providing their confirmation letter and identification.

#### i. Media Accreditation Process

Accreditation to WAS Events is managed via the World Athletics Press Accreditation System. The LOC is responsible for producing all information (regarding accreditation, accommodation and visas) required to open the Press Accreditation System. The World Athletics Staff Liaison will send the relevant access codes for each WAS Event to each Member Federation and directly to International News Agencies. Each member of the press registers online using an access code. World Athletics and the LOC Media Operations Functional Area have access to the back-end of the system to view and/or approve as appropriate.

#### ii. Media Accreditation Quotas

A quota system is implemented for press accreditations at the WCH. Accreditation quotas by country are determined by World Athletics, and each Member Federation is informed of their quota 7–9 months in advance. Member Federations can request an increase in their quota, which will be granted by World Athletics, if justified and approved, after the first accreditation deadline.

iii. **Media Accreditation Timelines**

The following accreditation timelines set out in Figure S.3 are applicable to WAS Events:

Figure S.3 – Online System Opening & Accreditation Deadlines

WAS Event	Online System Opens Latest
WCH	7-8 months in advance
WIC	4 months in advance
All other WAS Events	2-3 months in advance

WAS Event	Accreditation Deadline
WCH	1st Deadline: 3-4 months in advance
	Followed by quota reallocation
	2nd Deadline: 2 months in advance
WIC	4-6 weeks in advance
All other WAS Events	2-4 weeks in advance

**Last minute Applications:** Last minute accreditations can only be exceptionally accepted and must be approved by the World Athletics Press Delegate.

**Remote Journalist:** The accreditation procedure of journalists covering the events remotely and not staying on-site will follow the standard accreditation procedure (use of access codes via the Member Federations).

iv. **Cancellations & Changes**

All communications concerning accreditation, including cancellations and name changes, must be made in writing.

v. **Categories of Media & Broadcasting Accreditation**

The following subcategories of media accreditations are identified at WAS Events:

Written Press	(Pw)
Photographers	(Ph)
Internet Media (Websites having obtained the right to record audio and video in specified areas)	(Pi)
Technicians	(Pt)
Team Press Attachés	(Tp)
Non-Rights Holders	(Nr)
Remote Journalist	(Pr)

The following subcategories of broadcasting accreditations are identified at WAS Events:

Host Broadcasters	
Rights Holding Broadcaster	RH TV
Rights Holding Broadcaster	RH Radio
Rights Holding Broadcaster	RH TV and Radio
Rights Holding Broadcaster	RH News Access
Rights Holding Broadcaster	Agency
Non Rights Holding Broadcaster	NRH TV
Non Rights Holding Broadcaster	NRH Radio
Non Rights Holding Broadcaster	NRH TV and Radio
Non Rights Holding Broadcaster	NRH Film Documentary



### 4.3 Special Procedures and Agreement Forms

Certain press categories need to follow specific procedures and sign an agreement before their request for accreditation can be approved. Detailed information about the procedures and required agreements for each press category are sent to Member Federations along with the access codes for each WAS Event. Member Federations must in turn send this document to all journalists and photographers in their country applying for accreditation.

#### i. Photographers

Upon registering online, photographers will be requested to sign an agreement specifying the conditions under which they can be accredited.

#### ii. Internet Media

Upon registering, journalists working for websites will have to define their position and sign the online agreement in the World Athletics Press Accreditation System before submitting their request. If they request and obtain the right to record audio and video exclusively in the Mixed Zone and Press Conference Room, they will have to sign an online agreement prepared by Dentsu Athletics. Should they not wish to record audio and video, they need to sign an agreement prepared by World Athletics specifying that they will work exclusively as written press.

#### iii. Non-Rights Holders

Non-Rights Holders can be accredited at WAS Events following the conditions set out by World Athletics and its marketing / broadcast partners. Media accredited in this category will work from written press areas, but will be pre-approved and monitored (before and during the WAS Event) by the World Athletics marketing / broadcast partners. They will be allowed to record audio and video exclusively in the Mixed Zone and Press Conference Room, after signing an agreement prepared by the applicable marketing / broadcast partner who has provided approval.

#### iv. Team Press Attachés

Team Press Attachés working for a Member Federation and confirmed by the Member Federation (through the Team Entries or otherwise in writing) will receive a special accreditation card allowing access to both Team and media areas as required by the nature of their job. Their accreditation card is two-coloured to reflect the colour coding for the Team and press categories respectively.

#### v. Remote Journalists

Upon registering, journalists planning to cover the WAS Event remotely and not staying on-site, will be requested to sign the online agreement in the World Athletics Press Accreditation System before submitting their request. The agreement prepared by Dentsu Athletics will allow them to get the access to watch audio and download video and audio provided by systems and platforms of World Athletics (including press conference videos and Remote Mixed Zone access).

#### vi. Host Broadcaster

HB personnel is entered by one person from the HB team into the World Athletics Series Broadcasters Accreditation system (WASBAS), managed and approved by the World Athletics Broadcast Department.

#### vii. Rights Holding Broadcasters

Each RHB organisation will set-up an account on the WASBAS and one team leader will enter the information for all its team. The request is then managed and approved by the World Athletics Broadcast Department.

### 4.4 Media Centre Opening Period

The operational period for the Media Centre is set out below in Figure S.4. Access to the working area should be 24 hours a day for the WCH (albeit minimal staffing and services from 1:00am – 7:00am). For all other WAS Events, opening hours will be from 1-3 hours before the start of competition until 2-4 hours after the last event.

Figure S.4 – Media Centre Opening Period

WAS Event	Open	Close
WCH	7 days before	Next day (in the afternoon) after the last session of the WAS Event
WIC	3 days before	Late night after the last session of the WAS Event
All WAS Events (except for WCH and WIC)	2 days before	Late night after the last session of the WAS Event

#### 4.5 Copying & Paper Requirements

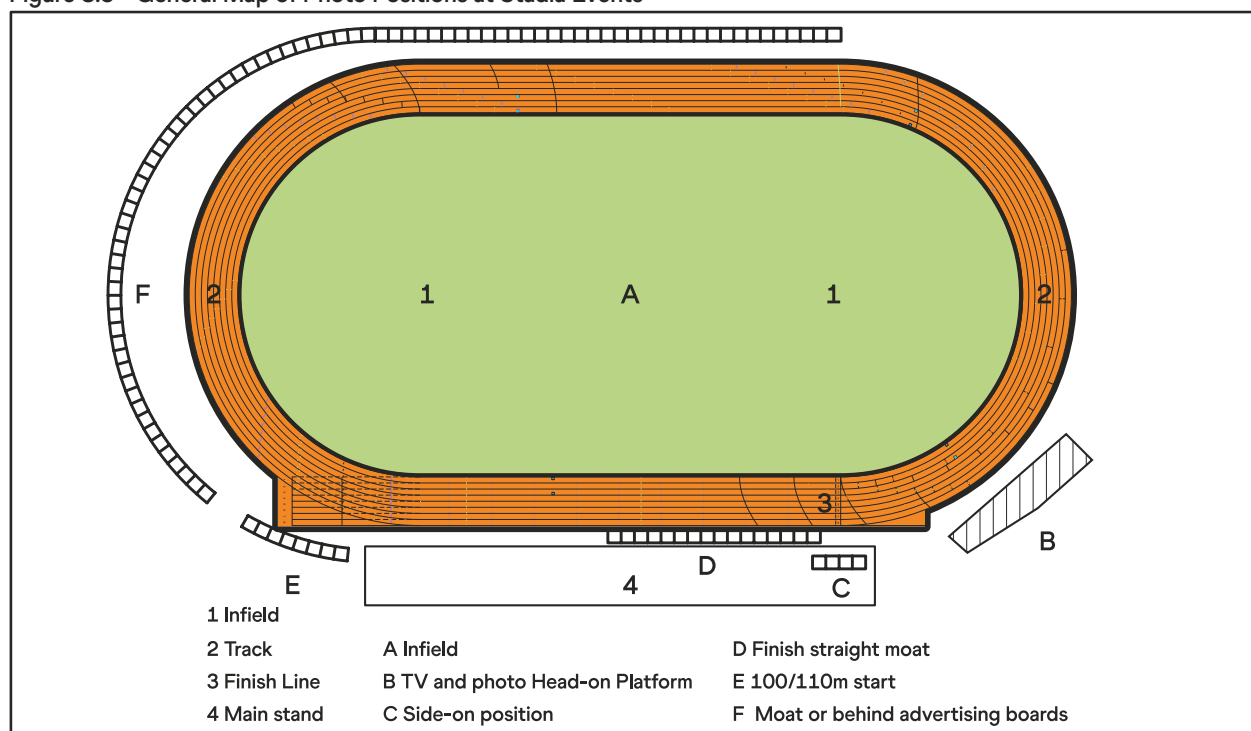
World Athletics encourages the LOC to considerably reduce printed outputs in the interest of sustainability, some hard copies of certain outputs will however be required. For WCH a specific colour coding is used: (a) White Paper – all documents, start lists and results; and (b) Yellow Paper – all revisions or corrections of already printed documents.

#### 4.6 Photographers

##### i. Categories of Photographers (according to access)

For Stadia Events, the photographers must be divided into two groups: (a) infield photographers (those granted infield access); and (b) outfield photographers (all other photographers).

Figure S.5 - General Map of Photo Positions at Stadia Events



##### ii. Photo Bibs

Photo bibs should be used by photographers to be identified. The infield photographers should be issued with numbered bibs of a different colour from outfield photographers. Photographers are required not to wear any unsanctioned advertising on the infield and to dress in an appropriate manner.

##### iii. Infield Photographers

Numbers – The number of infield photographers is defined according to the type of WAS Event as set out below in Figure S.6 and must not be exceeded. Two photographers (the official World Athletics and Dentsu Athletics photographer) are always granted infield access at all WAS Events within the numbers specified.

**Figure S.6 - Infield Access Photographers**

WAS Event	Number of Photographers with Infield Access
WIC	12
All WAS Events (except for WIC)	16

**Procedure** – The pool of infield photographers is drawn up by World Athletics (the Press Delegate assisted by the Photo Commissioner – for WCH / WIC) in conjunction with the LOC Photo Chief, according to the following considerations:

- a. Major international agencies (such as AP, Reuters, AFP, Getty Images, EPA, Xinhua) and the main national agency of the Host Country;
- b. Shared infield bibs assigned to a pool of photographers who regularly cover the sport; and
- c. One bib allocated temporarily, on rotation, to photographers from countries having a strong medal prospect.

In the case of non-stadia events, the decision on the final number of infield photographers will be done by the Press Delegate (and the World Athletics Technical Delegate) regarding the capacity of a particular Competition Venue.

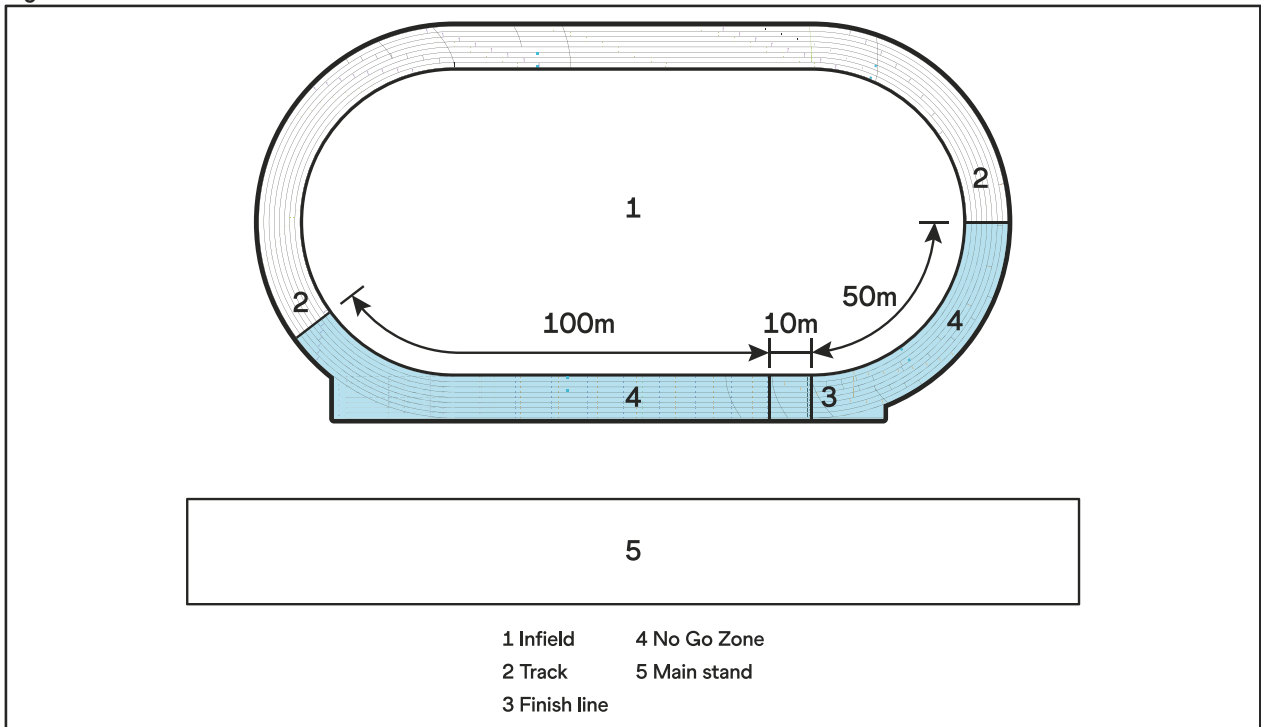
**Access** – The infield photographers should have an unrestricted access in and around the arena, but must not obstruct athletes, officials, TV cameras, outfield photographers and the public. Infield photographers should avoid going closer than two (2) metres to the athletes and respect the No Go Zone at all times.

**Indoor WAS Events** – All guidelines for outdoor meets for infield photographers should also apply to indoor meets with one important addition. Infield photographers should be requested to kneel or sit in the arena at any time that they are not actually moving to new positions, as space is extremely restricted in indoor meets and television camera angles are easily obstructed.

iv. **No Go Zone**

In order to guarantee to TV and photographers the key picture of the finish and immediate reactions of the athletes, a No Go Zone is strictly defined. The No Go Zone extends along the entire home straight plus approximately 50 metres beyond the finish line for all personnel, including mobile TV cameras, infield photographers and, where possible, officials. At indoor athletics events, the entire track is a No Go Zone at all times, including the victory lap, which photographers will shoot from the infield. All photographers to TV personnel shall be briefed in advance that infringing the No Go Zone will result in their accreditation being removed.

Figure S.7 - No Go Zone at Stadia Events

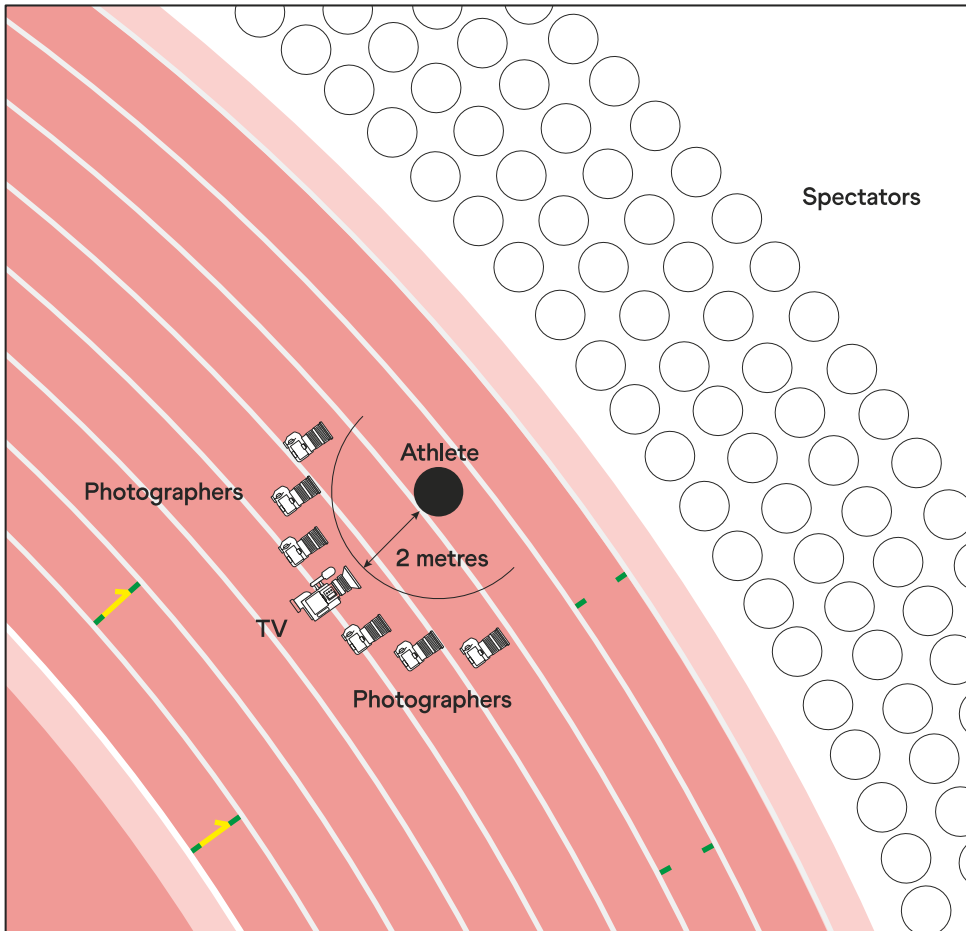


v. **Victory Lap**

At the end of the event, after the No Go Zone, infield photographers may follow the celebrating athletes in co-operation with the HB mobile TV camera respecting the below specific rules:

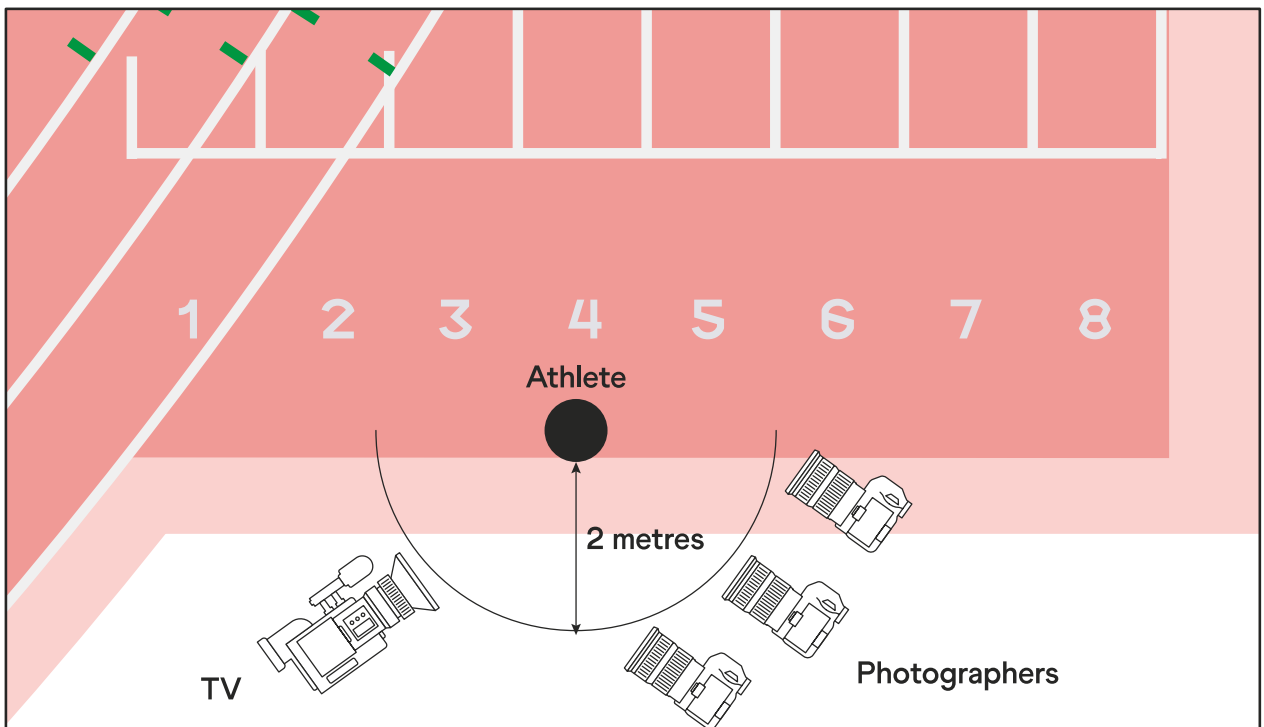
- a. Both TV cameras and photographers must respect a minimum distance of two (2) metres from the athlete. Depending on the Main Stadium configuration, the World Athletics Photo Commissioner (for WCH / WIC) or LOC Photo Chief may also decide to limit the distance over which photographers can follow the athlete on the victory lap.
- b. The photographers must not obstruct each others view so: (a) the photographers should remain in the four internal lanes and the TV camera in the four external lanes, or (b) photographers work in an arc around the TV camera.
- c. The photographers should not be in between the athlete and the HB camera in any circumstances.
- d. The photographers should follow the athletes in this manner down the back straight and around the final bend, but leave the athletes and return to the infield on the final 100 metres to allow outfield photographers and static TV cameras to get their shot.
- e. To avoid congestion at the WCH, it may be recommended to restrict the number of infield photographers following the athlete on the victory lap. The decision which photographers are allowed to shoot on the victory lap will be taken by the World Athletics Photo Commissioner.

Figure S.8 (A) - Victory Lap



f.

Figure S.8 (B) - Victory Lap



vi. **Outfield Photographers**

For outfield photographers adequate positions have to be provided according to the following requirements:

**Head-On Platform**

As the area of Head-On platform is normally shared between the HB and unilateral TV cameras it is necessary to ensure that there is adequate room and an unobstructed view of the finish line. The Head-On platform should be prepared according to the following requirements:

- a. The position should be directly facing the finish line and be built up from the ground, with several levels allowing space for photographers and TV.
- b. Construction of the photo Head-On Platform should ensure it is separate from the TV platform so photographers' movements do not disturb the TV images.
- c. At events other than the WCH and WIC, the public seating area can be used, provided the seats are removed and that there is enough space for access and circulation.
- d. If possible, the Head-On platform should accommodate the tabled seats for photo editors with the field of play view at the WCH.

Figure S.9 (A) - Head-On Platform

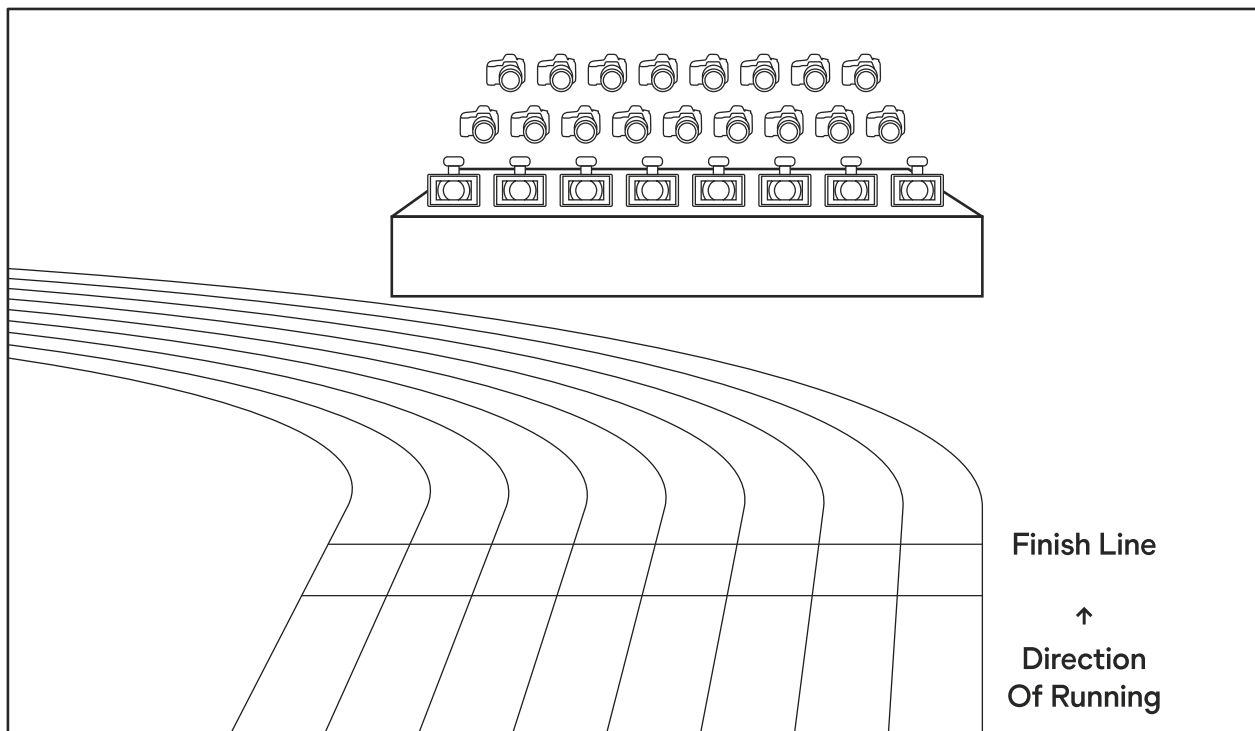
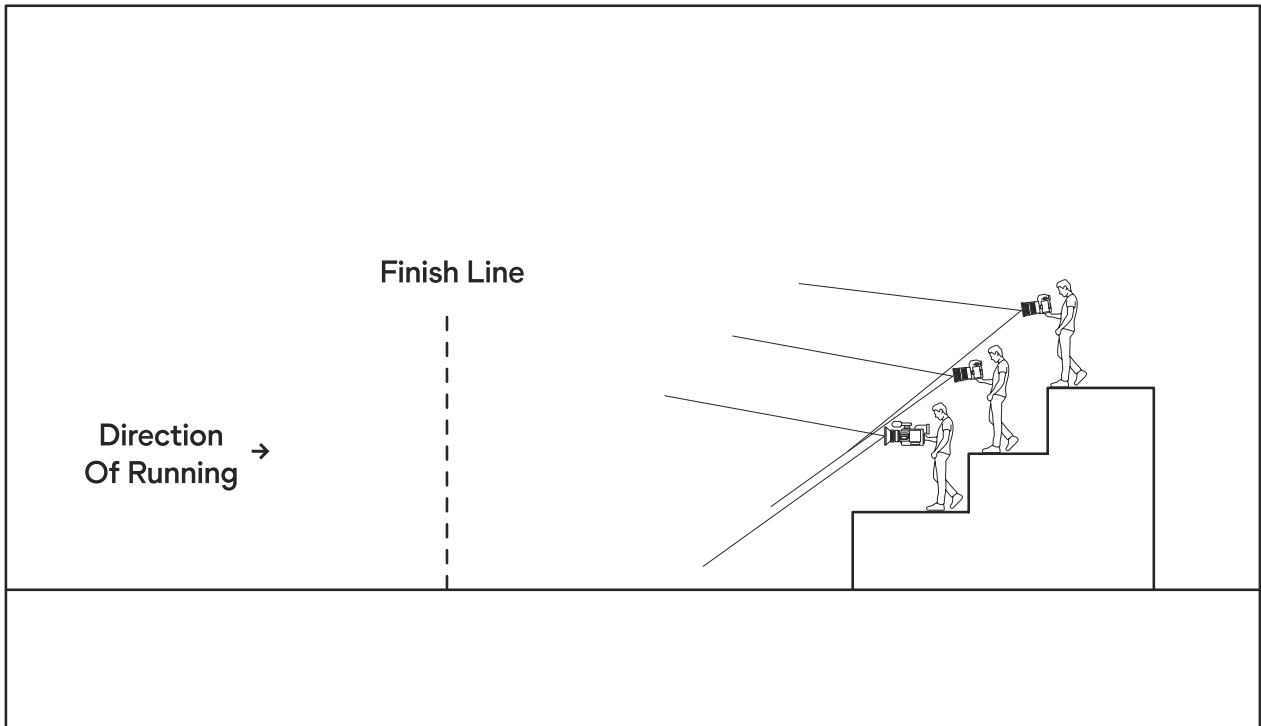


Figure S.9 (B) - Head-On Platform



**Side-On Finish Position**

This position should be located slightly past the finish line and be elevated to avoid the tracking camera that normally runs down the final straight. Photographers working from this position will usually need to be seated so as not to obstruct the view of the media or spectators seated behind them.

Figure S.10 (A) - Side-On Finish Position

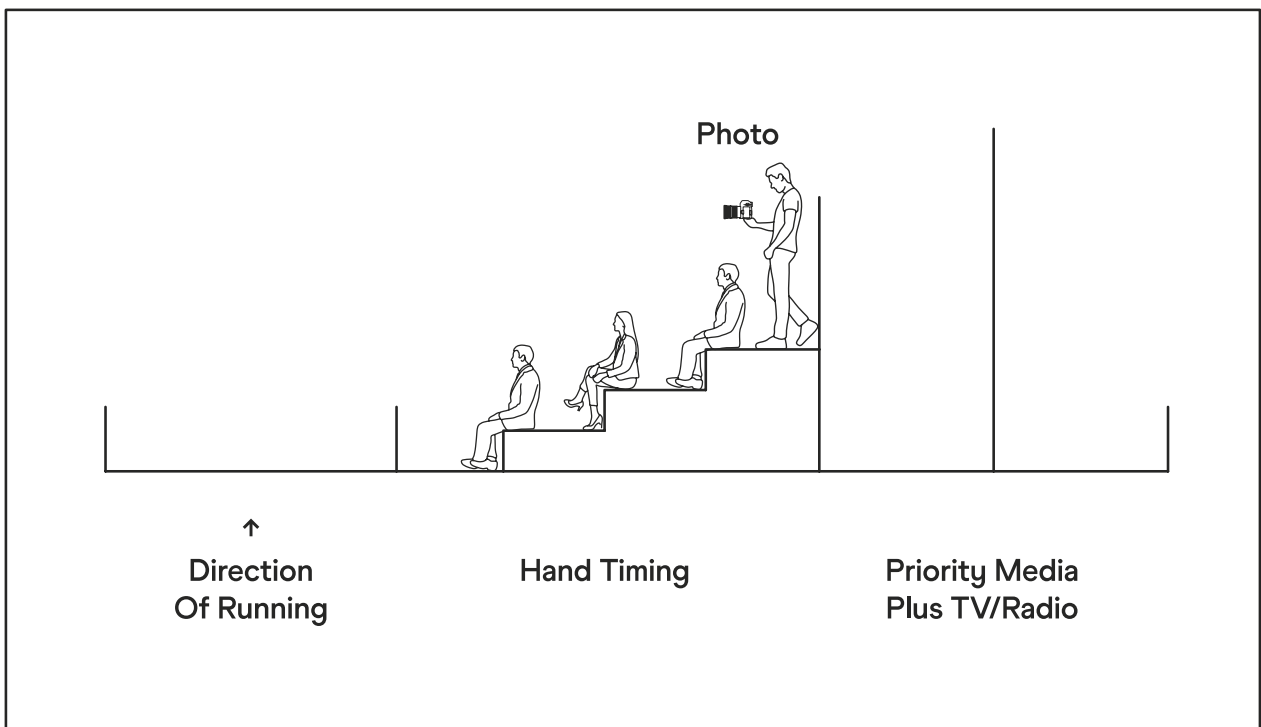
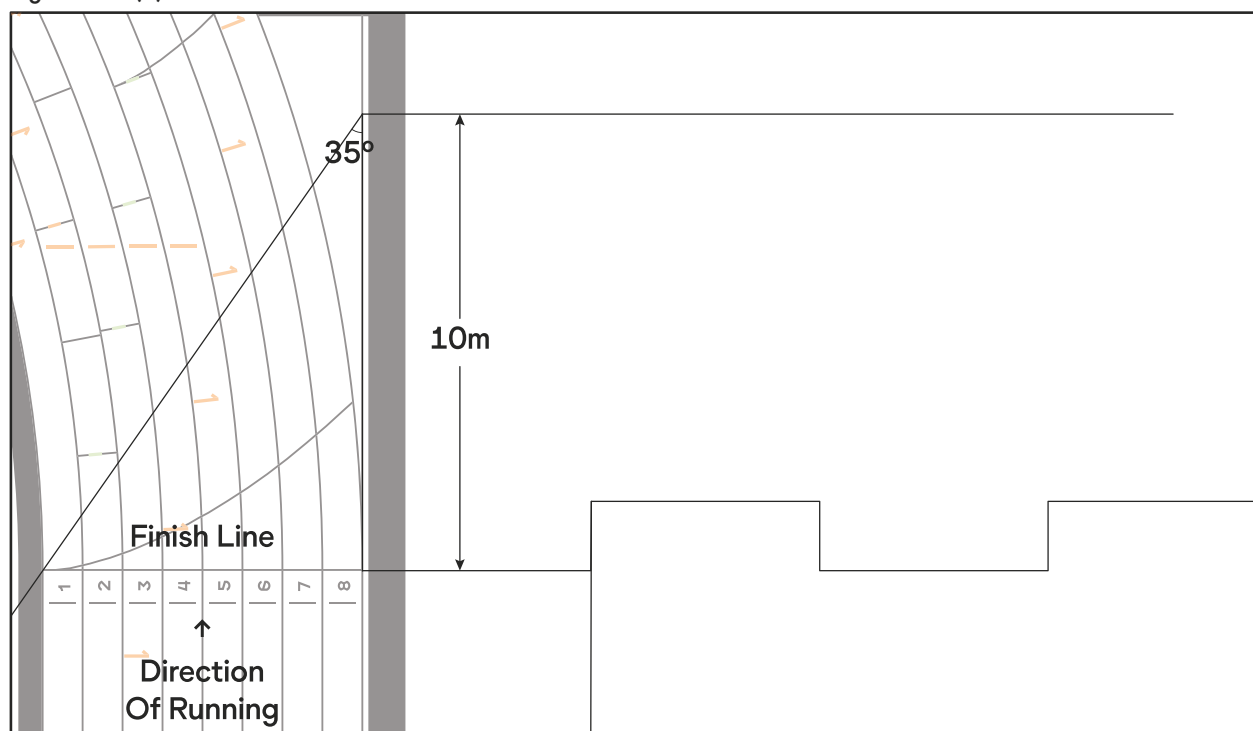


Figure S.10 (B) - Side-On Finish Position



#### Final Bend Position

Located at the end of the final bend, this position is particularly suitable for the middle and long distance races, in particular the 3000m steeplechase. This position also needs to be elevated to avoid the tracking camera on the final straight. Depending on the exact location, it may also double as a position from which photographers can shoot the start of sprint races.

#### Position Around the Perimeter of the Track

Positions to cover the field events must be set up around the track according to the following requirements:

- a. If the Stadium has a moat, free access around the moat, and raised positions from which to shoot at regular intervals, should be planned.
- b. If the stadium does not have a moat, then access around the perimeter of the track must be allowed. This can be as little as a two (2) metre strip behind advertising boards and running the full length of the back straight and both bends. Photographers will then place themselves (possibly in a seated position) along this strip and be able to cover any field event.

#### Over-Head Position, Use of Stadium Catwalks

If catwalks are available in the Main Stadium, the Over-Head positions should be used for photographers or to install robotic / remote control cameras for the WCH and WIC. Access is restricted to photographers representing the International News Agencies, who must obtain all the necessary certification and permits, and work in accordance with the instructions given by the LOC.

#### Medal Ceremonies Position

A photo position should also be reserved near the Medal Ceremony area. The location shall be agreed with Event Presentation and Broadcast Functional Areas.

#### Public Seating Utilisation

All photographers should be given complete access to public seating areas to use empty seats to obtain unusual angles.



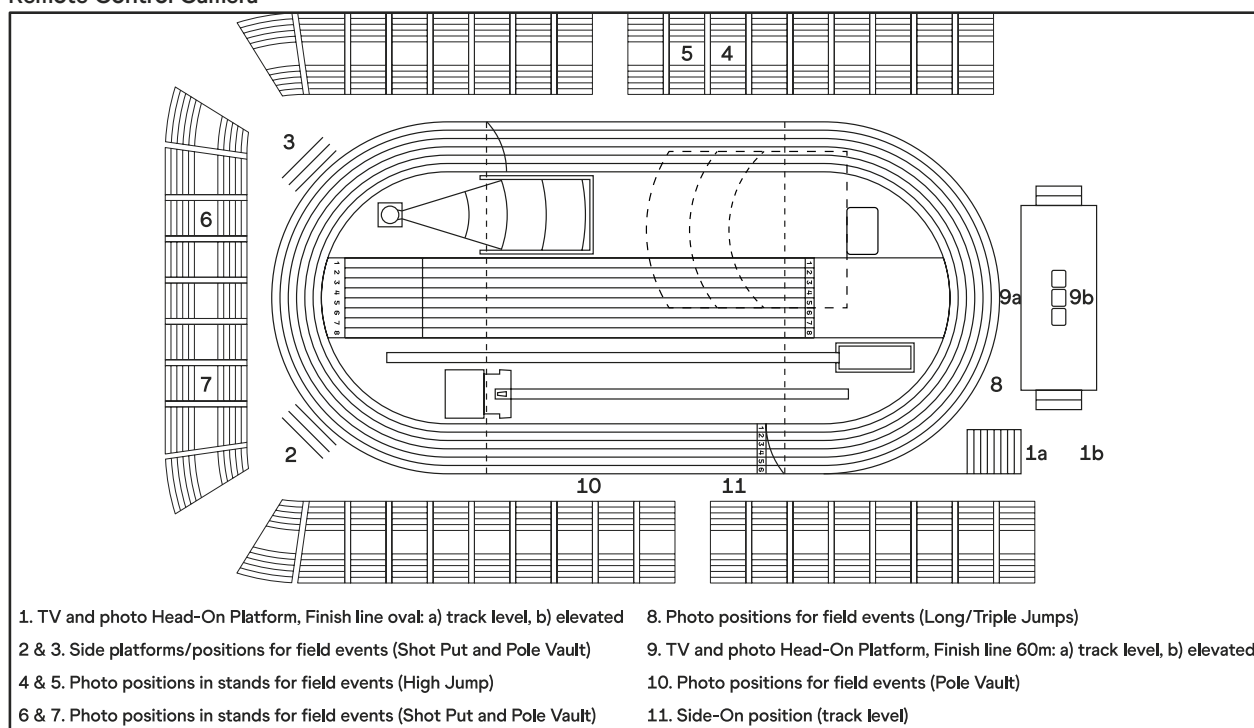
They must be well aware of the need to vacate seats when the ticket holder arrives or returns. In most situations this facility will be used during preliminary heats when the stadium is normally not full.

### Outside Positions at WIC

At indoor events, as well as the Head-On platform at the finish line of the oval track, an additional Head-On position will be required for the finish of the sprints between the mat and the track. Other outside positions for indoor athletics competitions should follow the same general guidelines as advised above, but due to very restricted space, advice should be taken from the World Athletics Photo Commissioner where applicable, or an experienced member of the profession, to attempt some imaginative photo positioning.

Figure S.11 - General Map of Indoor Meetings Photo Positions

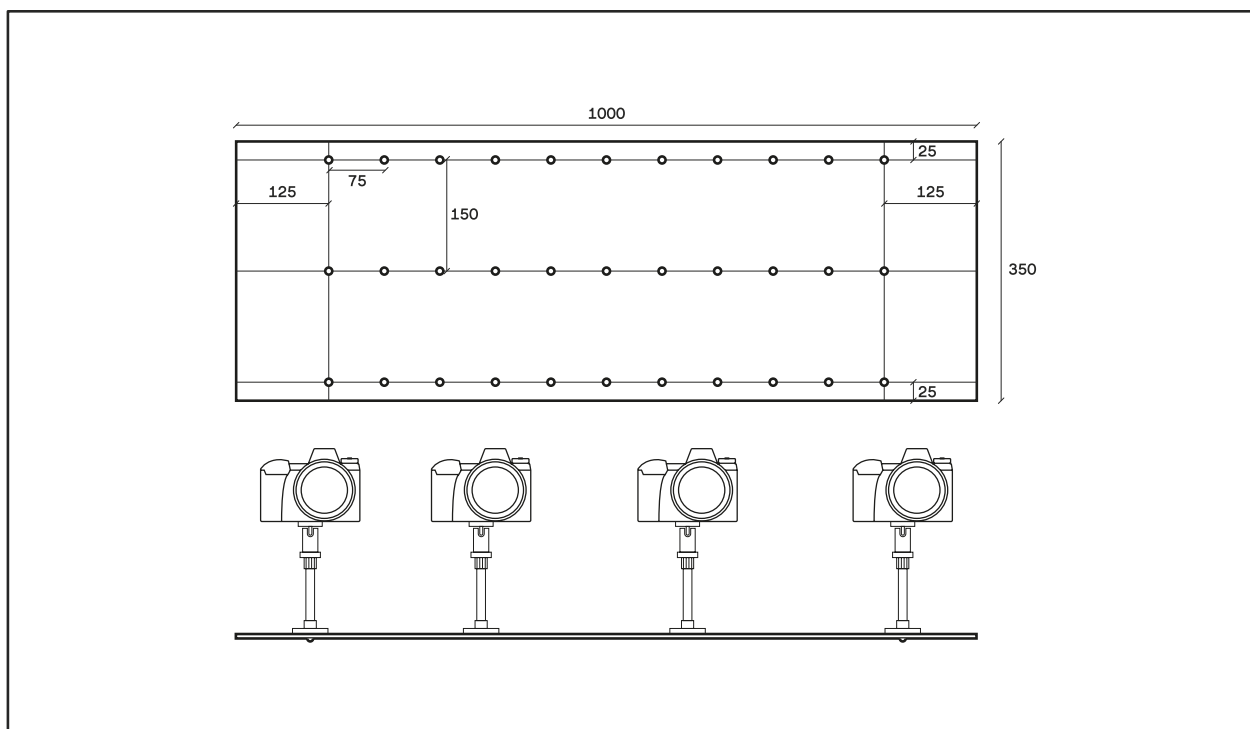
#### vii. Remote Control Camera



All camera installations must be approved by the World Athletics Photo Commissioner (for WCH / WIC), Press Delegate and LOC Photo Chief according to the following rules:

- a. At the WCH, plates for remote control camera should be installed in front of the Head-On platform. As an option racks can be used. Details will be agreed between the World Athletics Photo Commissioner, the Broadcast Operation Manager and the HB. Further details are set out in Schedule 6 -Spaces Data Sheets.
- b. The other locations to install the remote control cameras include the side position at the finish line, 3000m steeple-chase water jump, and the landing pit of horizontal jumps etc.
- c. Remote control cameras on the infield can only be set up with the approval of the World Athletics Photo Commissioner for WCH and WIC. For all the other WAS Events, the Press Delegate is responsible. Cameras must be installed by 90 minutes before the start of the relevant competition session.
- d. The installation of remote control cameras on the outfield, in particular near spectator areas, will be discussed in advance with the LOC Photo Chief or the World Athletics Photo Commissioner for WCH and WIC, and for all other WAS Events with the Press Delegate in order to confirm that there is no issue from a health and safety perspective.

Figure S.12 - Remote Control Cameras



viii. **Non-Stadia Events**

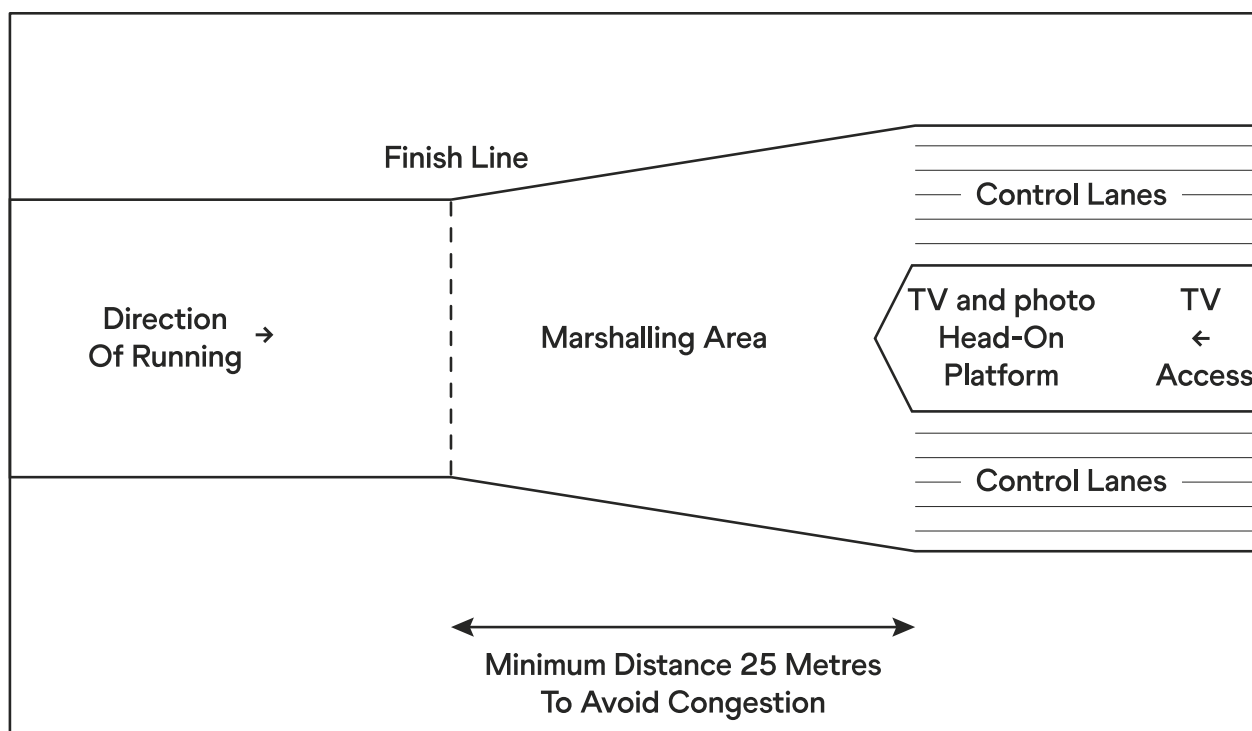
For non-stadia events, three positions in addition to the Head-On platform include:

(a) Finish Area, (b) Course Access, and (c) Road Race Transport (if relevant).

a. **Finish Area**

Careful planning is needed to secure good conditions for the competitors, officials, television and photographers as the finish area is generally congested (with large numbers of competitors crossing the line in a short space of time, as well as marshals needed to control them). The Head-On platform should be placed on a tiered island in the middle of the control lanes, with access from the rear. This gives the most desirable vantage point for the photographers without interfering with the competitors or marshals. Construction should separate the TV platform and photographers' platform so the movements do not disturb the TV images. In case the finish area is too small the overhead gantry can be used as an option, but it is not recommended due to less favourable photographic angles, unattractive structures at the finish line and the construction costs. The distance from the gantry to the finish line and its height in respect of the finish gantry must be considered to ensure a good angle.

Figure S.13 - Non-Stadia Events Finish Area



**b. Course Access**

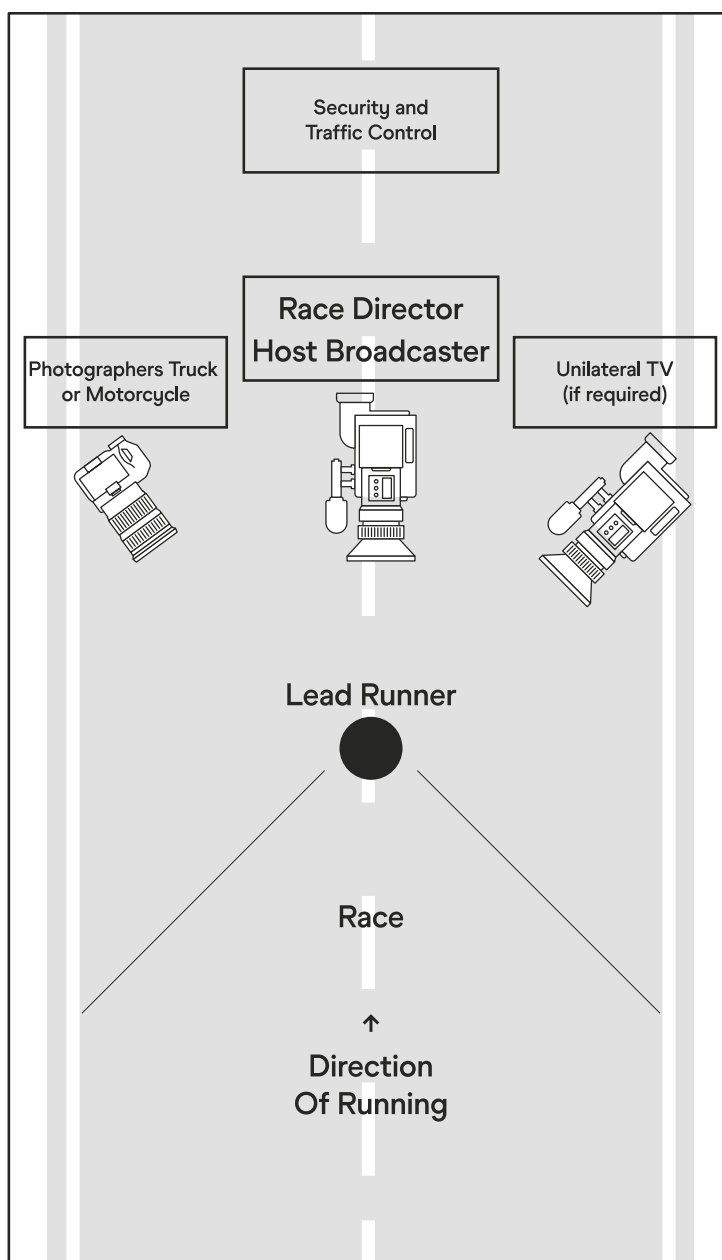
The World Athletics Photo Commissioner (WCH and WIC) and / or World Athletics Press Delegate and LOC Photo Chief may propose that some or all photographers be allowed free access to the whole or part of the course to shoot from any position which does not interfere with the competitors, TV or the public. This access must be agreed by the Technical Delegate. The photographers with course access will use the photo bibs of different colours from all the other photographers.

**c. Road Race Transport**

At major road races particularly marathons, a clear unimpeded view of the runners from a safe and close range is desired. Given the limited amount of space available on the road and always remembering the paramount importance of athletes' safety and well-being, decisions must be made by the World Athletics Delegates as to the number, and type, of vehicles that can proceed at the head of the race. The vehicle may be an open photo truck (if possible) with overhead cover. The photo truck can either follow the head of the race at a number of pre-selected points on the course (e.g. a drinks station or by a particularly significant landmark) before being taken back to the finish in sufficient time to allow photographers to take up their places before the arrival of the winner.

For road races that are run in several loops around a course, it may be preferable for the photo truck to drop off photographers at designated photo positions and pick them up in a successive round rather than follow the head of the race from start to finish. The LOC Photo Chief (or his/her representative if he/she is occupied at the Main Stadium) should travel on this vehicle to resolve any problems and to instruct the driver as decisions may need to be made quickly according to events in the race. As an option a limited number of motorbikes (with professional drivers) for photographers of the International News Agencies can also be provided to allow them to take pictures of different athletes along the course.

Figure S.14 - Road Race Transport Positions



#### 4.7 Distribution of Information

##### i. Information & Statistics Produced

Information to be produced by the Media Operations Functional Area, will include but is not limited to the following items: pre-event information; practical information to be sent with accreditation confirmation; Media Guide; Official Programme; start list; and results.

##### ii. Types of Information Distribution

The World Athletics Press Delegate and the LOC Head of Media Operations will jointly agree, for each WAS Event, what outputs should be produced, and how each output should be distributed. Methods of distribution include the following:

- a. Distribution of printed copies in the Media Tribune - printed copies of revised results, start lists for a second round on the same day and relay start lists with names must be distributed. Other printed results should be considered on request.

- b. Distribution of printed copies in Media Centre pigeon holes - collated sets of the day's start lists in chronological order must be available. Printed results should be considered on request.
- c. E-mail distribution to all accredited media - for urgent items (e.g. jury of appeal decisions and Flash Interviews).
- d. Distribution only in electronic format on the LOC or World Athletics websites and CIS monitors.
- e. Posting on notice boards in the Media Centre.

### iii. Press Kits & Media Bags

Shortly before the WAS Event, the media representatives should receive press kits including all the useful information about the WAS Event, practical information and promotional materials about the Host City / Host Country, press releases and last minute news available in the final days before the WAS Event. Media bags including gifts may be provided at the major WAS Events by World Athletics Sponsors for accredited media personnel.

## 4.8 Interviews

### i. Press Conferences

Press conferences are an important feature of a WAS Event and allow a large number of media access to athletes and/ or International Officials / National Competition Officials. For all WAS Events the LOC will provide translation services which are simultaneous or consecutive depending on the type and needs of the WAS Event (translating to English, French, Spanish, Russian and local language if different). Simultaneous translation is recommended for major WAS Events between English and the language of the Host Country if most national journalists are not fluent in English. Interpreters should have at least some knowledge of athletics. In case the athlete does not speak any of the languages for which translation is available, arrangements should be made in advance to ensure an English speaking Team Official or a Team attaché is present for the interview. In some cases, press conferences can be handled through conference calls or video calls.

### ii. Pre-Competition Athletes' Press Conference

For all WAS Events except the WCH, World Athletics invites top athletes to the World Athletics / LOC pre-event press conference, along with World Athletics and LOC officials. The press conference is traditionally held on the day preceding the start of the WAS Event, around midday. Generally, World Athletics' intention is to organise the press conference in an environment selected to showcase either the Host City (such as an interesting local building or iconic view) or directly at the Competition Venue. In choosing the location for the pre-event press conference, consideration needs to be given to the need to video stream coverage of the conference via World Athletics channels.

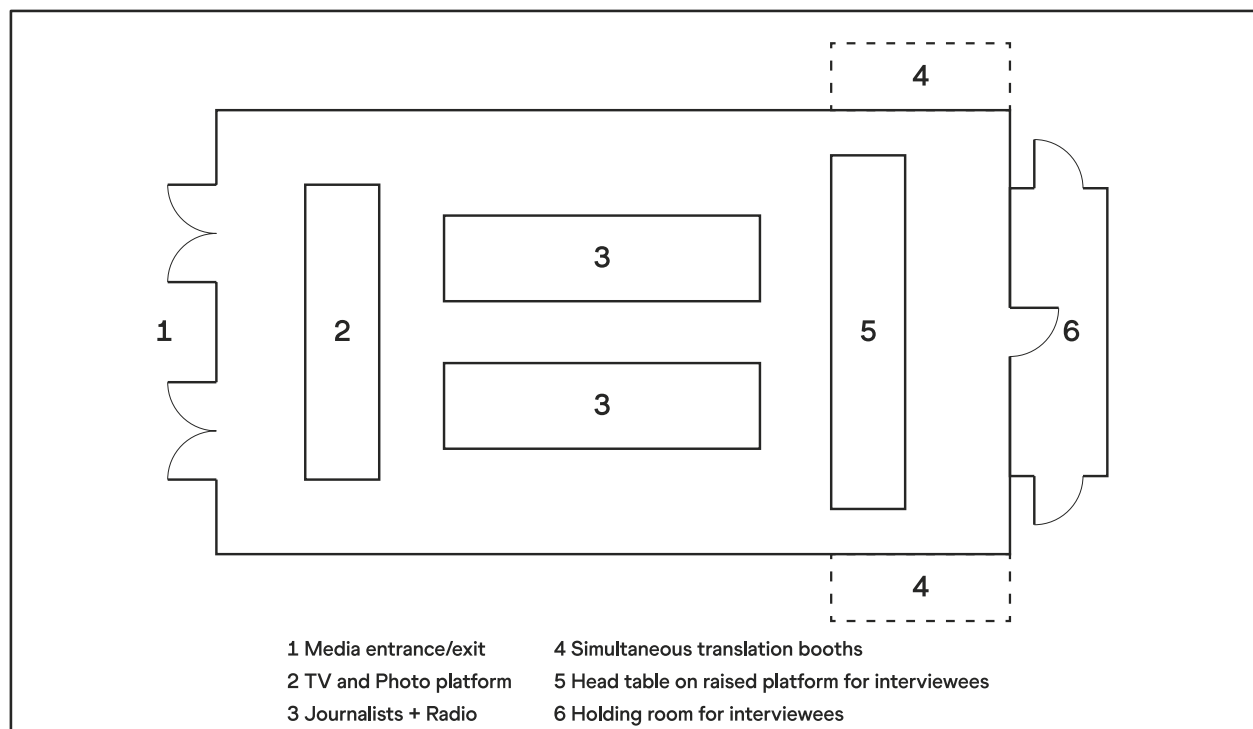
At the WCH, a large number of pre-event athletes press conferences are organised by the Member Federations or kit manufacturers. The World Athletics and the LOC are not usually involved, but should collate and disseminate to the media, information about all available opportunities to speak to the athletes.

### iii. Formal Post-Event Press Conferences with Medallists

Post-event press conferences are obligatory for medal winners. This obligation shall take priority over private requests for individual interviews. Post-event press conferences should be conducted in a dedicated Press Conference Room as soon as possible after the event. Medallists' press conferences are always held on the day of the final, even if the relevant medal ceremony takes place the following day. Depending on the competition schedule, they can take place before or after the medal ceremony and every effort should be made to stage them before doping control. Procedure should be co-ordinated and confirmed beforehand with World Athletics and the LOC Protocol and Anti-Doping Functional Areas. A tentative schedule should be drawn up, taking into consideration the expected duration of an event and the timing of medal ceremonies, but as changes may occur, media should regularly check the schedule posted at the entrance to the Press Conference Room, which will be updated if necessary.

At the WCH and WIC, interviews should be recorded by the HB that provides the signal that the LOC is responsible to distribute to all TV monitors in the Press Tribune and Media Centre. For major WAS Events, the press conferences should be recorded and available for replay. Formal post-event Press Conferences with medallists should be streamed via World Athletics' channels.

Figure S.15 - Press Conference Room



**iv. Athletes' Interviews**

**Non-formal Press Points**

The interviews conducted with individual athletes by a group of media in a non-formal way in various locations, but with easy access for athletes and media.

**Mixed Zone Interviews**

Individual interviews can be conducted with any participant immediately after the conclusion of their competition (finals or qualifying rounds) in the Mixed Zone.

**Flash Interviews**

These are short quotes taken from an athlete immediately after the completion of a WAS Event and should be meaningful but brief (50-100 words). For all WAS Events, Flash Interviews are typed directly into computers connected to the World Athletics data processing network and are available on the CIS platform. If possible, for the WCH, Flash Interviews can be supplemented by the inclusion of the HB interviews on a media TV channel. Flash quotes should be provided by specialized flash interviewers (as a part of LOC Media Functional Area) for all medal winners, but also in other cases such as medal favourites progressing through the qualifying rounds; medal favourites eliminated in qualifying rounds or failing to medal; athletes achieving an exceptional performance; and athletes from the Host Country.

**4.9 Briefings for Specific Media Groups**

Specific representative groups' briefings (including photographer briefings, non-rights holder briefings and press attaché briefings) are to be held before the start of the WAS Event to define details of the on-site operation in a particular Competition Venue, as well as photo positions, distribution of bibs and the Mixed Zone procedure.

## 5. Broadcasting

The WAS Events require close co-operation between World Athletics, the LOC, the HB and the RHBs, to ensure that the television and radio coverage produced by the HB and the RHBs is of the highest possible standard.

### 5.1 Production of International Signal

The production of the international television and radio signal is the responsibility of the HB. The signal will provide comprehensive and unbiased coverage of the sport of athletics at a given WAS Event. The international signal will exclude elements of a unilateral or national character both in vision and in sound, such as interviews, on-camera appearances of commentators, and any advertising other than that of the Commercial Affiliates. There must be no focus on any specific country.

### 5.2 Philosophy of Coverage

The HB coverage is based around the philosophy of 'bringing the viewer closer to the action'. Each Production Plan should build on the legacy of previous competitions, and each WAS Event should see enhancements and improvements in quality and standards. The coverage should include new and varied camera angles, the deployment of innovative information and technologies, and a wide selection of feeds (as relevant), to enhance and evolve the viewer experience. The multi-lateral coverage will provide comprehensive and unbiased coverage of the sport, with no unilateral elements. The Production Plan should be crafted in such a way as to showcase the immense physical and technical feats of the athletes, their personalities, motivations, and their trials and tribulations, bringing the viewer into the competition arena and thus closer to the action.

### 5.3 Broadcast Standards / International Signals

The international television signal will be produced in HD-SDI 1080i/50 (SMPTE 292M) 16:9 (unless otherwise specified)  
- World Athletics may request other standards.

#### i. Track & All Field Audio Configuration

Track 1	International Sound Left (M&E)
Track 2	International Sound Right (M&E)
Track 3	International Sound Left (M&E)
Track 4	International Sound Right (M&E)
Track 5	Feed PA/DA listen (Keyed)
Track 8	Stadium Public Address
Track 9	RAIS Sound Left
Track 10	RAIS Sound Right

#### ii. Integrated & Super Integrated & Outside Races Audio Configuration

Track 1	English Commentary with Mixed International Sound Left
Track 2	English Commentary with Mixed International Sound Right
Track 3	International Sound Left (M&E)
Track 4	International Sound Right (M&E)
Track 5	Integrated Feed/Super Integrated PA/DA listen (Keyed)
Track 6	Integrated Feed/Super Integrated Producer listen (Keyed)
Track 7	Clean English Commentary with no International Sound
Track 8	Stadium/Outside Races Public Address
Track 9	RAIS Sound Left
Track 10	RAIS Sound Right

The Super Integrated Feed also has VT insert content in A1 through A4. A7 Integrated & Super Integrated is the respective mono commentary mix. Any subsequent channels can be defined in accordance with the HB and / or the distributor of the signal to accommodate specific requests from the RHBs. The international signal will include coverage of every discipline of the competition, all medal ceremonies, and any Opening and Closing Ceremonies.

The Radio International Sound signal produced by the HB will consist of general background effects and will be delivered independent of the TV International Sound signal. Both signals will be made available from at least 30 minutes prior to the start of the first event of a session, and end not less than 30 minutes after the last event of a session on each day of the competition.

### iii. Coverage features

The coverage will include titles, slow motion replays, basic graphics (as provided by the service company appointed by World Athletics), and other on-screen identification requested by World Athletics or its designees in accordance with the Applicable Laws and regulations in the local territory where the WAS Event is taking place (including accessibility requirements). The graphics text will be in English.

### iv. Camera positions

All coverage will be produced with the complement and positioning of cameras as selected by the HB in consultation with World Athletics according to the relevant WAS Event. There must be no view obstruction to any broadcast position, all positions must have clear line of sight to the field of play. The camera positions must be carefully co-ordinated with those allocated to RHBs and photographers so that all parties can carry out their duties unimpeded.

For non-stadia WAS Events, the HB coverage will ensure that cameras are placed to give a good view of the start and finish line both from a head-on and side-on angle. Careful planning and co-ordination with World Athletics, the Technical Delegate and the Press Delegate will need to take place, particularly with regard to the location of finishing funnels for athletes, access for officials and camera and photographers' platforms. Broadcast camera platforms should always take priority over photographers' platforms, but a collaborative approach should be adopted to ensure that all parties are able to achieve successful shots, whilst at the same time not impeding the work of National Competition Officials, and ensuring safe conditions for the athletes.

Mobile cameras should have an uninterrupted view of the runners throughout the race, and any on-course photographers' vehicles must not come between the broadcast cameras and the athletes. Specifications of vehicles on which mobile cameras can be mounted will need to be agreed with World Athletics and the Technical Delegate.

For non-stadia WAS Events, roads will need to be closed prior to competition days to allow for set-up of HB equipment and also rehearsals of broadcast coverage. These requirements will be communicated to the LOC by the Host Broadcaster and the LOC will be required to implement these road closures in co-ordination with the relevant authorities.

## 5.4 Feeds

The feeds plan will be agreed between the HB and World Athletics. For simultaneous multi-event championships (such as the WCH), in addition to producing the feed for each one of the events in a separate control room, the HB will also produce an "Integrated Feed", which will consist of a selection of live and recorded coverage across all of the events. The Integrated Feed will be a single continuous television feed and will cover the most important aspects of the different events, aimed in particular at RHBs who do not have a unilateral presence at the Competition Venue and / or only have a single channel for showing the event. The content of the Integrated Feed will be determined by the HB with a view to satisfying RHB requirements as much as possible. If there are any matters regarding the content that cannot be agreed between the HB and RHBs then both parties will consult with the World Athletics Broadcast Department, whose decision will be final. The HB may, in consultation with World Athletics, introduce supplementary feeds in addition to the Integrated Feed. Isolated camera feeds will also be offered to RHBs.



A 52-minute daily highlights show will be produced as a complete programme and transmitted within two (2) hours of the end of competition on each day of WAS Events selected at the discretion of the HB. The highlights will be produced in superior broadcast quality and will include graphics (in accordance with these requirements) and English commentary, and will be accompanied by logs. All master recordings will conform to the highest possible broadcast standards. World Athletics reserves the right to advise on new or alternate formats for recordings.

### 5.5 Enhanced Feeds

The HB may offer other “Enhanced Feeds” of the events in addition to the feeds outlined above. This is an optional supplementary offer, which is entirely at the discretion of World Athletics in conjunction with the HB.

The Enhanced Feed(s) may include elements such as interviews and features centred on editorially selected athletes, features on the Competition Venue and any other elements relevant to its production. Any advertising other than that of the Commercial Affiliates will not be allowed on the Enhanced Feed(s). The RHBs will be informed of the additional content and will be able to preview the material in advance through a media server.

The Audio Channels Distribution will be defined by the HB and communicated to the RHBs well in advance of the broadcast. Any Enhanced Feeds will be included as a rate card item, as are all the feeds produced by the HB.

### 5.6 Additional Content

For all WAS Events selected at the discretion of the HB, the HB will make additional content available to RHBs. This content will include feature shows, athlete profiles, interviews, slow motion clips, warm-up action, scenic, preview and review shows. All of the additional content will be contained in a library accessible via a media server.

### 5.7 Data & Timing / Graphics

The HB and RHBs require fast and efficient access to competition information (start lists and results etc.) so they can include such information in their broadcast. The competition information can be used as on-screen information, commentators’ information (via CIS), on terminals, or as information available in hard copy.

The LOC is responsible for providing the work areas and the infrastructure at the Competition Venue and in the IBC for the data and timing suppliers, and for the distribution of the information and the associated logistical requirements. The details of the facilities and services required are specified in Schedule 6 - Spaces Data Sheets and the EOA.

Graphics form an integral part of the Production Plan and will be incorporated by the HB into the production of the television signals. The HB will work with the World Athletics Partner(s) and World Athletics Suppliers to develop the graphics package. The final package will be subject to the approval of World Athletics. Each signal / feed should have its own graphics source. Graphics and on-screen information should be presented in such a way as to help the commentators and the television viewers to understand, follow and appreciate the competition. The information presented must be accurate and in English. All graphics should be presented on screen with the World Athletics Look for the relevant competition.

The HB will be obliged to respect World Athletics’ contractual obligations with respect to the insertion of on-screen credits. All feeds to RHBs will be ‘dirty’ feeds including on-screen graphics. The International Television Signal will be a ‘dirty’ feed including on-screen graphics, but must be free of any commercial identification apart from such information and graphics provided and / or approved by World Athletics. ‘Clean’ feeds may also be offered to RHBs as a bookable rate card item.

At WAS Events selected at the discretion of the HB, the graphics should be produced in a separate production area either in the IBC / Broadcast Compound or in the Competition Venue; in the case of non-stadia WAS Events the graphics production area should be next to the finish line. The information for the graphics should be made available to the HB and

RHB as direct feeds from the competition area. In addition to measurements and timing information, the timing and scoring partner(s) will also make available photo finish results, information on false starts and other information that may be of interest to the viewers.

The Graphics Provider will be responsible for the following:

- a. Providing the TV graphics solution required for all feeds, fully integrated with Timing & Scoring & Results;
- b. Supplying and maintaining graphic generation equipment;
- c. Ensuring the graphics signals are provided in HD 16:9 format; and
- d. Providing operators, who speak fluent English, for all graphics generators.

## 5.8 Archive

The HB is responsible for the recording of all the feeds produced during a WAS Event, and for the safe storage of such recordings through an archiving process.

At the end of each session the HB will deliver to World Athletics an original (unconverted) recording of the Integrated Feed, in native format (video and audio) in Apple ProRes 422 HQ codec and H.264 (or any other format and quality defined by World Athletics) without charge. The HB will also deliver to World Athletics, without charge, a copy of the daily highlights and the overall highlights, in the same format as described above and within six (6) hours after the end of each highlights payout. The recordings are to be provided to World Athletics on an SSD Hard drive (or any other format and medium defined by World Athletics).

At the end of each WAS Event the HB should provide a copy of all the feeds (dirty and clean) produced during the WAS Event to World Athletics' Headquarters, and no later than seven (7) days after the end of the WAS Event. The recordings should be on hard drives, and a copy of the Integrated Feed (dirty) of the highest possible quality (1080i50 or 1080i60) should be provided on XDCam disk (or any other format to be agreed in the future). The recordings will be accompanied by detailed logs in English, also without charge.

All the master recordings should conform to the highest obtainable professional standards and be recorded onto new tape / disk stock and new hard drives. World Athletics reserves the right to advise on new or alternative formats for recordings.

## 5.9 RHB Services

Through the Planning Phase, the HB will undertake all liaisons with RHBs relating to their preparation and operational involvement at WAS Events. This will include the following:

- a. Acting as the primary point of contact with RHBs (except in relation to rights and commercial activities);
- b. Appointing a Broadcast Services Manager and team to manage information flow to RHBs and to manage and develop the booking processes;
- c. Managing the Broadcast Rate Card service both through the Planning Phase and at event time;
- d. Supporting RHBs around conferences, meetings and briefings;
- e. Managing and co-ordinating RHB requests for IBC and venue unilateral facilities;

- f. Co-ordinating (via the LOC) telecommunications services and radio frequency approvals;
- g. Disseminating information to RHBs through newsletters, emails, information updates; and
- h. preparing publications for RHBs.

## 6. Spaces Data Sheets

Further information on spaces and facilities pertaining to a number of the Functional Areas is set out in Schedule 6 - Spaces Data Sheets, provided under separate cover.



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