





## Foreword by the President of the IOC



As an organisation dedicated to making the world a better place through sport, the IOC believes that sport has an essential role to play in modern society. The universality and global appeal of sport means that the IOC and the Olympic Movement have a special responsibility to promote a sustainable future for our world. This is why sustainability, together with credibility and youth, is one of the three pillars of Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement.

The relevance of sport in society was acknowledged in 2015 by the United Nations (UN), when sport was highlighted as an “important enabler” to achieve the ambitious agenda of the UN Sustainable Development Goals. This recognition has strengthened our determination to make sustainability an integral part of all IOC activities.

Since the adoption of Olympic Agenda 2020, sustainability has been made a priority for all activities of the IOC and the entire Olympic Movement. Chaired by HSH Prince Albert II, the Sustainability and Legacy Commission led the development of the IOC Sustainability Strategy, which lays out the principles for the working practices of the IOC, the Olympic Games and the Olympic Movement with regards to sustainability.

This first IOC Sustainability Report serves as a benchmark to measure our progress on sustainability and to chart the challenges that are still ahead. It outlines the steps we have taken to make sustainability an underpinning principle of all our activities.

There is much that has been achieved already. For example, sustainability is now fully embedded throughout the entire lifecycle of the Olympic Games, from the candidature to the planning and the delivery of the Games, and through to their legacy. Thanks to the reforms of Olympic Agenda 2020, we have implemented a new philosophy for the organisation of Olympic Games, with sustainability and feasibility at its heart. With this new approach, our goal is to make the Olympic Games a catalyst for sustainable development of cities.

“The universality and global appeal of sport means that the IOC and the Olympic Movement have a special responsibility to promote a sustainable future for our world.”



This report also shows how the IOC, together with National Olympic Committees, International Federations, as well as athletes, is leading change through a number of initiatives to integrate sustainability principles across the Olympic Movement. The IOC as an organisation must also demonstrate its own commitment to sustainability. For this reason, sustainability principles are fully integrated into all design and construction aspects of Olympic House – the IOC’s new headquarters building in Lausanne – which will open its doors in 2019. In addition, sustainability is being embedded throughout our day-to-day business operations, both in Lausanne and Madrid.

As the role and relevance of sport in society continues to grow, the IOC is determined to live up to its responsibility to build a sustainable future for everyone. In a world that is more interdependent than ever before, we know that we can only make progress in cooperation and partnership with others. This is why I call on all stakeholders to continue our work together to make the world a better place through sport.

**Thomas Bach**  
IOC President



## Foreword by the Chair of the IOC Sustainability and Legacy Commission



Eighteen months after publishing the IOC Sustainability Strategy, we are proud to present the first IOC Sustainability Report, which highlights the progress across the IOC's three spheres of responsibility – the IOC as an organisation, the IOC as owner of the Olympic Games and the IOC as leader of the Olympic Movement.

To ensure the respect of best practice, we decided to compile the report according to the [Global Reporting Initiative \(GRI\) Standards](#) – Core Option, and it has been independently assured by ERM Certification and Verification Services.

Although we still have more than two years to achieve the 18 objectives defined for 2020, you will see that much progress has already been made. Let me highlight some of the key achievements we have accomplished to date through consultation, collaboration and strategic partnerships.

Since 2015, we have engaged, as early as the Dialogue Stage, on sustainability and legacy with cities interested in hosting the Olympic Games. Round-table discussions were organised with the Candidate Cities for the Olympic Games 2024 on sustainability topics such as biodiversity and climate with expert organisations and commercial partners.

We visited the Interested Cities for the Olympic Winter Games 2026 with sustainability experts to identify and discuss challenges and opportunities. Our governance has been strengthened to make sure sustainability and legacy are addressed throughout the entire lifecycle of the Olympic Games.

Beyond the Olympic Games, an ongoing dialogue has been established with National Olympic Committees and International Federations to share experiences and build capacity through thematic workshops, publications and the collection of best practices. Workshops on topics such as biodiversity, water quality, sourcing and resource management, and carbon management have been attended by the majority of the International Federations.



Our governance has been strengthened to make sure sustainability and legacy are addressed throughout the entire lifecycle of the Olympic Games.”



In July 2018, the IOC published its “Introduction to Sustainability” guide, the first in a series of guides in the “Sustainability Essentials” suite. Three months earlier, the International Union for Conservation of Nature (IUCN) issued a “Sport and Biodiversity” guide as part of their collaboration with the IOC.

Through the development of collaborative partnerships, we are creating a solid network of advocacy across the five focus areas of our Sustainability Strategy. In particular, we are partnering with IUCN on biodiversity; with UN Environment on sourcing and resource management, and mobility; and with UN Climate Change (UNFCCC), C40 Cities and The Dow Chemical Company on climate.

Last but not least, the IOC – in Lausanne and Madrid – has included sustainability within its own operations, from the construction of its new headquarters to its procurement and travel policies.

This work could only be achieved thanks to intense collaboration: within the IOC itself, and between the IOC, Olympic Movement constituents and expert organisations, including the IOC’s commercial partners.

This collaboration is orchestrated under the guidance of the Sustainability and Legacy Commission, whose members I would like to thank for their dedication. It is supported with efficiency by the IOC Corporate Development, Brand and Sustainability Department, led by Mrs Marie Sallois. Both the Commission and the Department were created as a direct outcome of Olympic Agenda 2020, the IOC’s strategic roadmap.

We are pleased to see that momentum is building and change is occurring. Our role is to continue to nurture and support the Olympic Movement’s sustainability journey.

**HSH Prince Albert II of Monaco**  
Chair, IOC Sustainability and Legacy Commission

# EXECUTIVE SUMMARY



# Executive summary

We are pleased to present the first Sustainability Report by the International Olympic Committee (IOC). The report describes the progress we have made on the implementation of our [Sustainability Strategy](#), which was issued in January 2017.

Although sustainability has been an important topic for the IOC for many years, the impetus for developing a specific Sustainability Strategy, which was started in 2015, arose directly from [Olympic Agenda 2020](#), the IOC's strategic roadmap, and in particular from Recommendations 4 and 5:

**Recommendation 4:**  
Include sustainability in all aspects of the Olympic Games

**Recommendation 5:**  
Include sustainability within the Olympic Movement's daily operations

Our Sustainability Strategy was also developed in the context of a landmark global initiative: the United Nations (UN)'s [2030 Agenda for Sustainable Development](#) (and specifically the Sustainable Development Goals, widely known as the SDGs), which came into force on 1 January 2016.





Our Strategy covers the IOC's three spheres of responsibility:

- the IOC as an organisation;
- the IOC as owner of the Olympic Games; and
- the IOC as leader of the Olympic Movement.

It encompasses five focus areas:

- infrastructure and natural sites;
- sourcing and resource management;
- mobility;
- workforce; and
- climate.

This Sustainability Report looks in detail at how we are working towards our 18 sustainability objectives for 2020, in view of our strategic intents for 2030. We also provide detailed information on how sustainability is being integrated into our governance and internal management systems.

In order to align with best practice in sustainability reporting, we have elected to follow the requirements of the Global Reporting Initiative (GRI) Standards – Core Option. Additionally, this report has been independently assured by ERM Certification and Verification Services (ERM CVS; *see Appendix 5, pages 117-118*). Quantitative data are presented for the calendar year 2017 and qualitative information extends through to mid-2018 in order to present the most up-to-date picture possible.

One of the most important aspects of sustainability reporting is to assess the various challenges and lessons learned over the reporting period. Not only does this help us to identify improvements for our next reporting cycle, but it is also intended to help other sports organisations accelerate their sustainability initiatives.

## Progress at a glance

The table on pages 9-12 highlights the key achievements and progress towards our 18 sustainability objectives for 2020. Work began on these objectives in January 2017, immediately after the approval of the IOC Sustainability Strategy. At the time of this report's publication in October 2018, we are therefore approximately 40 per cent through our implementation period.

In this respect, we would expect most of our targets only to be partially complete. As can be seen below, however, we have actually made significant progress across 11 of our 18 objectives, including one that has been fully completed. We have made some progress on the remaining seven, with significant work still being required, and we do not envisage any target falling short or needing to be substantially revised by 2020.

## 18 Sustainability objectives for 2020

1

Completed

10

Substantial progress  
and on track

7

Some progress  
but significant  
work required



We have provided a simple colour-coded rating to give a visual sense of our progress:

- Substantial progress and on track
- Some progress but significant work required

	2020 objective	Progress – January 2017 to mid-2018
THE IOC AS AN ORGANISATION		
1	Design and construction of Olympic House (the new IOC headquarters building) to be certified according to nationally and internationally recognised sustainability standards	On track to achieve the three targeted certifications: Leadership in Energy and Environmental Design (LEED), Minergie-P and the Swiss Sustainable Construction Standard (SNBS).
2	Increase energy efficiency of our buildings	<p><b>Madrid, Spain:</b> Energy saving works conducted, ISO 50001 certification for Energy Management Systems obtained, LEED Operation &amp; Maintenance certification achieved (Gold level).</p> <p><b>Lausanne, Switzerland:</b> An energy efficiency action plan for The Olympic Museum is being developed.</p>
3	Integrate sustainability in the sourcing of goods and services, including those from TOP Partners and official licensees	<p><b>Conventional suppliers:</b> Sustainability principles were formally integrated in new IOC procurement processes and key documents in the first half of 2018. We have started to engage with key suppliers to introduce our new sustainability requirements.</p> <p><b>TOP Partners and official licensees:</b> We have met with many of our TOP Partners to understand how sustainability is integrated in their operations and to identify potential areas of collaboration. The integration of sustainability principles into sourcing started in 2017 but is progressing more slowly than initially planned.</p>
4	Achieve a measurable reduction in waste quantities	<p>Initial actions implemented to improve monitoring of waste streams and to reduce waste or increase its reuse/recycling, targeting our five main waste streams: plastic, food, electronic waste, waste from events/exhibitions and paper/publications.</p> <p>Beyond the improvement of reuse and recycling practices, achieving an overall reduction of waste produced across our different activities is proving challenging as it involves significant changes in daily practices and internal standards. The move to the new IOC headquarters building in 2019 is expected to help foster waste reduction actions.</p>
5	Reduce the IOC's travel impact (business travel for IOC staff, Members and guests; vehicle fleet; staff commuting; freight)	<p>Policy changes and awareness-raising actions were implemented in 2017-2018 for business travel, vehicle fleet, staff commuting and freight. Further incentives were introduced to encourage more sustainable commuting practices; as a result, today more than half of IOC staff use sustainable transportation modes for their daily commutes.</p> <p>For business travel and freight, the environmental impact is dependent on the locations of Olympic Games, Youth Olympic Games and IOC corporate events. Achieving a significant reduction of this impact over a full Olympiad is therefore challenging. During 2017-2018, video, audio and web conferencing facilities were provided to IOC employees to facilitate remote communications.</p>



	2020 objective	Progress – January 2017 to mid-2018
6	Further increase staff diversity, in particular with regard to gender and geographical diversity	<p>The overall composition of our staff reflects diversity in terms of gender balance (55 per cent of staff are female) and nationalities (54 different nationalities in Lausanne, 60 in Madrid. Due to the location of IOC offices, there is a higher representation of European nationalities).</p> <p>The proportion of women in IOC Commissions has continued to increase in 2017-2018 – 38 per cent of positions held by women in 2017 and 43 per cent in 2018. Between 2016 and 2017, the proportion of women on the IOC Board of Directors increased from 19 per cent to 25 per cent, while the proportion of women in senior management roles in Lausanne increased from 36 per cent to 38 per cent.</p>
7	As part of IOC@work2020, further develop a wellness programme to promote healthy and active lifestyles at the IOC	<p>The IOC provides numerous incentives to its staff to encourage healthy and active lifestyles, such as the offer of sports activities, subsidies for sport-related expenses, healthy food options, nutritional advice, and subsidies for active and sustainable commuting practices. In 2017-2018, the main activities have focused on the integration of employee well-being and active lifestyle concepts in the design of Olympic House.</p>
8	Achieve carbon neutrality by reducing direct and indirect greenhouse gas (GHG) emissions and by compensating emissions as a last resort	<p>We have estimated our carbon footprint annually since 2015, including direct and indirect emission sources associated with the various IOC entities. Our carbon footprint is largely dominated by travel activities, which represent between 60 and 80 per cent of our footprint depending on whether or not it is an Olympic Games year.</p> <p>The actions listed in 1-5 above have contributed to reducing several sources of the IOC's carbon emissions. However, the main emission source (flights) is very dependent on the locations of Olympic Games, Youth Olympic Games and IOC corporate events.</p> <p>A first project was implemented as part of the IOC-Dow global carbon mitigation programme, delivering sufficient carbon savings to cover the IOC's estimated carbon emissions for 2017-2020.</p>
9	Include sustainability in corporate events	<p>Processes and procedures are being developed to ensure that our sustainability approach to event management across all our corporate events is as consistent as possible. This is being done in the form of an Event Sustainability Management System created in accordance with the international standard ISO 20121. The Olympism in Action Forum in Buenos Aires, Argentina in October 2018 is a pilot event for the implementation of this new approach.</p>
<b>THE IOC AS OWNER OF THE OLYMPIC GAMES</b>		
10	Ensure sustainability is addressed as a strategic topic with cities as early as the Invitation Phase/Dialogue Stage and throughout all phases of the Candidature Process	<p>Sustainability has been integrated into key IOC documentation shared with Interested Cities through the Candidature Process for the Olympic Winter Games 2026, including Olympic Agenda 2020 – The New Norm, a set of 118 reforms that reimagines how the Olympic Games are delivered. This was supported by dedicated sustainability and legacy visits conducted with Interested Cities and expertise provided by our partners.</p> <p>The IOC Candidature Questionnaire for the Olympic Winter Games 2026 has been updated to fully reflect the IOC Sustainability Strategy.</p>



	2020 objective	Progress – January 2017 to mid-2018	
11	Reinforce sustainability commitments in the Host City Contract so that bidding for and hosting an Olympic Games can act as a catalyst for sustainable development within the host city and region	<p>The IOC's Host City Contract – Operational Requirements were updated in June 2018 to fully reflect the IOC Sustainability Strategy.</p> <p>This objective is now complete as we do not envisage updating the Host City Contract again before the end of 2020.</p>	Objective completed
12	Strengthen support and monitoring of the implementation by Organising Committees for the Olympic Games (OCOGs) of sustainability-related bid commitments, Host City Contract requirements and IOC recommendations, including through the provision of common methodologies and independent third-party assessments where appropriate	<p>This is a continual process, and support and monitoring levels are advancing well to meet this objective.</p> <p>Technical guidelines on carbon footprinting and sustainable sourcing are nearing completion.</p> <p>However, we need to intensify efforts through increased sustainability education and support so that both IOC and OCOG staff understand the increasingly critical importance of this theme.</p>	
13	Facilitate exchanges between Olympic Games stakeholders (e.g. OCOGs, national partners, host city authorities, TOP Partners) and build strategic partnerships with relevant expert organisations to develop innovative sustainable solutions for planning and staging of the Olympic Games	<p>A number of meetings between the Tokyo 2020 Organising Committee (TOCOG) and Olympic Games stakeholders have been facilitated.</p> <p>Partnerships with international organisations such as the International Union for Conservation of Nature (IUCN), UN Climate Change and the C40 Cities Climate Leadership Group have been developed to support this objective.</p> <p>IOC TOP Partner Dow, became our official Carbon Partner in 2017 to support our approach to climate change mitigation, including the provision of innovative solutions for the Olympic Games.</p>	
<b>THE IOC AS LEADER OF THE OLYMPIC MOVEMENT</b>			
14	Provide mechanisms to ensure exchange of information and best practices between Olympic Movement stakeholders	<p>Workshops on three key topics were provided to the Olympic Movement in 2017 (water quality, sourcing and resource management, carbon).</p> <p>Nineteen case studies on sustainability projects conducted by International Federations (IFs) were researched, developed and shared in 2017, adding to the 20 case studies completed in 2016).</p> <p>We initiated development of "Sustainability Essentials", a series of simple, practical guides on sustainability topics for the Olympic Movement.</p> <p>Event water quality guidelines were established and agreed between the IOC and five relevant IFs.</p>	



	2020 objective	Progress – January 2017 to mid-2018
15	Facilitate access to relevant expert organisations to develop guidelines and innovative solutions	<p>We have continued efforts to build upon existing partnerships and create new ones in order to provide a stronger base of expertise with which to support and guide the Olympic Movement.</p> <p>Key examples include the launch of the Clean Seas programme with UN Environment, our partnership with UN Climate Change and G40 on climate change issues, and our ongoing work with IUCN on biodiversity matters.</p>
16	Leverage Olympic Solidarity to assist NOCs in implementing sustainability initiatives	<p>A strategic Sustainability Implementation Plan was created through stakeholder consultation for the National Olympic Committees (NOCs), which resulted in technical meetings and working groups being established.</p> <p>Carrying out the Plan will be challenging due to the wide geographical scope – it encompasses 206 countries.</p> <p>The creation of the European NOC Sustainability Working Group in 2017 provided insight into the range of initiatives required for successful implementation. Similar working groups are to be established in other regions.</p>
17	Set up an ambassador programme including athletes in order to raise awareness on sustainability in sport	This programme is currently still in the research and development phase and has not yet been activated.
18	Profile the role of the Olympic Movement in sustainability through aggregation of information and collective reporting	Collective reporting has not advanced as initially planned due to the lack of a dedicated Communications person to provide guidance, develop networks and identify communication opportunities. This will be addressed with the arrival of the Sustainability and Legacy Communications Manager in October 2018.

## Feedback and continuous dialogue

Sustainability is a continually evolving and changing process. Our sustainability work is only possible through the active collaboration and participation of numerous stakeholders. We intend to continue in this spirit of open dialogue and cooperation, and therefore we welcome feedback, comments and suggestions for further improvements as we go forward. To do so, please contact us either in English or French at [sustainability@olympic.org](mailto:sustainability@olympic.org)



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## CHAPTER 1

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# SETTING THE SCENE





## Setting the scene

This Sustainability Report by the International Olympic Committee (IOC) represents an important milestone in our ambition to be a role model in sustainability.

While this is our first formal report, sustainability is not a new topic for us – it has, in fact, been an increasingly important theme for many years. As with many organisations, we can trace the initial steps back to a focus on environmental issues. In our case, this stems from the mid-1990s when, in partnership with the United Nations Environment Programme (UNEP), we hosted the first World Conference on Sport and the Environment in Lausanne, Switzerland, in July 1995. During that period, we also adopted a new clause on environmental protection and sustainable development for the Olympic Games within the Olympic Charter, and we instituted a Sport and Environment Commission.

However, it would still be several years before we established an in-house sustainability function, and to a large extent our focus was on environmental sustainability through the efforts of Organising Committees for the Olympic Games (OCOGs). The turning point came with the development and launch of Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement, which was approved at the 127th IOC Session in Monaco in December 2014.



I call on all stakeholders to join with us and work together to build a better, more sustainable world through sport.”

Thomas Bach, IOC President

### Sustainability as a pillar of Olympic Agenda 2020

The 40 recommendations that make up Olympic Agenda 2020 were developed through the framework of three inter-related pillars: credibility, sustainability and youth. While sustainability touches many of the 40 recommendations contained within Olympic Agenda 2020, it is specifically manifested in the following two recommendations:

#### Recommendation 4: Include sustainability in all aspects of the Olympic Games

The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.

#### Recommendation 5: Include sustainability within the Olympic Movement’s daily operations

The IOC to embrace sustainability principles in its day-to-day operations and to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisations and operations

These recommendations provided the mandate and impetus for placing sustainability as an executive priority within the IOC and as a working principle for the Olympic Movement. The Olympic Agenda 2020 recommendations can be accessed on [olympic.org/olympic-agenda-2020](http://olympic.org/olympic-agenda-2020).



After putting in place the organisational structure – namely, a new Sustainability and Legacy Commission and Department – necessary to respond effectively to the recommendations, the next task was to develop a comprehensive IOC Sustainability Strategy to provide the mechanism for taking these recommendations forward.

### IOC Sustainability Strategy

Our approach to developing the Sustainability Strategy was based on extensive consultations with stakeholders both inside and outside the Olympic Movement. These consultations played a vital role in determining the priority areas on which we should focus and for setting both medium- and long-term objectives.

Based on stakeholder input we identified five focus areas: **infrastructure and natural sites**; **sourcing and resource management**; **mobility**; **workforce**; and **climate**. The strategy sets out our objectives and action plans for each of these focus areas through the prism of our three spheres of responsibility:

- the IOC as an organisation;
- the IOC as owner of the Olympic Games; and
- the IOC as leader of the Olympic Movement.



To define its long-term strategic sustainability approach, the IOC needs to take account of its roles and activities in each of these spheres and the relative degrees of control and influence it can bring to bear.”

**IOC Sustainability Strategy**

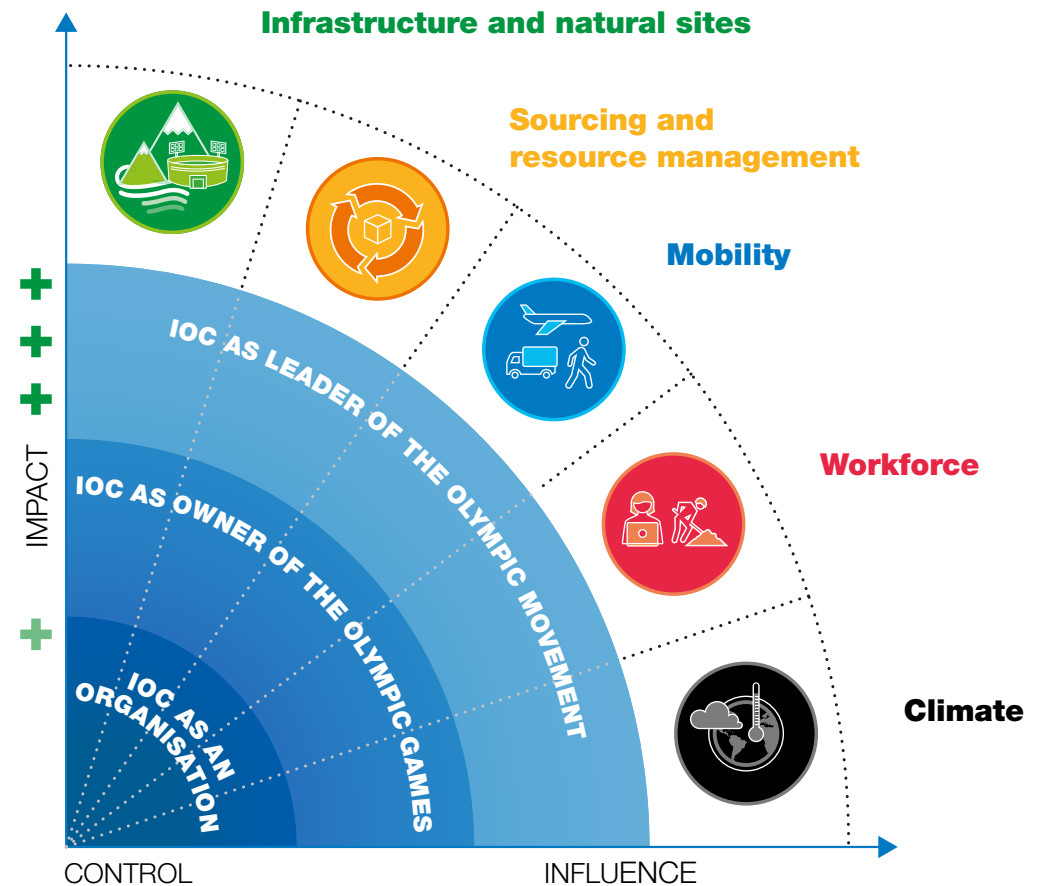


Figure 1: Summary framework of the IOC Sustainability Strategy



Our longer-term strategic intents for 2030 are as follows:

- The IOC to be a **role model** in sustainability.
- To ensure the Olympic Games are **at the forefront in the field of sustainability** and the **host cities** can leverage the Games as a catalyst for their sustainable development.
- To **inspire and assist** Olympic Movement stakeholders in developing **sustainable sport** worldwide and to leverage the inspirational power of **athletes** and the **Olympic symbol** for promoting sustainability through sport.

These strategic intents take into account the timelines of the United Nations' (UN) Sustainable Development Goals (SDGs) and also recognise the lengthy duration of the Olympic Games cycle from the Invitation Phase/Dialogue Stage to the Candidature Stage and through to the post-Games legacy phase.



These strategic intents for 2030 represent the IOC's vision of what a sustainable future could look like for the organisation, the Olympic Games and the Olympic Movement, as well as the IOC's contribution towards achieving the SDGs."

IOC Sustainability Strategy

Our medium-term goals are defined by 18 priority objectives, which are to be achieved by 2020 and are the main focus for this first sustainability report.

Through this multi-layered approach, we have a broader desire for sport as a whole to become a leading industry in the field of sustainable development.

### Link with the UN's Sustainable Development Goals

Our Sustainability Strategy includes a long-term perspective aligned to the 2030 SDGs set out by the UN in 2015. These "global goals" provide a framework for businesses, governments and other institutions to set policies and strategic action plans that address their own material impacts within the wider context of providing a healthy and decent living and working environment for all.

To a greater or lesser degree, our policies and activities touch upon all the SDGs. However, we have particularly identified 12 SDGs to which we feel we can contribute in meaningful and tangible ways.

One of the IOC's missions is "To promote sport and the Olympic values in society, with a focus on young people". This mission is closely linked to sustainability and is covered by dedicated IOC programmes that focus on the contribution of sport to health and well-being, gender equality, education and peace.

Through these programmes, the IOC and the Olympic Movement actively contribute to the SDGs related to **health and well-being** (SDG 3), **quality education** (SDG 4), **gender equality** (SDG 5), **peace, justice and strong institutions** (SDG 16) and **partnerships for sustainability** (SDG 17). By further embedding sustainability in the IOC's activities and developing partnerships with relevant bodies, we intend to reinforce our contribution to these SDGs while contributing to others, as seen in the diagram on the following page:



Figure 2: Key SDGs to which the IOC aims to contribute

## Report scope and objectives

This report covers sustainability in relation to the activities of the IOC and its owned entities (see *Chapter 2, pages 23-25*). We have prepared the report in accordance with the [Global Reporting Initiative \(GRI\) Standards](#) – Core Option, and have followed the GRI principles of stakeholder inclusiveness, sustainability context, materiality and completeness.

We have selected the content for this report so it reflects progress towards implementing our Sustainability Strategy, as well as topics addressed by other IOC programmes and processes that are relevant to sustainability. We have also assessed materiality based on issues raised and opinions that we receive from our stakeholders.

Our objective is to provide an accurate and open account of how we are addressing sustainability at the IOC, and in particular to describe how we are progressing towards our 18 objectives for 2020 as set out in our Sustainability Strategy.

## Assessing materiality

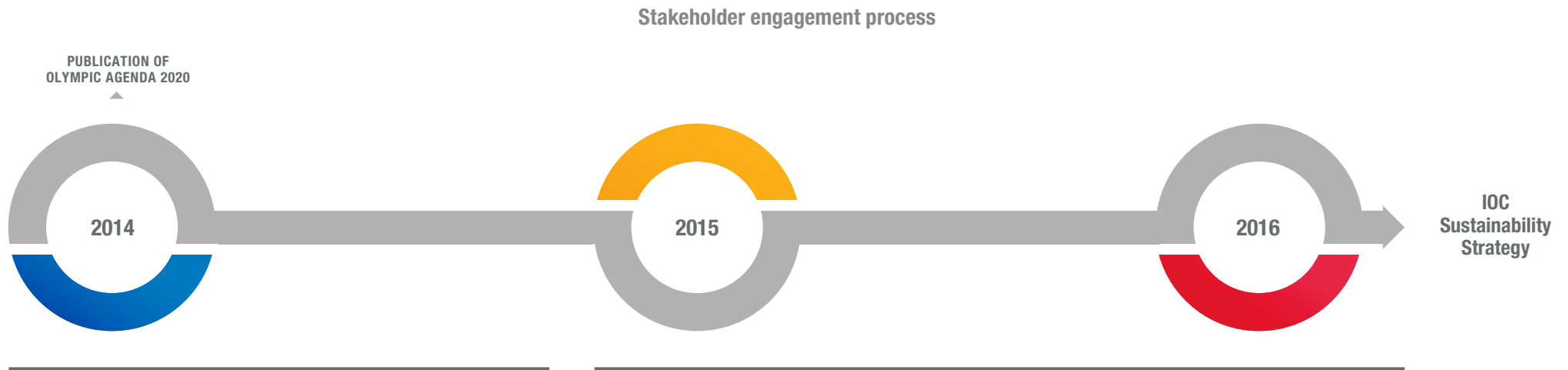
A thorough assessment of materiality is a significant part of developing a sustainability strategy and is also a requirement for our sustainability management system in accordance with [ISO 20121](#) (see *page 33*). We believe we have achieved this through a number of related processes.

First, we carried out an extensive consultation exercise throughout 2014 across the Olympic Movement and with the general public in the development of Olympic Agenda 2020. This was a very broad review, not simply on sustainability issues, which drew considerable feedback on related matters of governance, transparency, sport development, the management of the Olympic Games and candidature processes, human rights, environmental protection, gender equality, youth engagement and the protection of clean athletes.



Following the adoption of Olympic Agenda 2020 in December 2014, we initiated a more detailed round of stakeholder engagement and consultation specifically on the development of our Sustainability Strategy throughout 2015 and 2016. In total, more than 100 organisations and individual experts were consulted, representing diverse interests and opinions.

The outcome of this process led us to define the three spheres of responsibility and the five focus areas for our [Sustainability Strategy](#). Please refer to the Sustainability Strategy (pages 31-37) for a description of the rationale for selecting our five focus areas.



**Stakeholder consultation to develop Olympic Agenda 2020**

All stakeholders of the Olympic Movement, as well as external experts and the general public  
More than **40,000** submissions received, generating some **1,200 ideas**  
**14** working groups, one of which on **Sustainability & Legacy**, gathering 11 individuals (IOC Members and experts)

**Stakeholder consultation to develop the IOC Sustainability Strategy**

- Over 100** stakeholders and experts consulted, including:
- IOC Members and IOC staff (Lausanne and Madrid operations)
  - National Olympic Committees (NOCs)
  - International Federations (IFs)
  - Organising Committees for the Olympic Games (OCOGs) and 2024 candidate cities
  - TOP Partners<sup>1</sup>
  - Over 25 international organisations<sup>2</sup> and sustainability experts representing a variety of interests and viewpoints

<sup>1</sup> TOP Partners are the worldwide Olympic sponsors. They currently include The Coca-Cola Company, Alibaba, Allianz, Atos, Bridgestone, Dow, GE, Intel, Omega, Panasonic, Procter & Gamble, Samsung, Toyota and Visa.  
<sup>2</sup> Including the United Nations Environment Programme (UNEP), the International Union for Conservation of Nature (IUCN), the International Labor Organization (ILO), the World Wide Fund for Nature (WWF), the World Union of Olympic Cities, the Green Sports Alliance, etc.



For reporting purposes, we have looked beyond our specific Strategy to include other topics that are material to the IOC's overall sustainability performance. These additional topics are generally managed through existing or developing IOC strategies and programmes, and it would have been duplicative to focus on them within the Sustainability Strategy. We are also continually taking note of the views and expectations of our stakeholders, and reflecting issues that have emerged or arisen over the reporting period (see *Appendix 2, pages 103-104*).

We have identified six additional material topics, which are listed in Table 1 below. The first four have always been integral to the missions and core purpose of the IOC. The last two have for a long time been implicit across our activities, but in recent years they have come into sharper relief and have been of specific concern to the public and other stakeholder groups.

**Table 1: Material topics beyond the focus areas of the IOC Sustainability Strategy**

Material topics	Rationale
<ul style="list-style-type: none"> <li>• Health</li> <li>• Education</li> <li>• Gender equality</li> </ul>	These are partly covered by the Workforce focus area, but have a broader reach as part of the core missions of the Olympic Movement, which aims to bring positive changes to society through sport.
<ul style="list-style-type: none"> <li>• Integrity and anti-corruption</li> </ul>	This is fundamental to good governance. The IOC has encountered a number of high-profile challenges in this area and it is important that we highlight the measures we have implemented to protect the integrity of our organisation.
<ul style="list-style-type: none"> <li>• Human rights</li> </ul>	This is partly covered by the Workforce focus area. However, it has a broader reach that covers IOC policies and programmes on improving the protection, promotion and respect of human rights in Olympic sport, notably in relation to the principle of non-discrimination.
<ul style="list-style-type: none"> <li>• Economic value generated</li> </ul>	This is partly covered by the Sourcing and resource management focus area. However, it has a broader reach in terms of the significant direct and indirect economic contribution brought by the IOC to the Olympic Movement, and the IOC's increasing efforts to assist host cities in maximising the legacy of the Olympic Games (see Chapter 4, pages 60-77).



## Exclusions

This report does not cover the sustainability performance of the Olympic Games or Youth Olympic Games (YOG). This is the responsibility of the OCOGs, the Youth Olympic Games Organising Committees (YOGOCs) and other host city delivery partners, which directly report to them. Therefore, the section in this report on the IOC as owner of the Olympic Games focuses on the activities we undertake in support of the delivery of the Games, such as incorporating sustainability aspects into the Candidature Process and defining sustainability requirements for OCOGs.

Our remit does not include the Paralympic Games, which are overseen by the International Paralympic Committee (IPC). However, before the London 2012 Games, the IOC and the IPC entered into a close partnership and cooperation agreement, which in March 2018 was extended to 2032. The effect of this is that our activities in support of delivery of the Olympic Games also flow through to the delivery of the Paralympic Games. This is certainly true for our sustainability work.

## Reporting period

As this is the first Sustainability Report following the publication of the IOC Sustainability Strategy, the main reporting period, particularly for quantitative data, covers the calendar year 2017. However, in some cases we have included data from 2016 where it helps to provide more context or greater certainty in baseline setting.

For qualitative results and descriptions of activities and progress, we have tried to provide the most up-to-date account at the time of publication in October 2018. Therefore, where possible, we have extended the reporting period into mid-2018.

## Reporting frequency

The work of the IOC is fundamentally geared around the cycle of each Olympiad. An Olympiad is a period of four consecutive calendar years, beginning on 1 January of the first year and ending on 31 December of the fourth year. The XXXI Olympiad began on 1 January 2016, the year of the Olympic Games Rio 2016, and ends on 31 December 2019, the year before the Olympic Games Tokyo 2020.

Within each Olympiad, there will be an edition of the Olympic Summer Games, an edition of the Olympic Winter Games, Candidature Processes and elections for future host cities, and editions of the YOG. This means that no consecutive years are similar, and levels of activity and focus vary considerably according to the phase of the Olympiad.

The timing of this first Sustainability Report is in accordance with the commitment in our Sustainability Strategy to report every two years, approximately six months after the completion of the preceding Winter or Summer Olympic Games – in this case, six months after the Olympic Winter Games PyeongChang 2018.

In the future, we are looking to align our sustainability reporting more closely with other corporate reports issued by the IOC and to optimise our reporting timelines across the lifecycle of the Olympiad. Furthermore, in 2020 we will be setting new objectives for the next four-year cycle.

Meanwhile, we will provide progress updates and related information on a regular basis via the sustainability pages on [olympic.org](http://olympic.org). This will include shorter, summary annual Sustainability Reports, highlighting material changes and results related to the implementation of our Strategy.

## CHAPTER 2

# IOC SUSTAINABILITY MANAGEMENT APPROACH





# IOC sustainability management approach

As an organisation dedicated to making the world a better place through sport, the IOC contributes to sustainable development in many aspects of its work (see *Link with the UN's Sustainable Development Goals, pages 17-18*). With the advent of Olympic Agenda 2020, we now have a specific focus on sustainability at the IOC, and it is important to understand how the new structures and initiatives fit together with existing governance arrangements and programmes across our organisation.

This chapter discusses how we organise sustainability within the IOC and what has been done to improve and connect internal structures and processes. Details on our progress implementing the specific objectives set out in our Sustainability Strategy and other related programmes are covered in *Chapters 3-5 (pages 41-97)*.

## Corporate structure and governance

Full details of our institutional role, structure and governance can be found at [olympic.org](http://olympic.org). These aspects are also described in detail in the [IOC Annual Report 2017](#) (Chapter 1: Leading the Olympic Movement). For convenience, and to provide essential context for this first Sustainability Report, we have summarised some of the main elements below.

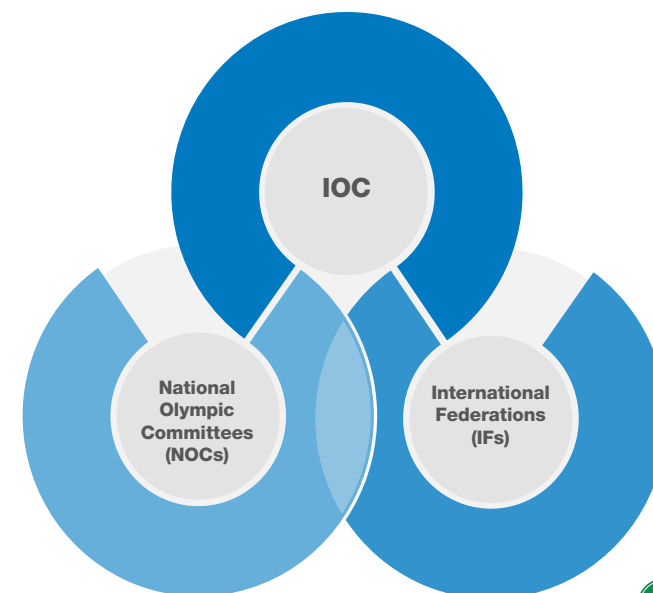
### The Olympic Charter

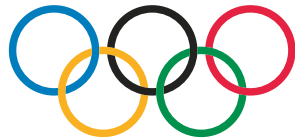
The [Olympic Charter](#) is the codification of the Fundamental Principles, Rules and Bye-laws adopted by the IOC. It governs the organisation and running of the Olympic Movement and sets the conditions for the celebration of the Olympic Games.

### The Olympic Movement

The Olympic Movement encompasses organisations, athletes and other persons who agree to be guided by the principles of the Olympic Charter. The three main constituents of the Olympic Movement are:

- **The IOC**  
As leader of the Movement.
- **The National Olympic Committees (NOCs)**  
Organisations that develop, promote and protect the Olympic Movement in their respective countries. There are currently 206 NOCs recognised by the IOC. For more information, see [olympic.org](http://olympic.org).
- **The International Federations (IFs)**  
International non-governmental organisations (NGOs) administering one or several sports at world level and encompassing organisations administering such sports at national level. For more information, see [olympic.org](http://olympic.org).





**Olympism is a philosophy of life, which places sport at the service of humankind**



Other constituents include the Organising Committees for the Olympic Games (OCOGs), the national associations, clubs and persons belonging to the NOCs and IFs, and other organisations and institutions as recognised by the IOC.

As illustrated on the left, the Olympic Movement’s vision is “Building a better world through sport”. It includes explicit reference to sustainability as a working principle of the Olympic Movement, recognising the need to move from a technical approach to one where sustainability is integral to the culture of the organisation.

### The IOC

From a legal standpoint, the IOC is an international non-governmental, non-profit organisation of unlimited duration, in the form of an association with the status of a legal person, recognised by the Swiss Federal Council. The organisations and programmes owned and controlled by the IOC are listed over the page.

In addition to fulfilling the three missions of the Olympic Movement (as listed in Figure 3), there are two further missions specific to the IOC: leading the Olympic Movement and optimising the performance of the organisation.

Figure 3: Vision, values, missions and working principles of the Olympic Movement



## Organisations and programmes wholly owned and controlled by the IOC\*

- **The Olympic Foundation for Culture and Heritage (OFCH)**, a foundation governed by the provisions of the Swiss Civil Code that depicts the history and development of the Olympic Movement and associates it with art and culture for specialists and the public at large worldwide.
- **The Olympic Foundation (OF)**, a foundation governed by the provisions of the Swiss Civil Code that gives support to the activities of the Olympic Movement, notably in the areas of culture, education and sports.
- **Olympic Solidarity (OS)**, a programme developed jointly by the IOC and the NOCs that assists the officially recognised NOCs, especially those most in need, to fulfil their mission and makes known the ideals of the Olympic Movement.
- **IOC Television and Marketing Services SA (IOCTMS)**, a company fully owned by the OF that manages the IOC's worldwide sponsorship programme, all its other marketing activities and activities related to broadcasting rights and new media.
- **The Olympic Partner (TOP) programme**, the IOC's worldwide sponsorship programme, which is managed by IOCTMS.
- **Olympic Broadcasting Services SA (OBS SA)**, a company fully owned by the OF that supplies all services relating to the establishment and management of the Host Broadcasting function of the Olympic Games.
- **Olympic Broadcasting Services SL (OBS SL)**, a company that provides services to OBS SA and is a fully owned subsidiary of OBS SA.
- **Olympic Channel Services SA (OCS SA)**, a company fully owned by the OF that provides any types of services in relation to audio-visual programmes relating to the Olympic Movement and to sports, ensuring the distribution of such programmes through all available media including through digital and linear broadcasting.
- **Olympic Channel Services Spain SL (OCS SL)**, a company that provides services to OCS SA and is a fully owned subsidiary of OCS SA.

\* Source: Consolidated Financial Statements, [IOC Annual Report 2017](#)

## IOC Membership

IOC Members are volunteers who represent the IOC and Olympic Movement in their country (they are not delegates of their country within the IOC). New Members are elected by the IOC Session by secret ballot.

Since 12 December 1999, the number of Members has been limited to 115, which includes a maximum of 70 individual members, 15 active athletes, 15 representatives of the NOCs and 15 representatives of the IFs. An age limit has been set at 80 for Members elected between 1967 and 1999 (34 of the current membership), and at 70 for those whose election took place after 1999 (currently 65 members). For more information, see [olympic.org](http://olympic.org).

## IOC Sustainability Report

Chapter 2: IOC sustainability management approach



### Sessions

The Session is the general meeting of the Members of the IOC. The IOC's main decisions (including choosing the host cities of the Olympic Games, the composition of the sports programme and electing new Members) are taken during Sessions. An ordinary Session is held once a year. Extraordinary Sessions may be convened by the President or upon the written request of at least one third of the Members. For more information, see [olympic.org](http://olympic.org).

### IOC Executive Board

The IOC Executive Board has the general responsibility for the administration and management of the IOC's affairs. Created in 1921, the Executive Board is currently composed of the IOC President, four Vice-Presidents and ten other members – all elected by the Session by secret ballot. Board members may serve no more than two consecutive terms of four years, and must then wait two years before being re-eligible for election to the Board. For more information, see [olympic.org](http://olympic.org).

### The President

The President is the IOC's permanent representative and presides over all of its activities and is the Chair of the Executive Board. Elected by the Session during a secret ballot of IOC Members, the President's mandate is eight years, renewable once for four years. For more information, see [olympic.org](http://olympic.org).

### IOC Commissions

The President may establish commissions and other standing or ad hoc working groups for the purpose of advising the Session, the Executive Board or him/herself as the case may be.

Today, the IOC has 22 commissions, including the Sustainability and Legacy Commission, plus coordination commissions for each edition of the

Olympic Games, as well as an evaluation commission for candidate cities. The commissions may be permanent or ad hoc. For more information, see [olympic.org](http://olympic.org).

### Ethics

The IOC was the first sports organisation to set up an independent [Ethics Commission](#) in 1999 to safeguard the ethical principles of the Olympic Movement. These principles are set out in the [Code of Ethics](#) and its Implementing Provisions.

The Ethics Commission establishes the Code of Ethics and, in the event of a violation of the ethical principles, analyses complaints and proposes sanctions.



President Bach at the 132nd IOC Session, held in February 2018



This independent Commission is made up of nine members. The Chair and the majority of the members are not IOC Members, Honorary Members or former IOC Members. The Chair and members of the Ethics Commission are elected by the IOC Session, a change introduced following Recommendation 30 of Olympic Agenda 2020, for renewable terms of four years.

#### Chief Ethics and Compliance Officer

The Chief Ethics and Compliance Officer (CECO) function was created in 2015 in line with Recommendation 31 of Olympic Agenda 2020. The mission of the CECO is primarily one of prevention through education and the provision of information relating to ethical principles. It also has an advisory role for the whole Olympic Movement, in order to help achieve better application of the ethical principles and rules. In all cases, this advice remains confidential.

If a failure to comply with ethical principles is suspected, the CECO performs an initial compliance analysis. In serious cases where the suspicion seems founded, the CECO refers such cases to the Ethics Commission according to Rules of Procedure. These rules strengthen the transparency of the procedure and the right to due process of the people concerned.

#### Risk and assurance

An effective risk and assurance governance model is important to help us to reduce potential risks and take advantage of opportunities, while also ensuring the fulfilment of our missions and objectives. Our risk and assurance system is therefore a core element of our governance model. It operates at three levels, or “lines of defence”, as shown in Figure 4 on the following page.

Operationally, IOC departments ensure that risks are identified, reported, evaluated and responded to in a timely manner, while managerial functions help build and/or monitor these operational controls. This serves as an oversight function within our administration, ensuring that controls, framework, policies and procedures are set up, aligned with the IOC’s objectives and implemented throughout the administration.

In addition, we have established independent functions that provide assurance to our governing bodies and the Director General on how effectively the organisation assesses and manages its risks. The independence of these functions is critical to guarantee their objectivity.



The IOC's risk and assurance governance model is summarised below.

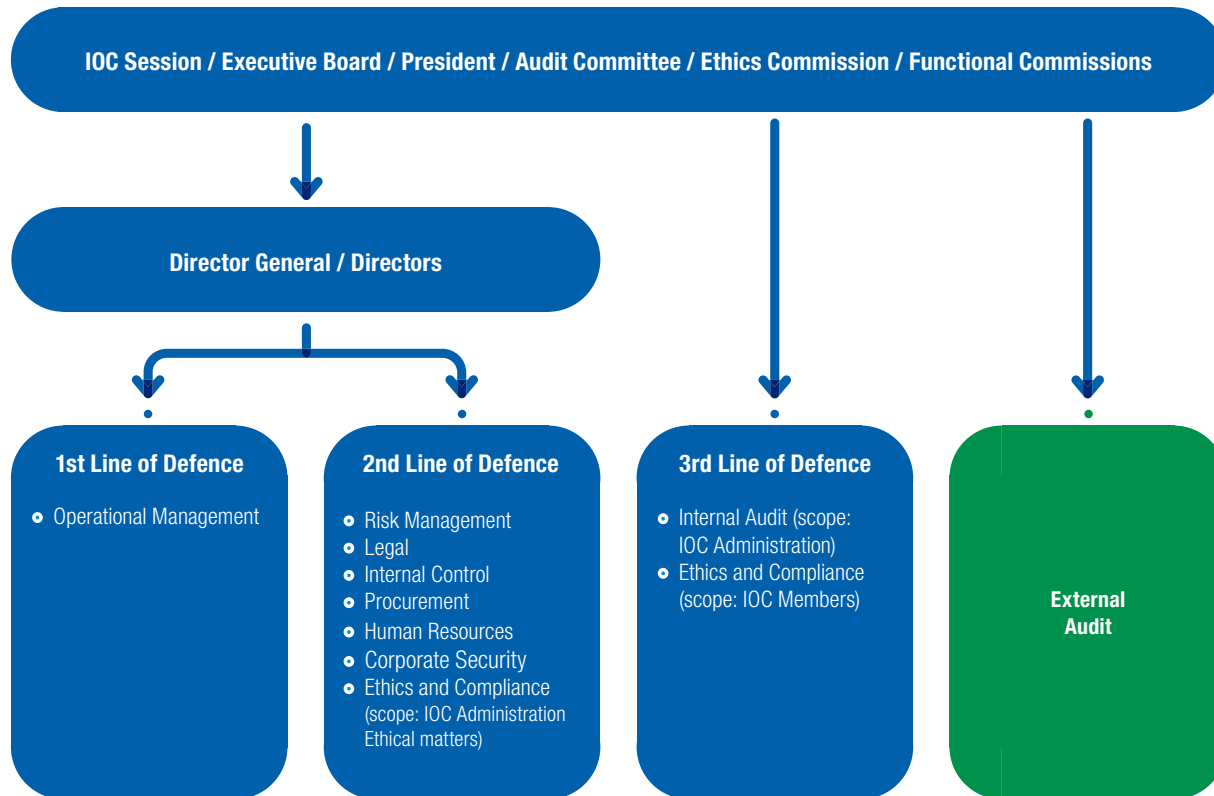


Figure 4: IOC risk and assurance governance model

### Corporate security

Unfortunately, we live in an uncertain world with increasing range and levels of threats – from physical security to cyber-attacks. As a responsible

organisation operating on a global stage, we therefore have to pay particular attention to the safety and security of our people and the integrity and availability of our assets and information. Accordingly, as part of our risk and assurance governance model, a new role, Head of Corporate Security, was created in 2017. Our Corporate Security function takes an intelligence-led approach to advising on and overseeing the IOC's various layers of protection.

### Audit Committee

The [Audit Committee](#) reports to the IOC Executive Board and the IOC President, and assists the Director General's office in fulfilling its responsibilities in terms of risk management, financial reporting, compliance, control and governance.

The Audit Committee is supported by the Chief Internal Auditor and oversees all IOC entities, including OFCH, the OF, OS, IOCTMS, OBS and OCS.

### Internal audit

The Chief Internal Auditor is appointed by and reports functionally to the Audit Committee, which regularly reviews the scope of Internal Audit, audit plans and results of the internal audits. It assists the IOC in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organisation's governance, risk management and internal control processes.



#### External audit

The external auditor is responsible for providing an opinion on whether the combined financial statements comply with International Financial Reporting Standards (IFRS) and Swiss law, and whether the separate statutory financial statements comply with Swiss law. The financial statements of the IOC are prepared according to IFRS, even though the IOC is not legally required to do so. The external auditor conducts the audit in accordance with Swiss law and Swiss Auditing Standards as well as the International Standards on Auditing.

#### IOC administration

The IOC administration is placed under the responsibility of the Director General, who manages it under the President's authority together with the assistance of the directors of various departments and programmes. The Olympic Charter defines the role of the IOC administration, which is headquartered in Lausanne, Switzerland, as follows:

- the preparation, implementation and follow-up of decisions taken by the Session, Executive Board and President;
- the preparation and follow-up of the work of all commissions and permanent liaison with the NOCs, IFs and OCOGs;
- the coordination of preparation for all Olympic Games;
- the organisation and preparation of other Olympic events;
- the circulation of information within the Olympic Movement;
- advice to Candidate Cities;
- relations with many international governmental and non-governmental organisations dealing with, in particular, sport, education and culture; and
- liaison with Olympic Solidarity and the implementation of many other tasks of an ongoing or ad hoc nature assigned to it by the President and the Executive Board.

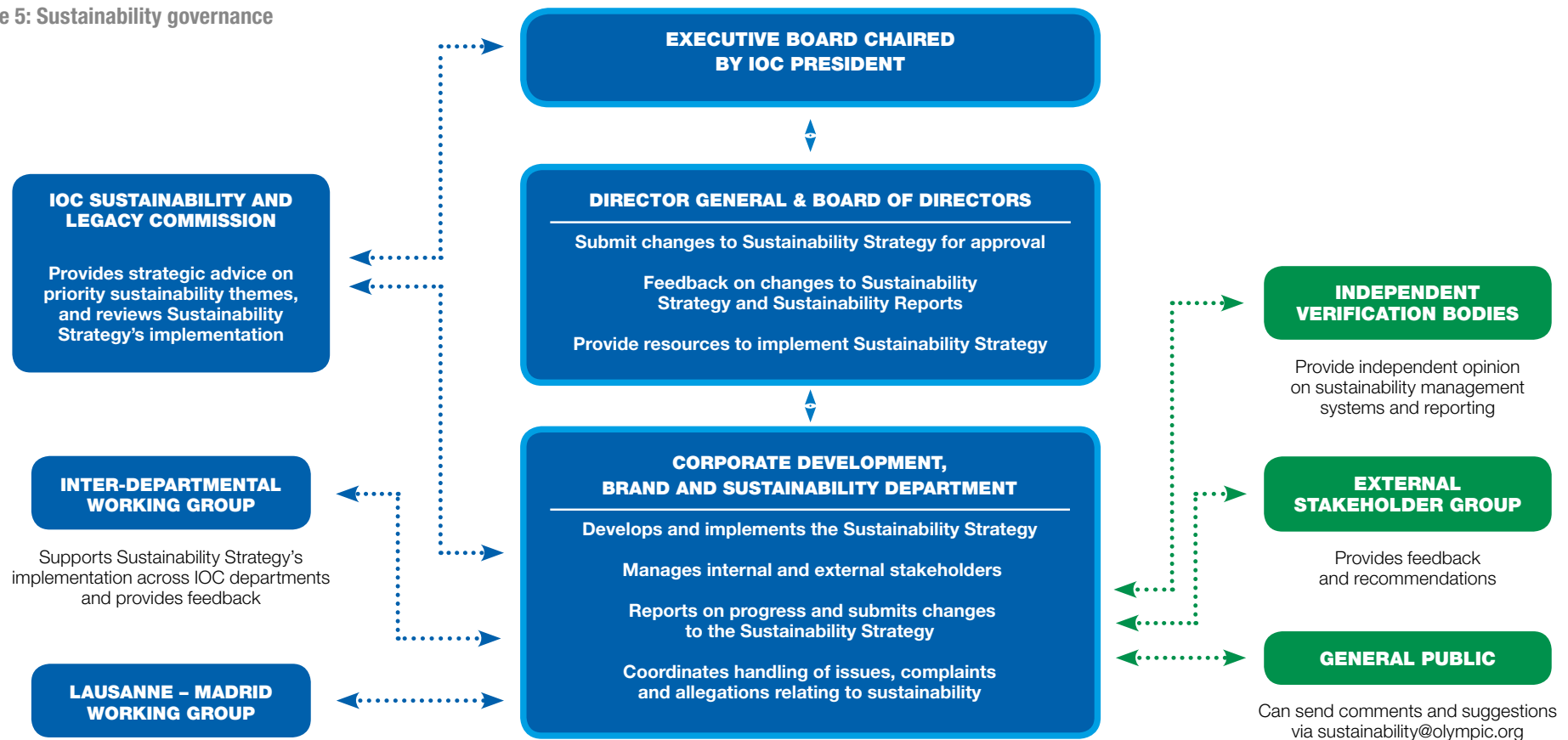
To this we can add the role of building relations with organisations active in the field of sustainability and Olympic Games legacy.



## Sustainability governance

The chart below shows how the various elements that make up the IOC Sustainability Strategy fit within the IOC corporate structure and therefore relate to the wider governance structures and processes outlined in the preceding sections of this chapter.

Figure 5: Sustainability governance





### Sustainability and Legacy Commission

As a result of Olympic Agenda 2020, a [Sustainability and Legacy Commission](#) was created to advise the IOC Session, the IOC Executive Board and the IOC President on sustainability and legacy matters.

Under the Chairmanship of His Serene Highness Prince Albert II of Monaco, the Commission meets annually with the specific remit to:

- provide a constructive review of the IOC Sustainability Strategy, policies and progress reports;
- provide strategic advice on priority sustainability and legacy themes for the IOC and the Olympic Movement and their relevance to the global sustainability agenda;
- advise on ways to maximise the legacy of the Olympic Games and on the management of key sustainability and legacy risks related to the Olympic Games;
- advise on ways to encourage the development and promotion of sustainability and legacy best practices throughout the Olympic Movement;
- suggest major institutions that could support the IOC in achieving its sustainability and legacy objectives; and
- support and communicate sustainability and legacy achievements, including through athletes.

The Commission has approximately 30 members, including IOC Members, representatives of the NOCs and IFs, international organisations and NGOs, TOP Partners and individual experts, academics and the sustainability or legacy leads from current OCOGs. The IOC's Corporate Development, Brand and Sustainability Department provides the administrative support for the Commission.

The most significant outcomes to date have been the Commission's support of the [IOC Sustainability Strategy](#) (approved in December 2016) and the [IOC Legacy Strategic Approach](#) (approved in December 2017), and its recommendation for both to be presented to the IOC Executive Board for approval.

### Corporate Development, Brand and Sustainability Department

Our Sustainability Unit sits within the IOC's Corporate Development, Brand and Sustainability Department. The Department also includes a unit specifically dedicated to Olympic Games legacy. The Department's Director reports to the IOC Director General.

As of the end of 2017, the Sustainability Unit had a headcount of three full-time staff, supported by external independent experts contracted for ad hoc missions. The Unit also procures specialist consultants for detailed technical assignments, such as calculating the IOC's carbon footprint. In post since October 2018, the IOC's new Sustainability and Legacy Communications Manager will enable us to be more proactive in our external communications and outreach.



The Unit's internal function may be summarised as advocacy, education, technical support, coordination and reporting. Its role in developing and coordinating corporate sustainability means regular interaction with administrative functions, such as Procurement, Logistics, Marketing, Technology and Human Resources.

To ensure effective coordination across key internal stakeholders, an inter-departmental working group was established in 2017. Based in Lausanne, this group of ten staff members represents several departments that are directly involved in delivering sustainability actions related to the IOC's role as an organisation. The working group's objectives are to promote cross-departmental exchanges on good practices, share knowledge and review progress on a quarterly basis.

A Lausanne–Madrid working group also exists. It includes four Madrid-based representatives of OBS/OCS, who have sustainability responsibilities, and the IOC Sustainability Unit in Lausanne. The working group's objective is to implement the IOC Sustainability Strategy within OBS/OCS operations, and to run the ISO 14001/50001 environmental and energy management systems in Madrid.

On matters related to the Olympic Games, the Sustainability Unit works in close collaboration with the Olympic Games Department. Specifically, this collaboration concerns Candidature Coordination, Venue Development and Games Operations functions, as well as Olympic Games Knowledge Management (OGKM).

For work directed towards the Olympic Movement, the principal internal stakeholders are the NOC Relations, Olympic Solidarity and Sport Departments. Our external-facing role also requires close liaison with the Communications Department and IOCTMS, which oversees [The Olympic Partner](#) (TOP) programme.

The Sustainability Unit also works with independent verification bodies appointed to provide verification services on our Sustainability Reports, third-party auditing of our sustainability management system and other forms of assurance, such as the approval of green building standards for our new headquarters building.

Externally, we spend considerable effort on engaging with sustainability stakeholders to learn about, discuss and promote sport and sustainability matters. We regularly represent the IOC at various international conferences and working groups. We also interact on an informal basis with peers from other institutions in our region. This network of sustainability professionals provides a valuable opportunity to share experiences, seek advice and gather intelligence relating to our sector.

### **Management approach for the five focus areas of the Sustainability Strategy**

All matters related to the implementation of our [Sustainability Strategy](#) are managed or coordinated by the Sustainability Unit. Our management approach relies upon the following elements:

- the IOC Sustainability Policy, detailed on page 50 of the IOC Sustainability Strategy, which formalises top management commitment to sustainability principles values and purpose, legal compliance and continuous improvement, and which was signed by our Director General in October 2017;
- high-level strategic intents for 2030 and a set of 18 sustainability objectives for 2020 across our five focus areas and three spheres of responsibility;
- financial, human and technical resources necessary for implementing the four-year action plans (reflecting our Olympiad cycle), which are reviewed annually;



- an internal working group with representatives from key units and departments involved in the delivery of the Strategy within the IOC's daily operations in Lausanne, which enables cross-departmental synergies and reviews progress on a quarterly basis;
- open reporting through this document and other forms of internal and external communication on progress, challenges and lessons learned, and ongoing dialogue with our stakeholders;
- an internal communications plan;
- the definition of roles and responsibilities with regard to sustainability across the organisation (in progress);
- capacity-building and awareness-raising activities to improve levels of knowledge and competence across other functions/departments (under development);
- an external communications plan (under development); and
- a suite of processes and tools, including Key Performance Indicators (KPIs), to measure progress towards the objectives related to the IOC's daily operations (under development).

We are developing additional management processes and tools for the organisation of our corporate events in line with the ISO 20121:2012 standard, the international standard for Event Sustainability Management Systems. The first major event to achieve this standard was the Olympic Games London 2012, which the International Organization for Standardization (ISO) describes as “the catalyst for ISO 20121”. Our objective is to have our events operations certified to ISO 20121:2012 by 2020.

In addition, OBS and OCS have implemented an environmental and energy management system certified according to ISO 14001 and ISO 5001 for the Madrid-based operations, a certification obtained in 2017.

### Management approach for other material topics

Other material topics are those that are highly relevant to sustainability but not specifically addressed in full through the five focus areas of our Sustainability Strategy. This is because by their nature they are central to the IOC's mission “To promote sport and the Olympic values in society, with a focus on young people”, and are therefore addressed primarily through other established programmes. These topics may also have risen to prominence through stakeholder feedback and emerging issues.

#### Health (Sport and Active Society)

The IOC encourages the regular practice of sport by all people in society, regardless of sex, age, social background or economic status. This is done in many ways, year-round and on all five continents.

We want to increase access to sport for all and provide everyone, in particular young people, with the educational and health values of sport. For information on how we achieve this aim and on our key achievements in 2017, please visit our [Sport and Active Society](#) pages and refer to the [IOC Annual Report 2017](#) (pages 100 to 101).

#### Gender equality

The IOC has for a long time been advocating for greater gender equality in sport. More recently, in March 2017, we launched the IOC [Gender Equality Review Project](#), a joint initiative of the IOC Women in Sport and Athletes' Commissions.



This project resulted in 25 recommendations covering both sport-related matters of participation, portrayal and funding, and broader matters covering the role and opportunities for women in organisational governance and the importance of inclusive organisational cultures and diversity in leadership.

At the Olympic Winter Games PyeongChang 2018, a record 1,242 female athletes out of a total of 2,952 athletes were in action, competing across all seven winter sports. Further underlining our commitment to promoting gender parity, the Olympic Winter Games now feature several mixed gender events: curling mixed doubles; the mixed team event in Alpine skiing; luge and biathlon mixed relays; and the pairs, ice dance and team events in figure skating.

The 2017 highlights on this topic are presented in the [IOC Annual Report 2017](#) (pages 96 to 99). For further information on gender equality within the IOC, see *Chapter 3, pages 54-55*.

### Education

Our focus on education is via the [Olympic Values Education Programme](#) (OVEP), which comprises a series of free and accessible teaching resources that we have created. Using the context of Olympic sports and the core principles of Olympism, participants are encouraged to experience values-based learning and to assume the responsibilities of good citizenship. OVEP communicates the benefit of sport and physical activity through an understanding of Olympism and its impact on individual health, enjoyment, and social interaction.

The 2017 highlights on this topic are presented in the [IOC Annual Report 2017](#) (pages 102 to 103).

### Integrity and anti-corruption

For many decades, we have fully recognised the importance of strengthening the integrity of sports organisations and protecting clean athletes. The fight against doping, manipulation of competitions and any other forms of cheating in sport on the one hand, and the strengthening of ethics with improvements in transparency, good governance and accountability of sports organisations on the other, have been top priorities for the IOC. Accordingly, we have continuously set up structures, policies, processes and programmes to improve integrity at competitions and within our own organisation.

As leader of the Olympic Movement, we have worked with its various stakeholders to help enhance governance across all levels. To maximise the impact of these activities, we have coordinated with governments, international organisations, NGOs and other stakeholders. In particular, the IOC is one of the founding partners of the International Partnership Against Corruption in Sport (IPACS), the unique official partnership aiming to set up pragmatic solutions for sport organisations and governments to mitigate the risk of corruption.

Please see the [IOC Annual Report 2017](#) (pages 31 to 42) for further details.

### Approach to ethical awareness and training

Anti-corruption policies and procedures are part of the [IOC Code of Ethics](#) and its implementing text, which are communicated to all IOC Members. In addition, in 2017, all IOC Members completed an ethical awareness programme that raised the importance of anti-corruption principles. In the future, all newly elected IOC Members will also complete this training.



#### • Lausanne-based IOC entities

IOC staff regulations include a Code of Conduct based on the IOC Code of Ethics, which emphasises the importance of anti-corruption principles. All staff went through the ethics e-learning module in 2016 and are required to carry out the training again in 2018, and all newly recruited IOC staff members undergo this training when they join the organisation. An Alert Transmission Mechanism is available to allow employees to report any breach, observed or reasonably suspected, of the Code of Conduct, the IOC Code of Ethics or the Olympic Charter.

On a regular basis, the CECO informs and educates the IOC administration, IOC Members and IOC Commission members about the IOC's ethical principles with which they need to comply, using the following methods:

- education about the updated staff regulations, which strengthen existing formalities and include a robust Code of Conduct based on the IOC Code of Ethics;
- an e-learning module on ethics for all staff;
- an awareness programme (including real-life scenarios, as well as past experiences) on all ethical matters, including conflicts of interest, delivered to all the IOC Members, IOC staff and directors;
- information about the dedicated Alert Transmission Mechanism, which IOC staff must use in the event of concerns about possible unethical conduct to alert the CECO;
- customised ethics training for IOC Members; and
- the wide dissemination of the Code of Ethics across various stakeholder groups, including TOP Partners, Rights-Holding Broadcasters (RHBs), NOCs and IFs.

In addition, suppliers of goods and services to the IOC are required to commit to comply with anti-conflict of interest and anti-corruption clauses included in the newly developed IOC Supplier Code.

#### • Madrid-based IOC entities

OBS and OCS share a Code of Business Conduct, which is applicable to OBS/OCS employees and suppliers. The Code of Business Conduct was updated in 2017 and has specific sections about integrity, conflicts of interest, gifts and outside employment or engagements. It forms part of the employment acceptance agreements.

#### Integrity Hotline

The IOC has established a confidential and anonymous Integrity Hotline, which can be used by external stakeholders for reporting potential infringements of the IOC Code of Ethics. Types of issues that may be reported via the hotline include:

- suspicious approaches or activities related to sport competition manipulation;
- incidents of harassment and/or abuse;
- financial misconduct; and
- other legal, regulatory or ethical breaches over which the IOC has jurisdiction.

For more information on our management approach to integrity and the fight against corruption, please see [olympic.org](http://olympic.org).

#### Human rights

The IOC is committed to improving the protection, promotion and respect of human rights as they relate to our own operations, the Olympic Games' organisation and more generally the practice of sport at large in cooperation with NOCs, IFs and other partners.



Olympism is based on a vision of human rights, which is reflected in the Olympic Charter, the Fundamental Principles of Olympism, the IOC Code of Ethics and the mission of the IOC to put sport at the service of humanity. The principle of non-discrimination allows sport to promote peace and understanding among all peoples.

The objectives are to ensure that across our three spheres of responsibility, people's rights are put at the core of our operations and human rights are respected in line with international agreements and standards, including the [United Nations Guiding Principles on Business and Human Rights](#) (UNGPs).

Since the adoption of the UNGPs in 2011, the "responsibility to respect human rights" has become the baseline expectation of any organisation, including sports organisations, that conducts business activities (broadly understood) wherever it operates.

The UNGPs do not impose new legal obligations on organisations or change the nature of existing human rights instruments: they help to articulate what these established instruments mean for both states and organisations/companies, and to address the gap between law and practice. In this context, the responsibility means that organisations should prevent and address any negative impacts on people connected to their operations, including where states fail to meet their own duty to protect human rights. These principles apply to all states and to all organisations, including sports organisations, sponsors and broadcasters.

Accordingly, we have conducted a first-level analysis to identify where the IOC aligns with these guiding principles and other relevant international standards. This has enabled us to identify any gaps and assess the

status and effectiveness of some of the IOC's policies and procedures across each of our three spheres of responsibility, in particular as they relate to:

- governance, ethics and anti-corruption;
- gender equality;
- workers' rights;
- sourcing and supply chain;
- safeguarding and harassment;
- athletes' rights;
- third-party engagement;
- broadcasters and journalists; and
- internal IOC management.

In this way we have determined the key areas where further research and intervention will be required to address human rights risks related to specific policies, procedures and practices. Specifically, this first level of analysis sets the basis for:

- building further internal understanding and support for our human rights responsibilities;
- developing an IOC human rights policy;
- developing a risk-based overarching IOC human rights strategy;
- elaborating a detailed plan of priority actions for the coming years that will demonstrate progress in making our commitment tangible in the short-to-medium term;
- ensuring continual efforts to refresh policies; and
- building robust human rights due diligence systems and remedy processes in the longer term.



### Economic value generated

The IOC, and the organisations within the Olympic Movement, are entirely privately funded. The IOC's strong financial foundation is driven by its partnerships with sponsors and broadcasters, which provide sustainable revenue streams to ensure the independent financial stability of the Olympic Movement. The continued growth of these partnerships supports the IOC's objectives of promoting the worldwide development of sport, supporting the staging of the Olympic Games and assisting in the global promotion of the Olympic Movement.

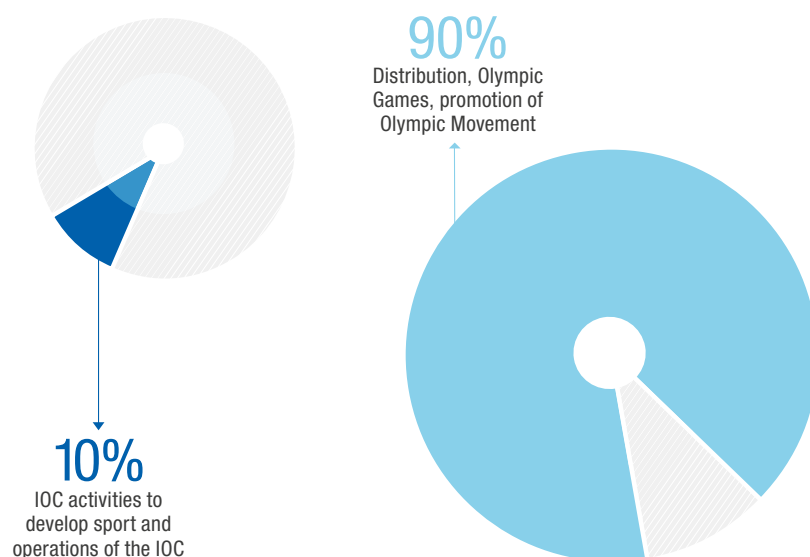


Figure 6: IOC revenue distribution

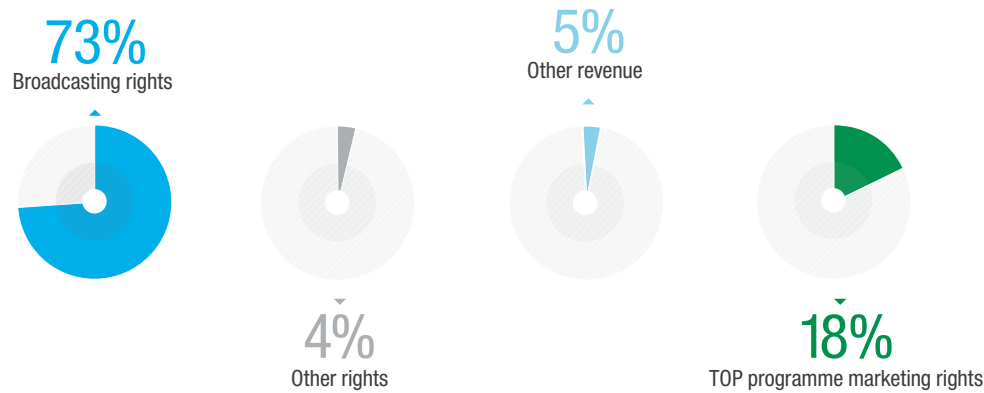
Thanks to the successful 2013-2016 Olympiad, the IOC is in a position to distribute more revenue than ever before. To ensure the credibility of the Olympic Movement, its values and its mission, the IOC strives to demonstrate good governance in all of its practices. This includes increasing the transparency of its operations, which is one of the recommendations outlined in Olympic Agenda 2020. Therefore, although the IOC is under no legal obligation to apply International Financial Reporting Standards (IFRS), it strongly believes that to do so will help it to achieve more transparency, comparability and high quality in its financial statements.

The IOC distributes 90 per cent of its revenue of an Olympiad in order to support the staging of the Olympic Games and promote the worldwide development of sport and the Olympic Movement. The IOC retains only 10 per cent of Olympic revenue for IOC activities to develop sport and to cover the operational costs of governing the Olympic Movement.

The IOC generates revenue through several programmes, including the sale of broadcasting rights, the worldwide TOP sponsorship programme and the IOC official supplier and licensing programme.

The IOC's 2013-2016 total revenue of USD 5.7 billion represented an increase of 7.6 per cent compared to the 2009-2012 total revenue. The main driver of the increase was television broadcasting rights, which increased by 8.1 per cent to USD 4.2 billion compared to 2009-2012, and TOP programme marketing rights.

Furthermore, in a sign of the continuing appeal of the Olympic Games and the Olympic values, partnership agreements for the eighth edition of the TOP programme (TOP VIII), covering the 2013-2016 Olympiad, increased to over USD 1 billion, which represents a 5.6 per cent growth compared to the previous TOP programme (TOP VII).



Source: IOC's audited financial statements

Figure 7: IOC revenue 2013-2016

IOC financial position at 31 December 2017 remains strong. IOC current assets stand at USD 2.9 billion, while non-current assets stand at USD 1.2 billion. Cash and other financial assets, totalling USD 3.6 billion, represent 87 per cent of the IOC's total financial position. The IOC's total liabilities of USD 2.1 billion represent 50 per cent of its total financial position.

This is more than fully covered by the IOC's current assets, as well as its fund balances. This shows the IOC's overall financial health and long-term sustainability. The IOC's fund balance stands at USD 2.1 billion, which represents 50 per cent of its total financial position. Of the fund balances, 73 per cent are undesignated to cover the expenditures and contributions planned during non-Olympic Games years where no Games revenue will be recognised, as well as for the Olympic Foundation as part of the IOC's risk management strategy.

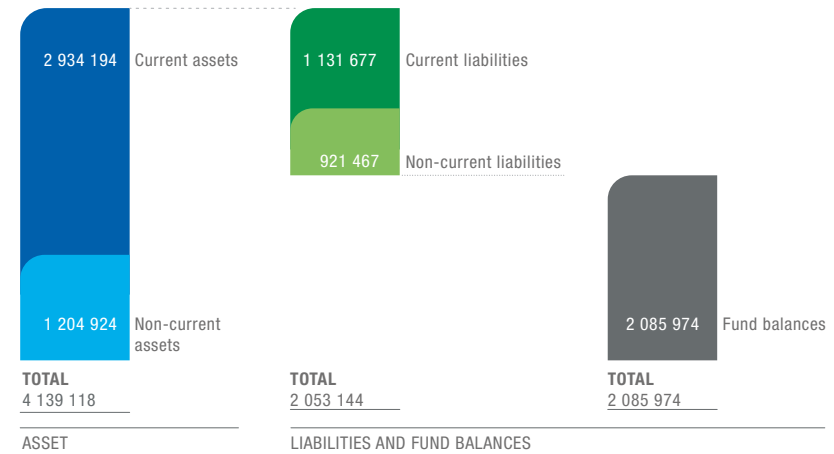


Figure 8: IOC combined statements of financial position at 21 December 2017 (USD 000)

The IOC designated fund, at 27 per cent of total fund balances, is designated for the financing of Olympic Solidarity's annual programmes in order to secure financial assistance for the NOCs, as well as for financial assistance to the Olympic Movement through the Olympic Movement Fund.

Additional information on our financial performance is provided in the [IOC Annual Report 2017](#) (pages 106 to 110), including details on the distribution of IOC revenue towards different organisations throughout the Olympic Movement, as well as IOC various activities, projects and programmes aimed at supporting the staging of the Olympic Games and promoting the worldwide development of sport and the Olympic Movement. Further information on generating economic value in relation to the Olympic Games is provided in *Chapter 4 – The IOC as Owner of the Olympic Games, pages 60-77*.



## Stakeholder engagement and partnerships

The breadth and magnitude of the 40 recommendations that make up Olympic Agenda 2020 have prompted the IOC to reach out and collaborate in a more proactive and encompassing manner than in the past. This approach has resulted in new working relationships, partnerships and contractual agreements across the IOC's diverse responsibilities.

Our approach to identifying stakeholders – beyond our core constituency of the Olympic Movement – was based on the following:

- organisations with an international remit;
- organisations that had previously approached us on sustainability matters;
- organisations with whom we already had a relationship (e.g. UN agencies);
- international NGOs based in the Lausanne/Geneva area (e.g. IUCN, the World Wide Fund for Nature (WWF) International); and
- other stakeholders recommended to us via any of the above.

This is not a closed exercise and we continue to open dialogue with organisations new to us, either through emerging issues or by networking contacts at international forums, conferences and workshops. Our approach has also enabled existing relationships to be strengthened and grown.

A good example of this is the long-standing relationship between the IOC and the UN system. The UN recognises the contribution of sport for development and peace, and collaboration between the IOC and UN secretariat, as well as various UN agencies and programmes, has played a central role in spreading the acceptance of sport as a means to promote internationally agreed development goals.

*Appendix 1* provides an overview of the key stakeholders with which we interact on topics related to environmental responsibility, social responsibility and ethics, and the key topics addressed during the reporting period. It also sets out the nature of our relationship with each organisation and summarises key activities. Specific details on key partnerships are addressed in *Chapters 3-5, pages 41-97*.

## Challenges and lessons learned

Introducing sustainability as an overt theme into an established organisation is always challenging. It has become common practice among major corporations over the last couple of decades but is not so widespread in the voluntary sector.

Sustainability teams in all organisations face barriers such as overcoming resistance to change and concerns that sustainability is more expensive and not central to their purpose. Even in non-profit organisations with a mission to create social good, the introduction of a sustainability programme can be viewed as an intrusion into an established order.

In the case of the IOC, whose mission is to contribute to a better world through sport, among the greatest challenges we have had to overcome has been to convince colleagues that sustainability is relevant to their area, that it is much more than an environmental add-on and that it is relevant to everything the IOC does – not just the Olympic Games.

People more readily grasp the concept of Games legacy, as it relates in part to the tangible outcomes of each edition of the Olympic Games. However, the more process-based approach to sustainability as a way of working that ultimately enables legacy goals to be achieved seems to be less intuitive.



Despite the evident leadership commitment and the explicit recommendations of Olympic Agenda 2020, it is wrong to assume that everyone understands sustainability and is on board. What we have learned from this process is the prime importance of internal engagement and awareness raising. It requires continual, proactive effort, more than we had originally anticipated. Our internal network of “sustainability coordinators” in key departments has proved to be crucial to advancing our programme.

We had also intended to be more visibly active with external audiences to build awareness of what the IOC has been doing in the sustainability field and how this work relates to the wider sport sector. Despite several attempts, it has proven difficult fill a vacancy for a Sustainability and Legacy Communications Manager. However, this role has now been appointed and the new manager joined the IOC in October 2018.



As the role and relevance of sport in society continues to grow, the IOC is determined to live up to its responsibility to build a sustainable future for everyone. In a world that is more interdependent than ever before, we know that we can only make progress in cooperation and partnership with others.”

**Thomas Bach, IOC President**

## CHAPTER 3

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# THE IOC AS AN ORGANISATION





# The IOC as an organisation

## Scope

This sphere of our Sustainability Strategy is a direct response to Recommendation 5 of [Olympic Agenda 2020](#), which states (in part):

*... The IOC to embrace sustainability principles:*

*The IOC to include sustainability in its day-to-day operations*

- *The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).*
- *The IOC to reduce its travel impact and offset its carbon emissions.*
- *The IOC to apply the best possible sustainability standards for the consolidation of its headquarters in Lausanne...*

The “IOC as an organisation” sphere of responsibility covers the activities that are directly controlled by the IOC and that are related to the organisation’s daily operations. This includes, in particular: buildings management; procurement and travel activities; people management; organisation of corporate events such as the IOC Session and the Commission meetings; use of IOC media and communication channels; management of broadcasting, sponsorship and marketing rights; and the activities of The Olympic Museum in Lausanne.

**From the IOC Sustainability Strategy, first published January 2017**

This sphere of responsibility encompasses the activities of approximately 790 full-time equivalent (FTE) employees in Lausanne, Switzerland and Madrid, Spain, and the management of 11 buildings (nine in Lausanne, two in Madrid), of which three are warehouses (two in Lausanne, one in Madrid). Further details on employees and buildings are provided in *Appendix 3, pages 105-112*.

## Rationale

Although the main sustainability impacts related to the IOC are associated with the Olympic Games and the wider practice of sport across the Olympic Movement, it is still important to consider sustainability in our day-to-day work as an organisation. This is part and parcel of being a responsible organisation and leading by example. It also fulfils the pledge of credibility towards our staff, our partners and our other stakeholders expressed in Olympic Agenda 2020.

This credibility comes not simply from “doing our bit”, but also from the way we gain experience and learn from our sustainability activities so that we can improve the support we give to our partners.

## Progress against objectives

Nine of the 18 objectives for 2020 set out in our Sustainability Strategy directly relate to the IOC as an organisation. Eight of these correspond to the five focus areas of our Strategy, and the ninth (“include sustainability in corporate events”) is a cross-cutting objective that has elements related to each of our focus areas as indicated in the figure on the following page.



**01:** Design and construction of future Olympic House to be certified according to nationally and internationally recognised sustainability standards\*

**02:** Increase energy efficiency of our buildings



**03:** Integrate sustainability in the sourcing of goods and services, including those from TOP Partners and official licensees\*

**04:** Achieve a measurable reduction in waste quantities



**05:** Reduce the IOC's travel impact (business travel for IOC staff, Members and guests; vehicle fleet; staff commuting; freight)\*



**06:** Further increase staff diversity, in particular with regard to gender and geographical diversity

**07:** As part of IOC@work2020, further develop a wellness programme to promote healthy and active lifestyles at the IOC



**08:** Achieve carbon neutrality by reducing direct and indirect GHG emissions, and by compensating emissions as a last resort\*

## CROSS-CUTTING

**09:** Include sustainability in corporate events\*

Figure 9: The IOC as an organisation – nine objectives by 2020



For some objectives, progress is described separately for our operations based in Lausanne and Madrid. “Lausanne operations” refer to the IOC headquarters, The Olympic Museum and all other IOC entities as listed in Chapter 2 (see page 25), while “Madrid operations” refer to the activities of Olympic Broadcasting Services (OBS) and Olympic Channel Services (OCS).

While the same sustainability objectives are pursued across all our locations, there are slight differences in management approaches and data collection methods. The management processes for Lausanne and Madrid will become more integrated in the future as we develop common management systems, which will facilitate the consolidation of sustainability data for subsequent reports.



**Objective 1: Design and construction of future Olympic House to be certified according to nationally and internationally recognised sustainability standards**

Olympic House will be the new IOC headquarters building. It is currently under construction in Lausanne and is due to be completed in 2019.

The building is on track to achieve the three targeted sustainability standards:

- the LEED (Leadership in Energy and Environmental Design) standard, the most widely used green building standard in the world;
- the Minergie-P label, a Swiss label on energy efficient buildings; and
- the Swiss Sustainable Construction Standard (SNBS), a newly created standard for sustainable construction launched in 2016, for which Olympic House has been a pilot project.

In line with the requirements of the three sustainability standards, numerous sustainability features have been integrated in the design and construction of the building:

- Energy saving features, including efficient building insulation, LED lighting, heat recovery systems and smart building devices.
- On-site renewable energy production, including solar panels on the roof and heat pumps using lake water.
- Water-saving features, including efficient sanitary equipment and the selection of native plant species with moderate watering needs.
- The collection and reuse of rainwater for toilet flushes, irrigation and car washes.
- A vegetated roof and a landscaping plan that integrate biodiversity enhancement measures.



- The reuse and recycling of deconstruction materials – 97 per cent (by weight) of materials from the former building has been reused or recycled, including 12,000 tonnes of concrete that was crushed on site and recycled into the foundations of the new building.
- Over 75 per cent of waste produced during the construction works has been reused or recycled.
- Construction materials, equipment, finishing materials and furniture items meet strict environmental criteria, such as low contents of potentially harmful substances.
- Wooden products used in construction are Forest Stewardship Council (FSC)-certified and thus traceable to sustainably managed forests.
- A total of 135 bicycle parking spaces: 10 for visitors and 125 for staff, knowing that the building is designed to accommodate approximately 600 employees.
- Dedicated parking spaces for electric cars: 23 spaces in the 200-space underground car park to be equipped with charging stations.
- Strict health and safety rules have applied on the construction site, where up to 300 workers have been present at peak times (six lost-time injuries have been recorded since the start of the construction works).



97 per cent (by weight) of materials from the former building has been reused or recycled, including 12,000 tonnes of concrete that was crushed on site and recycled into the foundations of the new building.”

- Accessibility features for disabled persons: all floors are accessible by wheelchairs, adapted bathrooms are available on each floor, adapted showers will be provided and six car spaces are reserved for disabled people.
- Around 70 per cent of construction costs spent with suppliers based within a 50-kilometre radius of the site.

For more information on the Olympic House project, please see [olympic.org](http://olympic.org).

### Objective 2: Increase energy efficiency of our buildings

Two main actions have been initiated to increase the energy efficiency of our buildings: an energy management system has been implemented in the OBS-OCS buildings in Madrid, and an energy audit is being performed at The Olympic Museum in Lausanne.

#### OBS and OCS buildings in Madrid

Energy management was identified as the most significant sustainability topic for the activities of OBS and OCS, which are highly dependent on electrical and electronic equipment to deliver their services. Taking advantage of their move to a new office building and warehouse in 2016, OBS and OCS decided to implement an energy management system to increase their energy efficiency. The renovation works performed in their new office building already integrated several energy efficiency features:

- LED lighting;
- solar filters on windows to reduce heating and cooling needs;
- installation of motion sensors and natural light sensors; and
- installation of energy meters in different areas of the building to provide accurate monitoring and analysis of energy use.



The energy management system was certified according to the ISO 50001 standard in 2016 (warehouse) and 2017 (office building). In parallel, OBS and OCS implemented an environmental management system, which obtained the ISO 14001 certification in 2016 (warehouse) and 2017 (office building). The office building also obtained the LEED Operation & Maintenance certification (Gold level) in 2018.

#### The Olympic Museum in Lausanne

Under Swiss energy law, The Olympic Museum is classed as a large energy user, which means it must undergo an energy audit and implement an energy efficiency action plan. This plan must address the areas for improvement identified by the audit and agreed with the local authorities.

The energy audit was performed in two stages in 2017-2018 and identified a few areas for improvement. An action plan is now being developed with the support of an energy specialist. Since various energy-saving measures had already been implemented during the renovation of the Museum in 2011-2013 (such as LED lighting, smart building devices, upgrades of the pumping station and heat pumps, and the removal of escalators in the park), the action plan will focus on small-scale operational optimisation measures.

Although The Olympic Museum is a large energy user, part of its energy comes from on-site and off-site renewable energy sources. It is equipped with three on-site heat pumps using lake water and thermal solar panels on the roof, and 90 per cent of electricity purchased from the grid is from certified renewable energy sources.

For further data on energy use, see *Appendix 3, page 105*.

### Objective 3: Integrate sustainability into the sourcing of goods and services, including those from TOP Partners and official licensees

#### Lausanne

In 2017, the IOC entities based in Lausanne purchased goods and services from approximately 2,500 suppliers, of which 54 per cent are based in Switzerland and 34 per cent in the canton of Vaud in which Lausanne is located. Procurement from Swiss suppliers represented approximately 53 per cent of the total spend in goods and services. The top three spending areas in 2017 were IT services, travel and the construction of Olympic House.

In 2017, as a first step towards implementing our sustainable sourcing approach, we reviewed our spending categories to enable us to identify priority categories to be targeted in the future. We ranked our spend categories according to three criteria: annual spend; environmental and social risks associated with the product/service; and reputational risk based on the visibility of the product/service.

As we are currently revising our procurement processes, sustainability principles are being progressively integrated along with the development of these new processes. The new role of Procurement Manager was created in 2018 to coordinate the development and implementation of these new processes.

The newly developed [IOC Supplier Code](#) sets out our expectations from our suppliers with regard to social and environmental responsibility. This code will be binding for new registered suppliers. In the coming months, we will also require our existing supplier base to commit to complying with the Supplier Code by signing a formal declaration.



We have also developed internal sustainable sourcing guidelines to help IOC staff in charge of procurement to integrate environmental and social responsibility matters in their decisions. These guidelines are complemented by detailed ecological and social responsibility criteria covering 20 categories of goods and services. These mandatory and recommended criteria help buyers make informed decisions when selecting products and services.

We have started to evaluate our suppliers' environmental and social responsibility, focusing on three supplier categories: gifts and promotional products; catering services; and food. This is done through questionnaires, information requests and face-to-face discussions. Overall, this preliminary evaluation revealed numerous good practices from our suppliers (see box on the previous page) and a few areas for improvement that are giving rise to the development of action plans with the concerned suppliers. This evaluation will continue over the coming years along with the development of the overall IOC suppliers' evaluation procedure.

### Examples of sustainable sourcing in action

- All construction materials, equipment and furniture for Olympic House: detailed sustainability criteria are imposed in order to meet the LEED, Minergie-P and SNBS standards
- Installation of LED light bulbs to reduce energy use
- Printing paper: certified according to EU Ecolabel and FSC mix
- Printing services for institutional publications: ISO 14001 certified printers using FSC- or Programme for the Endorsement of Forest Certification (PEFC)-certified paper
- Pens with Olympic branding: made in Switzerland
- IOC's main catering supplier: follows the international standard for Social Responsibility (ISO 26000:2010) and has agreed to meet a set of five objectives for its operations at the IOC:
  - Food sourcing to include at least 85 per cent of products from responsible supply chains, with at least 50% of farm products from organic farming or IP Suisse label
  - Food sourcing to include at least 50 per cent local products
  - Food waste to be reduced by 40 per cent per meal between 2017 and 2020
  - Finished product packaging and disposable tableware to be reduced by 20 per cent per meal between 2017 and 2020
  - Vegetarian offer to be increased by 2020
- Plastic materials used in catering and disposable tableware: oil-based plastic materials replaced by plant-based plastic materials (PLA)
- Customer bags at The Olympic Museum shop have been changed for more resistant bags that can be reused several times
- The Olympic Museum shop: postcards and posters printed in Switzerland on FSC-certified paper
- Mail services: The IOC pays a premium to have all its shipments of packages and letters handled by DHL and La Poste certified as "carbon neutral"



### Madrid

In 2017, OBS and OCS purchased goods and services from approximately 1,350 suppliers, 25 per cent of which are based in Spain. The top three spending areas included IT, external services and facilities.

OBS and OCS include a generic sustainability clause in their standard terms and conditions. This informs suppliers about their obligations in regard to social and environmental responsibility. Following the implementation of the ISO 14001 environmental management system and the ISO 50001 energy management system, ecological criteria are being progressively integrated in procurement decisions: for example, in the procurement of LED light bulbs to minimise energy use; the procurement of printing paper that is 100 per cent recycled, chlorine-free and carries the Blue Angel label and/or the EU Ecolabel; and the procurement of cleaning products with the EU Ecolabel.

### The Olympic Partner (TOP) programme

The [TOP programme](#) is the worldwide sponsorship programme managed by the IOC. The programme provides each of the 13 TOP Partners with exclusive global marketing rights and opportunities within a designated product or service category.

We have engaged with the TOP Partners to encourage them to deliver goods and services that reflect best practice from a sustainability viewpoint and that help us to deliver our Sustainability Strategy.

A due diligence questionnaire was developed in 2017 to formalise the performance review of potential new TOP Partners with regard to social and environmental responsibility and ethical business conduct.

### Official IOC licensees

Official IOC licensees include companies that market and manufacture products, merchandise and souvenirs that promote the Olympic values. Typically, in this sector many products are manufactured in countries with varying levels of labour standards and therefore can potentially create reputational risks for the IOC, especially given that these are branded products.

Accordingly, we have added a new clause on social and environmental responsibility to the standard contract with our licensees, which applies to all new contracts established since January 2017. Clauses on environmental responsibility have also been included in the latest version of the IOC Licensing Guidelines for new product development (to be issued by the end of 2018). The IOC Supplier Code and IOC Sustainable Sourcing Criteria have applied to official IOC licensees since mid-2018 onwards.



#### Objective 4: Achieve a measurable reduction in waste quantities

##### Lausanne

A four-year action plan on waste reduction is being implemented for the IOC entities based in Lausanne. The action plan covers five key waste streams for which a potential for further waste reduction, reuse and/or recycling has been identified:

- plastic waste;
- food waste;
- electronic waste;
- waste from events/exhibitions; and
- paper/publications.

In 2017 and 2018, the focus has been placed on plastic and food waste.

The figure overleaf provides an overview of waste management at the IOC.

The objective of our four-year action plan is to move up the waste management hierarchy as much as possible: preventing waste, maximising reuse and recycling, and minimising incineration and landfilling.

##### Madrid

As part of the ISO 14001 management system, a comprehensive waste inventory and waste reduction action plan have been developed. Actions implemented to date include: a reduction of disposable supplies by, for example, encouraging staff to use reusable water bottles rather than single-use bottles, and personal mugs rather than disposable cups; the transformation of paper-based processes into e-processes; an improved segregation of waste streams to facilitate recycling; and internal communication and awareness-raising actions on waste reduction and recycling.

For further data on waste management, see *Appendix 3, page 106*.

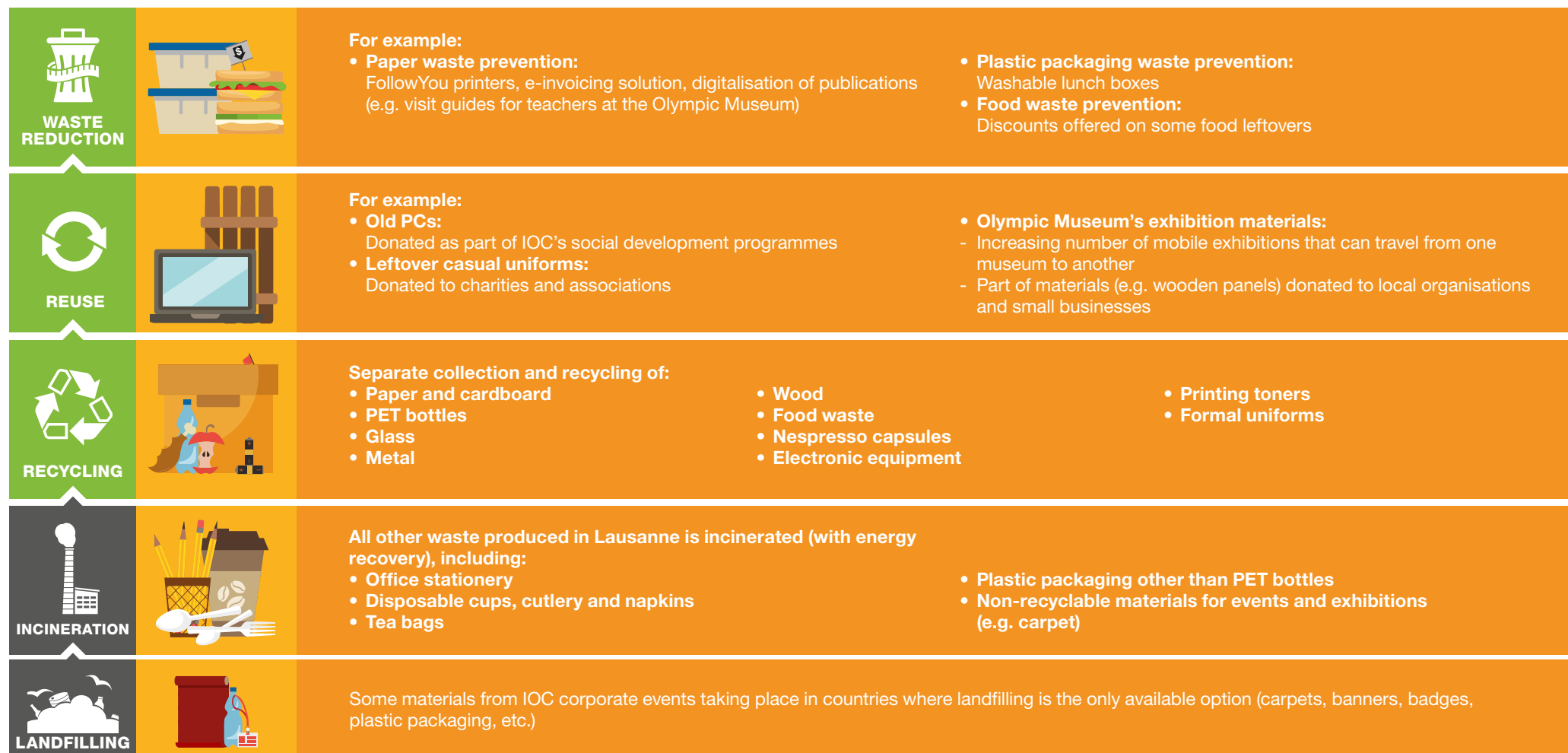


Figure 10: Waste management at the IOC (Lausanne-based entities)



## Objective 5: Reduce the IOC's travel impact

This objective relates to business travel for IOC Members, IOC staff and guests; vehicle fleet operations; staff commuting; and freight.

### Business travel

Business travel is by far the largest contributor to the IOC's carbon footprint, representing between 60 and 80 per cent of our emissions (this proportion varies year on year). We have introduced a number of measures to reduce our travel impacts, but certain impacts are unavoidable due to the choice of locations for the Olympic Games, the Youth Olympic Games (YOG) and corporate events such as IOC Sessions.

The following actions have already been put in place to optimise our business trips:

- Grouping of meetings to reduce travel needs. For example, since 2015 most of the IOC Commissions' annual meetings have been grouped during the same time period in Lausanne. A total of 21 Commission/Board meetings have taken place within seven days, with more than 50 of the almost 250 participants attending several meetings. This has resulted in a 25 per cent reduction in the number of return flights associated with these meetings compared to before.
- Increased use of videoconferencing systems.
- The travel policy gives preference to the most direct itineraries, unless the price of the tickets is outside the authorised price range.
- All staff travel to/from Paris in relation to the Olympic Games Paris 2024 must be done by rail.

In 2017, as part of the revision of the travel policy for Lausanne staff, sustainability principles were included in order to highlight the need to consider alternatives to travel before booking a trip. A similar clause exists in the OBS-OCS travel policy, which also favours airlines with modern, low-emission aircraft fleets.

Carbon footprint information is being integrated into our new online travel-booking tool for Lausanne-based staff. The tool will provide carbon footprint data for different travel options and will display the carbon footprint of each traveller. As well as providing useful data, this tool is expected to be a good way to raise staff awareness of climate impacts from travel and to encourage them to optimise their travel needs. OBS/OCS operations in Madrid are also considering the implementation of a new online travel-booking system that could generate carbon data.



Business travel is by far the largest contributor to the IOC's carbon footprint, representing between 60 and 80 per cent of our emissions.”



### Key figures on air travel in 2017

- Round trips by plane per full-time equivalent (FTE): 3.5
- Total distance travelled by plane (all trips paid by the IOC, including IOC Members, staff, guests and experts): over 70 million kilometres
- Air travel-related carbon footprint per employee: 14 t CO<sub>2</sub>e

#### Local mobility

The vast majority of local trips consist of train trips by IOC staff between Lausanne and Geneva Airport.

The IOC owns a fleet of vehicles used for logistics purposes and to provide some transportation services to IOC Members, staff and guests (see Figure 11, right). For large events, additional vehicles may be rented.

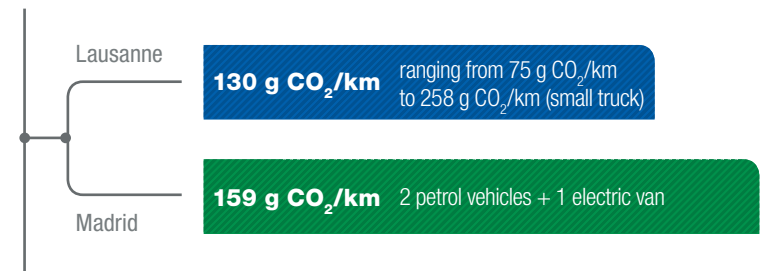
With Toyota, a TOP Partner, we are seeking to reduce the carbon intensity of our vehicle fleet at each renewal of the fleet (every two years). The previous renewal of the vehicle fleet in Lausanne, in 2016, was accompanied by a 20 per cent reduction in the overall carbon intensity of the fleet.

OBS also owns three hybrid vehicles that are used for their operations at the Olympic Games. These are supplemented by local rental services in the host cities for other transportation requirements, including motorbikes, helicopters, boats and additional cars.

#### Number of vehicles



#### Average carbon intensity of the fleet



#### Fuel use

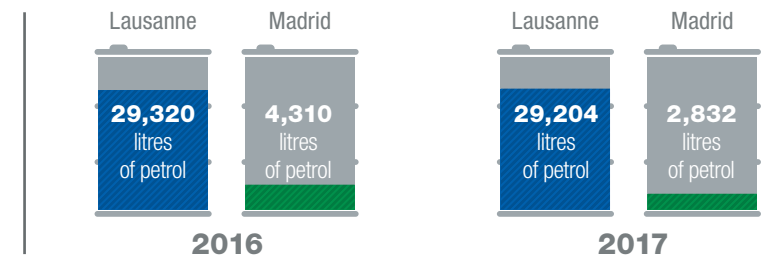


Figure 11: IOC fleet vehicles and fuel data

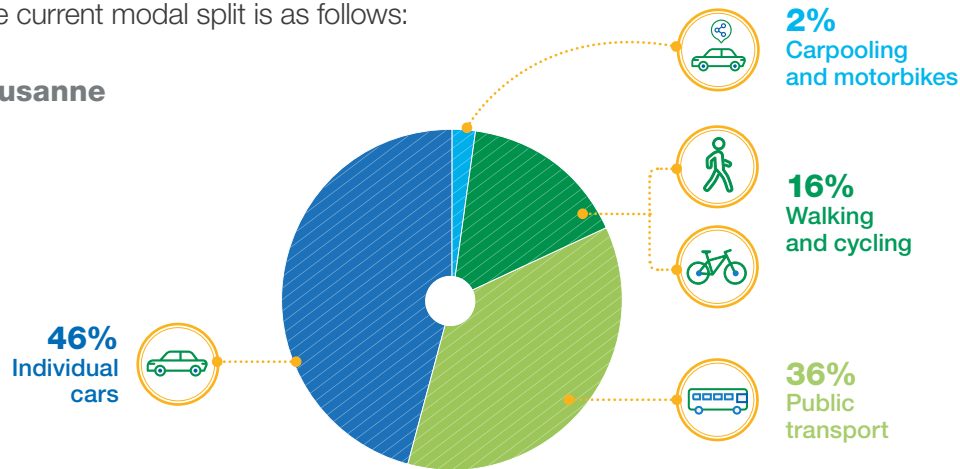


### Staff commuting

We encourage staff to use sustainable transportation modes for their daily commuting (walking, cycling, public transport). This is done by subsidising either public transportation or the purchase of a bicycle, and by providing bicycle storage spaces, changing rooms and showers at our offices. As a result, more than half of IOC staff use sustainable transportation modes for their daily commutes.

The current modal split is as follows:

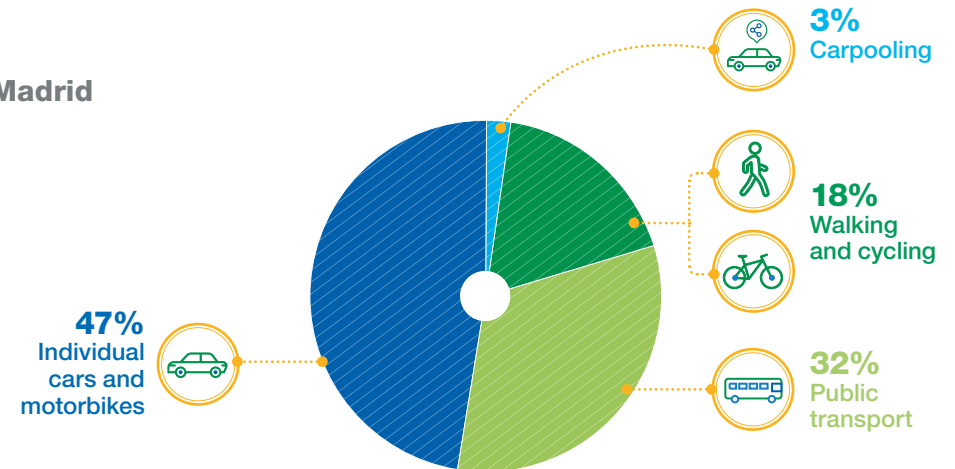
#### Lausanne



A new local mobility plan is being developed to anticipate the changes associated with the move to Olympic House in 2019. This will emphasise alternative travel modes and active mobility for workforce commuting to/from the office and trips within Switzerland of workforce and visitors on IOC business. As described under Objective 1 (see pages 44-45), the new building will include:

- 135 bicycle parking spaces: 10 for visitors and 125 for staff, knowing that the building is designed to accommodate approximately 600 employees.
- Dedicated parking spaces for electric cars: 23 spaces in the 200-space underground car park to be equipped with charging stations.

#### Madrid



To further encourage employees to cycle to work, 20 bicycle parking spaces were installed during the renovation of the headquarters in 2017. A cycling tour was organised for employees willing to learn how to cycle safely in town. To promote the use of low-emission cars, 10 charging stations for electric cars were installed in the car park during the renovation of the headquarters in 2017. Following these actions, three employees bought electric cars and several others have started to use bicycles or electric bicycles to go to and from work.



## Freight

The largest volumes of freight are for the Olympic Games and the IOC Sessions, of which there is always one per year plus occasional extraordinary Sessions. The environmental footprint of our freight is therefore largely determined by the locations of these events, as this influences distances travelled and the availability of materials that can be rented or bought locally.

Shipped materials include IOC Session room furniture, electronic equipment that cannot be rented locally, printed publications, uniforms, office consumables, gifts and give-aways. Several measures are taken to optimise freight and reduce its environmental impact:

- Sea freight is given preference over air freight, wherever possible
- Leftovers of office consumables, uniforms and give-aways are donated to local associations to avoid shipping them back
- Since 2017, documents for IOC Sessions and Executive Board meetings, of which there are usually at least four per year, are available online in order to reduce quantities of shipped documents

For further data on freight, see *Appendix 3, page 107*.

### **Objective 6: Further increase staff diversity, in particular with regard to gender and geographical diversity**

Overall, the composition of our staff already reflects a good diversity in terms of gender balance (55 per cent of female staff) and nationalities (54 different nationalities in Lausanne, 60 in Madrid). There are, however, two main areas for improvement:

- **Gender balance in the upper levels of management**

While women outnumber men by almost 2:1 at manager level, the opposite occurs at senior manager level. The gap widens further at Director and Executive Board level. However, progress was made between 2016 and 2017: the proportion of women on the IOC Commissions increased from 33 per cent to 38 per cent, and continued to increase to reach 43 per cent in 2018; the proportion of women on the IOC Board of Directors increased from 19 per cent to 25 per cent, and continued to increase to reach 29 per cent in 2018. During the same period, the proportion of women in senior management roles in Lausanne increased from 36 per cent to 38 per cent, while remaining stable in Madrid.

- **Geographical diversity reflecting all five continents**

The majority of staff come from European countries, and this remains the case among recent recruits, both in Lausanne and Madrid. Although this can be expected given our geographical locations, as a global organisation operating worldwide, the fact that other continents are less represented among our personnel is an area for improvement.

To advance further on the topic of gender equality, we launched the comprehensive Gender Equality Review Project in 2017, covering key aspects of gender equality within the Olympic Movement such as sport, funding, portrayal, governance and human resources. This review gave rise to the publication of [25 recommendations](#) validated by the IOC Executive Board in February 2018 (see also pages 33-34).



The proportion of women on the IOC Board of Directors increased from 19 per cent to 25 per cent, before going on to reach 29 per cent in 2018.”



Gender equality and diversity are two important topics that are part of the IOC's People Management 2020 programme, which was launched in 2017. The programme aims to modernise the IOC's human resources management function, boost employee engagement and positively influence the culture of the IOC. The recommendations of the Gender Equality Review Project will be embedded in this overall programme, the implementation of which is overseen by the IOC Human Resources Committee. For further details on employment statistics, including the diversity of staff and governance bodies, see *Appendix 3, pages 108-111*.

**Objective 7: As part of IOC@work2020, further develop a wellness programme to promote healthy and active lifestyles at the IOC**

As an organisation dedicated to promoting health through sport and active lifestyles, we provide numerous incentives to our staff to exemplify this in their daily lives. This includes a large range of sports activities, subsidies for sport-related expenses, healthy food options, nutritional advice, subsidies for active and sustainable commuting practices, participation in the Bike-to-Work challenge in Lausanne and other measures to promote a good work-life balance.

As part of our People Management 2020 programme and the ongoing construction of Olympic House, we plan to go one step further to reflect the IOC's commitment to promoting active lifestyles in society. In this context, ergonomic and active lifestyle concepts have been fully integrated into the design of Olympic House, including the office layout, the choice of furniture, user comfort, the in-house gym and the local mobility plan currently under development.

**Objective 8: Achieve carbon neutrality by reducing direct and indirect greenhouse gas (GHG) emissions and by compensating emissions as a last resort**

**Carbon footprint measurement**

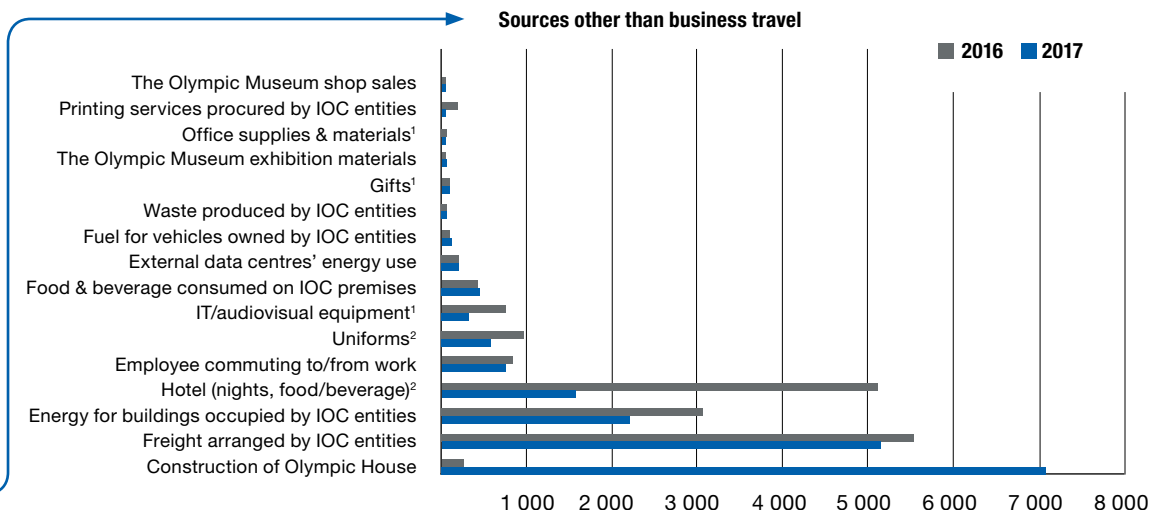
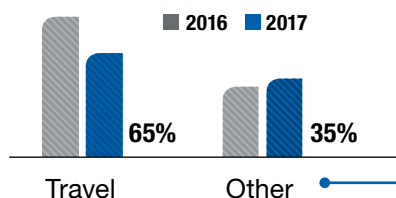
We have estimated our carbon footprint annually since 2014, including direct and indirect emission sources associated with the various IOC entities covered by the scope of this report.

Our carbon footprint is largely dominated by travel activities. The magnitude of our carbon footprint thus varies considerably depending on whether an Olympic Games edition takes place during the reporting year or at the beginning of the next reporting year, and where it is located. The year-on-year changes are mostly driven by the activities of OBS, which are directly connected to the operational delivery of the Olympic Games and the YOG. Olympic Games years also generate increased travel from IOC staff and IOC Members, further adding to the annual footprint.

In Figure 12 overleaf, we present the detailed carbon footprint calculations for 2016 and 2017. The former was an Olympic Games year, while 2017 was a non-Games year. In 2017, carbon emissions from our business travel represented 65 per cent of our total carbon footprint. Within the category labelled "other", two of the three largest components – freight and accommodation – are also related to travel and transport. Although 2017 was a non-Olympic Games year, carbon emissions from freight remained relatively high compared to 2016 (a Games year) due to the shipment of materials to South Korea in preparation for the Olympic Winter Games PyeongChang 2018, and – to a lesser extent – to the 131st IOC Session in Lima, Peru. Another key contributor to the IOC's 2017 carbon footprint was the construction of our new headquarters building in Lausanne.



**Total footprint for 2017**  
46,000t CO<sub>2</sub>e



<sup>1</sup> Bought by IOC entities  
<sup>2</sup> Bought/paid for by the IOC for IOC Members, staff, experts and guests

Figure 12: IOC detailed carbon footprint for 2016 and 2017

For further details on the carbon footprint, see Appendix 1, pages 99-102.

**Carbon reduction plan**

The carbon emissions over which we have the highest level of control are the emissions from our buildings' energy use and from our vehicles. These account for a small proportion of our overall carbon footprint, due to the magnitude of our business travel emissions and the relatively low carbon intensity of the energy that we use in Switzerland. Despite this, we are striving to reduce these emissions even further through the integration of numerous low carbon measures in the construction of Olympic House (see pages 44-45) and further energy efficiency improvement measures in existing buildings (see pages 45-46). Our carbon reduction plan also involves reducing the carbon intensity of our vehicle fleet at

each renewal of the fleet (every two years) with the support of Toyota, a TOP Partner. The previous renewal (in 2016) was accompanied by a 20 per cent reduction in the overall carbon intensity of the fleet.

Steps taken to reduce our indirect emissions include the following actions:

- optimising our business travel needs (see pages 51-52);
- promoting sustainable mobility options for staff home-work commuting (see pages 52-53);
- favouring the sourcing of low-carbon goods and services through the new sustainable sourcing approach (see pages 46-48); and
- reducing, reusing or recycling our waste (see pages 49-50).



### Carbon compensation plan

Our primary focus is to reduce carbon emissions. However, we recognise that our main source of impact, air travel, cannot be easily reduced in the current context and depends to a large extent on the locations of future Olympic Games. This means for the foreseeable future, we will still be responsible for a significant amount of travel-related carbon emissions, hence the need to consider meaningful carbon compensation options.

In September 2017 we concluded a [carbon mitigation agreement](#) with Dow, a TOP Partner, which has pioneered innovative carbon mitigation strategies for the Olympic Games. Through this agreement, which covers 2017-2020, Dow is implementing carbon-saving projects in the fields of industrial efficiency, transportation, infrastructure and materials recycling on a global scale. The savings generated by these projects are verified by an independent third party and allocated to the IOC with a view to balancing our carbon footprint over the 2017-2020 period and enabling us to reach our goal of carbon neutrality.

## Combining the power of sport and science for a more sustainable future

Both sport and science have the power to bridge borders and cultures – to unite and inspire people and change lives. Through a game-changing collaboration, Dow and the IOC are using the platform of sport and the Olympic brand to catalyse action on climate change and help build a blueprint for a more sustainable future.

As the Official Chemistry Company of the Olympic Movement, Dow has partnered with the Organising Committees of the Olympic Winter Games Sochi 2014 and Olympic Games Rio 2016, and now the IOC, to develop tailor-made carbon mitigation programs that address the technology needs of the regions in which they are implemented. Dow is working with customers, value chain partners and non-governmental organisations (NGOs) to introduce innovative low-carbon technologies in the sectors of buildings and infrastructure, food and packaging, and manufacturing and energy. These mitigation projects create high-quality emission reductions to help balance the carbon footprint of the partner while at the same time accelerating the adoption of more sustainable technologies across different sectors and value chains.

The carbon mitigation programmes follow the principles outlined in Dow's Climate Solutions Framework, a framework purposely built for these partnerships by Dow scientists together with external carbon experts. The Climate Solutions Framework allows event owners and organisations, in collaboration with partners, to implement a structured yet flexible approach to quantify and mitigate carbon footprints while also leaving a positive social and economic legacy. These mitigation projects go beyond the physical boundaries of the events or the organisation's direct control, extending climate action to a global playing field. Through its carbon mitigation projects, Dow has already delivered to date 4.3 million tonnes of carbon dioxide equivalent (CO<sub>2</sub>e). By 2026, the reductions are projected to exceed 6 million tonnes of CO<sub>2</sub>e.

Further information on the carbon programmes and collaborations that Dow has launched as a result of their partnerships with the Olympic Games and with the IOC is contained in their recently published 2018 [Dow Carbon Report](#), available by request.



### Objective 9: Include sustainability in corporate events

The integration of sustainability into our events is a cross-cutting objective, as it builds on measures implemented across the five focus areas of the Strategy. The scope of this objective includes events where the organisation is directly managed by the IOC, such as IOC Executive Board meetings, the IOC Session, IOC Commission meetings, the [Olympism in Action Forum](#) and the operations of the Olympic Club during the Olympic Games.

Our portfolio of corporate events takes in a wide variety of locations across the world. Inevitably this means there are often impacts related to travel and the freighting of equipment and materials, while at local levels we experience variability in the availability of local sustainable options for the sourcing of goods and services, and the availability of waste reuse and recycling options. Outside our home city of Lausanne, we are typically always selecting new venues for our events, which means assessing aspects such as accessibility, proximity to public transport services and accommodation.

In view of this geographical spread, we are developing processes and procedures to ensure that our approach to event management is as consistent as possible. This is being done in the form of an Event Sustainability Management System in accordance with the international standard ISO 20121:2012, the same standard that OCOGs are required to implement for the operation of the Olympic Games. Our objective is to be third-party certified to ISO 20121 by 2020.

The implementation of our management system has led to specific actions being undertaken in 2017-2018:

- Sustainability clauses have been included in the IOC organisation guidelines for the 2019 Session, which are part of the Host City Contract between the IOC and the Local Organising Committee.
- Sustainability training sessions were organised for the IOC Events team to help them integrate sustainability in their daily operations and decisions.
- A sustainability action plan was implemented as part of the [Olympism in Action Forum](#) in Buenos Aires (October 2018).
- The IOC sustainable sourcing approach has been developed and covers (among other categories) goods and services purchased for events.

The IOC Sustainability Policy and our Sustainability Strategy provide the context and basis for organisational roles, responsibilities and principles of operation that underpin our management system. Through the work of the Sustainability Unit, in collaboration with our Events team, we are establishing the necessary support structures and documentation processes.

The main areas of the standard that are yet to be developed are in relation to with legal requirements' inventory, operational management (in particular change control aspects), monitoring and performance evaluation, and setting up internal audit procedures.



## Challenges and lessons learned

This chapter presents the most specific and quantitative elements of this report. As with any large organisation, there are practical challenges associated with collecting reliable data, but the cyclical nature of our work makes it particularly hard to gather meaningful data within a single reporting period. The nature of the decisions to elect Olympic host cities in different parts of the world means that our travel and logistics footprints oscillate considerably, making the effects of any related sustainability measures harder to decipher.

Furthermore, many aspects are not yet managed in a centralised manner across our different sites, which creates challenges in terms of data consolidation. Our move into the newly built Olympic House in 2019 will considerably help in this respect, but at present this means that some data relating to our current offices and operations will not provide the meaningful baseline we would have liked to establish.

We should expect to see some significant improvements in energy efficiency and other resource consumption once we are installed in our new headquarters building, but it will be a few years before we see like-for-like trends that will truly inform our continual improvement goals. The difficulty to establish baseline data also affects our ability to define realistic and measurable quantitative targets in those areas.

The Sustainability Unit has organised workshops with a sample of colleagues to gain a better understanding of staff perceptions about sustainability. This has allowed us to identify and classify the most attractive and realistic benefits of the Sustainability Strategy, and we have used the results to inform our internal communication programme. The top three most attractive and realistic benefits for IOC staff were:

- to be credible towards our partners;
- to be an agent for change (as an employee); and
- to reduce reputational risks by being proactive.

Our mantra that “sustainability is a shared responsibility” requires continual reinforcement. One of the most effective ways we have been able to spread our message has been through the IOC’s inter-departmental working group. This has helped make specific actions more tangible and relevant to the departments concerned, creating a greater sense of engagement among colleagues.

It is also important to always remind staff and suppliers that the measures we take for the IOC are fully aligned with the sustainability objectives for the Olympic Games and the Olympic Movement as a whole. This helps people to realise they are part of a bigger project that has a real potential to drive positive change.

CHAPTER 4

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# THE IOC AS OWNER OF THE OLYMPIC GAMES





# The IOC as owner of the Olympic Games

## Scope

This sphere of our Sustainability Strategy is a direct response to Recommendation 4 of [Olympic Agenda 2020](#):

*Include sustainability in all aspects of the Olympic Games  
The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.*

- *Develop a sustainability strategy to enable potential and actual Olympic Games organisers to integrate and implement sustainability measures that encompass economic, social and environmental spheres in all stages of their project;*
- *Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;*
- *The IOC to ensure post-Games monitoring of the Games legacy with the support of the National Olympic Committee (NOC) and external organisations such as the [World Union of Olympic Cities](#).*

As owner of the Olympic Games, the IOC defines the product scope, scale, programme and operational requirements. We set and manage the Candidature Process, elect the host cities and set the contractual rules of engagement (Host City Contract). Following the host city election, our role is essentially one of contract management to oversee and support the work of the local Organising Committee of the Olympic Games (OCOG), while the real delivery of sustainability performance is the job of the host city and the OCOG.

**From the IOC Sustainability Strategy, first published January 2017**

Our approach to sustainability at the Olympic Games has two key elements. The first is our central managerial role of setting sustainability requirements, monitoring progress and providing technical support and guidance throughout the lifecycle of every Olympic Games – from the earliest stages of the Candidature Process through the planning and operational stages of the Games to the eventual dissolution of the Organising Committee for the Olympic Games (OCOG) and the handover to legacy bodies. This role embraces all aspects of sustainability as defined in our Sustainability Strategy, including climate change, biodiversity, materials and waste management, stakeholder and community engagement, the supply chain and labour standards.

The second element is the practical delivery of Olympic Games operations through the work of Olympic Broadcasting Services (OBS), which is owned by the IOC. Although this is not explicitly referenced in our Sustainability Strategy, we recognise that the activities and impacts of OBS is a material consideration with regard to delivering sustainable Olympic Games.



## Rationale

Although the majority of sustainability actions relating to the Olympic Games are carried out by the OCOGs and their delivery partners, the IOC has influence in shaping the sustainability of the Games, both through the Candidature Process and our Games management processes. Our experience from previous Olympic Games, along with the technical expertise and guidance we can offer to candidature teams and OCOGs, can help shape sustainability outcomes for each edition of the Olympic Games, ensuring that sustainability is a normal way of working for all those responsible for delivering the Games.

In contrast, the role of OBS is very practical and has potential significant impacts in terms of resource use in the construction, operation and decommissioning of broadcast facilities, as well as on-the-ground activities in every competition venue and across the host cities. While the day-to-day activities of OBS and Olympic Channel Services (OCS) at their Madrid headquarters are captured in Chapter 3 (see *pages 42-59*), it is also important to provide an account here of the on-site operations of OBS in the host cities.

## Sustainability and Olympic Agenda 2020 – The New Norm

To respond to recommendations within Olympic Agenda 2020, in February 2018 a plan detailing 118 reforms that reimagined how the Olympic Games are delivered was presented to the IOC membership at its 132nd Session in PyeongChang, Republic of Korea, on the eve of the Olympic Winter Games.

Known as Olympic Agenda 2020 – [The New Norm](#), this plan has been designed to increase host cities' flexibility in designing the Olympic Games to meet long-term development goals, and to ensure that host cities receive more assistance from the IOC and the wider Olympic Movement.

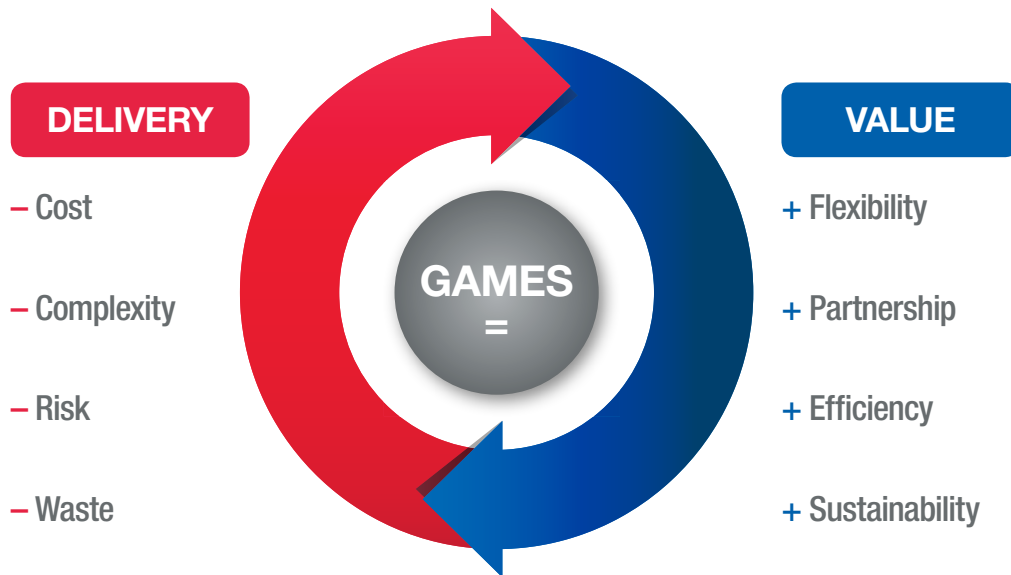
Central to the philosophy of Olympic Agenda 2020 – The New Norm is the drive to reduce cost, complexity, risk and waste, while simultaneously achieving more positive value through flexibility, partnership, efficiency and sustainability. Olympic Agenda 2020 – The New Norm recognises the essential role of sustainability as a basis for achieving strong legacy outcomes from the Olympic Games.



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Our experience can help shape outcomes and ensure that sustainability is a normal way of working for those delivering the Olympic Games.”

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**Figure 13: Diagrammatic representation of Olympic Agenda 2020 – The New Norm**

Fundamentally, Olympic Agenda 2020 – The New Norm is about ensuring the Olympic Games are affordable, beneficial and sustainable. It addresses changes to the candidature phase all the way through to the post-Games legacy phase, and represents another step in the direction of implementing the Olympic Agenda 2020 reforms and is entirely consistent with our Sustainability Strategy.

Through our reviews to the candidature and Games management requirements, as highlighted in Olympic Agenda – The New Norm, we have reduced the number of requirements and guarantees that must be submitted. These changes have reduced the scope of work and associated cost for Candidate Cities. The combined impact will mean easier, lower-cost candidatures and Olympic Games plans that are better for both the cities and the Olympic Movement.

Specific changes have been adopted in three principal areas: Games governance; Games requirements; and the IOC’s support to organisers. These changes are designed to increase collaborative working, with the IOC taking a more hands-on approach to working with Candidate Cities and OCOGs.

The role of the IOC administration will therefore evolve to ensure increased presence with the OCOGs. This assistance is increasingly necessary – not only to assess risks and opportunities, but increasingly to guide the OCOGs in developing their plans and ensuring their implementation. This approach will be applied across all areas, including sustainability and legacy.

When it comes to Olympic Games requirements, one major focus has been to reduce complexity and its associated costs. Too often, the Games have been organised from scratch using bespoke solutions, which is an expensive and time-heavy model when the event industry can also supply readymade solutions. Likewise, International Federations (IFs) have knowledge about and experience of staging world-class sporting events, so it makes sense to increase their role in supporting Games organisers.

Another efficiency will be to provide turnkey solutions to standard operational functions that are common across Games editions, instead of reinventing the wheel each time. This could apply to areas such as technology, cabling, venue planning, ticketing and other operational deliveries and opportunities.

When multiplied across the scale of the Olympic Games and combined with the associated space, energy, technology, staff and overhead savings, these changes should generate efficiencies and reduce programme delivery risk. Equally, they would result in lower resource consumption, less waste and consequently lower environmental impacts and carbon emissions.



## Timelines

Olympic Games projects take approximately a full decade, from the beginning of the Candidature Process through to the dissolution of the OCOG following the Games. This means at any one time, there may be three current OCOGs at different stages of planning for the Games, a Candidature Process in progress, Interested Cities considering future bids and recent host cities entering their legacy phase. Consequently, many of the strategic and technical changes introduced by the IOC will take a long time to be realised in full.

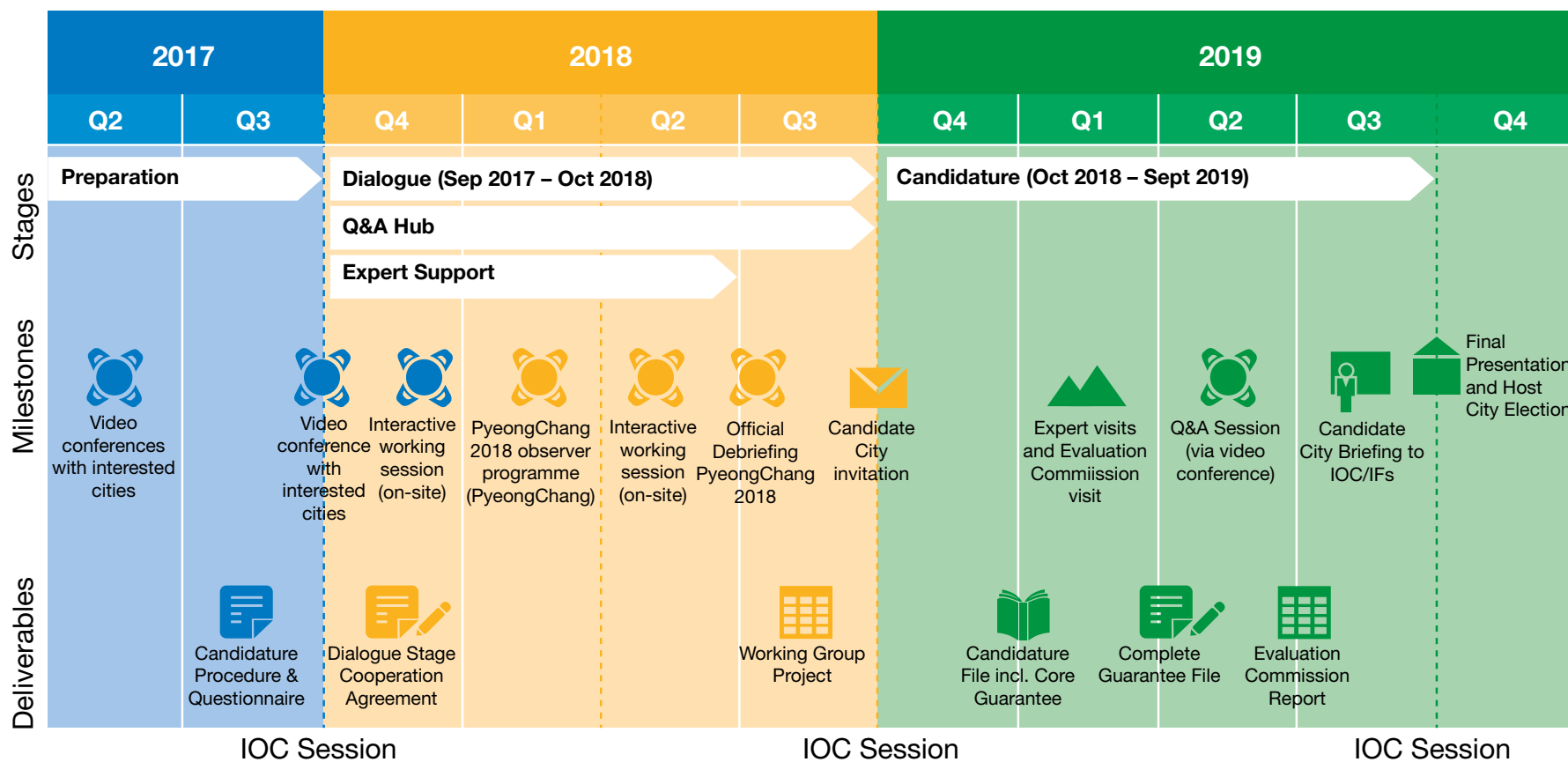


Figure 14: Candidature Process for the Olympic Winter Games 2026



For example: when our Sustainability Strategy was approved by the Executive Board in December 2016 and published in January 2017, the Olympic Winter Games PyeongChang 2018, the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022 had all been awarded. Although the Candidature Process for the Olympic Games 2024 was nearing completion, the cities were able to benefit from the spirit and philosophy of Olympic Agenda 2020. As such, the new Candidature Process for the Olympic Winter Games 2026 is the first process for which both our Sustainability Strategy and Olympic Agenda 2020 - The New Norm will fully apply.

At the time the Strategy was published, our direction of travel towards more sustainable Games had been known for some while, and the Candidate Cities for the Olympic Games 2024 were already giving greater prominence to sustainability and legacy aspects. Nevertheless, the example given above does illustrate the challenge of introducing changes designed to influence processes that last around ten years.

Please refer to the [IOC Annual Report 2017](#) (page 59) for more information on the Candidature Process for the Olympic Winter Games 2026.

## Progress against objectives

Four of the 18 objectives for 2020 in our Sustainability Strategy directly relate to the IOC as owner of the Olympic Games, and this chapter tracks our progress towards achieving them. Our long-term intent, as defined in our Sustainability Strategy, is to ensure the Olympic Games are at the forefront in the field of sustainability and the host cities can leverage the Games as a catalyst for their sustainable development.

## Objective 10: Ensure sustainability is addressed as a strategic topic with cities as early as the Invitation Phase and throughout all phases of the Candidature Process

**Note:** When our Sustainability Strategy was published, the first phase of the Candidature Process was known as the Invitation Phase. Following revisions for the Olympic Winter Games 2026, it is now known as the Dialogue Stage.

### Candidature Process for the Olympic Games 2024

The [Candidature Process for the Olympic Games 2024](#), which began in September 2015, was the first full Candidature Process launched by the IOC since the adoption of Olympic Agenda 2020 in December 2014. Although it predates the publication of our Sustainability Strategy, this Candidature Process timeline mirrored much of the Strategy's development phase, allowing us to inform and be fully engaged in the Candidature Process from the outset.

Specific sustainability elements in the Candidature Process included:

- Revisions to sustainability sections in candidature documentation:
  - [Candidate Questionnaire](#)
  - [Host City Contract Operational Requirements](#)
- The inclusion of dedicated sessions on sustainability and legacy as part of regular one-to-one briefings to Candidate Cities (November 2015 and November 2016). These sessions allowed cities to receive an overview of the developing IOC Sustainability Strategy and our strategic legacy approach, as well as to discuss the sustainability and legacy-related aspects of their concepts.



- The presentation of targeted biodiversity and conservation-related materials to Candidate Cities at the first briefing in November 2015 from our partner, the International Union for Conservation of Nature (IUCN), drawing from the global database, the Integrated Biodiversity Assessment Tool (IBAT). In particular, this information was used to identify and avoid potential conflicts with designated protected natural and/or sensitive areas.
- Site visits to Candidate Cities by a sustainability technical expert after submission of the Candidature File and before the visit by the IOC Evaluation Commission in early 2017. Although Games Evaluation Commissions have featured an environmental/sustainability adviser ever since the Candidature Process for the Olympic Winter Games 2002 (which began in 1995), the 2024 process was the first time that a technical specialist had been able to visit and interact directly with the Candidate City teams as part of the pre-evaluation process. This enabled us to gain a clearer understanding of the key sustainability and legacy aspects of each Candidate City, and helped the cities to refine and clarify their plans.
- As had been the case in previous rounds, the attendance of the sustainability technical expert at the Evaluation Commission visits and working meetings during spring 2017, at the briefings to IOC Members in July 2017 and at the IOC Session in Lima, Peru, in September 2017, where the host city election took place.
- An increased emphasis on sustainability and legacy in the [Evaluation Commission Report](#), which included a dedicated chapter covering the legacy use of new venues, sports development, sustainability, the impact on the natural environment, cultural heritage and communities, and community engagement and outreach.
- The Evaluation Commission Report taking into account third-party expert reports on a wide range of topics including: protected areas, sustainability, air quality and human rights.

### Candidature Process for the Olympic Winter Games 2026

Published in October 2017, the [Candidature Process for the Olympic Winter Games 2026](#) introduced the Dialogue Stage. During this new phase, lasting just over a year, it was envisaged that the IOC would engage with Interested Cities without requiring a formal commitment, before going forward in October 2018 – subject to a vote by IOC Members – into a shortened Candidature Stage as Candidate Cities. The new process is based on a need for increased flexibility and an in-depth dialogue with the IOC and the Olympic Movement, most notably the IFs for winter sports.

The introduction of Olympic Agenda 2020 – The New Norm in February 2018 builds on this revised process in order to further reduce the costs and risks to Candidate Cities and host cities, and to improve sustainability and legacy outcomes.

Specific sustainability elements included:

- An emphasis on the long-term development goals and sustainability challenges of the cities and regions. This has been a fundamental shift in mindset: the Olympic Games project is now viewed as a means of helping cities/regions achieve their development goals and address contemporary challenges, rather than adapting city plans to fit the Olympic Games. Games legacy will now become complementary to existing city/regional goals and not by-products of a Games-first approach.
- A priority given to using existing venues and other facilities unless a demonstrable long-term business case can be made for building new ones. This approach reduces the risk of building permanent venues with no viable after-use and avoids the expensive construction of bespoke temporary venues, even if this means a more dispersed Olympic Games concept.
- The consideration of opportunities to share venues across multiple sports and IFs.



- Further revisions to sustainability sections in candidature documentation to reflect essential elements of the IOC Sustainability Strategy:
  - [Candidate Questionnaire](#)
  - [Host City Contract Operational Requirements](#)
- The inclusion of sustainability and legacy considerations in initial interactive workshops with each Interested City.
- Use of the Integrated Biodiversity Assessment Tool (IBAT) database to screen for protected natural areas across each city/region.
- Site visits to Interested Cities by sustainability technical experts and legacy experts in the first three quarters of 2018. These visits took place much earlier than in the 2024 Candidature Process, which meant that sustainability and legacy issues and opportunities could be discussed directly with the local teams and city officials well before the Games concepts had been locked down. Cities were able to explain their ideas, receive guidance and understand IOC expectations in a series of informal and open discussions.
- The use of feedback from these visits to inform the report of the Olympic Winter Games 2026 Working Group, presented to the IOC Executive Board and the IOC Session in October 2018 ahead of the decision on which cities would become Candidate Cities.

### The Youth Olympic Games (YOG)

Although the YOG is not specifically covered by this objective, it is important to note how sustainability considerations apply to the YOG. In terms of scale and the levels of requirements and related operations, the YOG is vastly smaller than the Olympic Games and does not have comparable levels of impact or profile: the Youth Olympic Games Organising Committees (YOGOCs) are smaller and the budgets more modest. The need for smaller venue capacities calls for the use of existing facilities, temporary facilities and open, public spaces in a festival-type approach, which combines competition with cultural and educational activities.

Nevertheless, although requirements have deliberately been kept simple, there is a short section on sustainability within the candidature questionnaire, and a single requirement for the local team to develop a sustainability strategy for their edition of the YOG. The Winter YOG Lillehammer 2016 was the first organisation in Norway to obtain the ISO 2012:1 certification, and the YOG Buenos Aires 2018 is also well on track to achieve the same certification. The YOGOC in Buenos Aires is also documenting its best practices in order to deliver a sustainable event guide for the hosting of future events in Argentina.

In February 2018, the IOC approved plans to target African NOCs as potential hosts for the [YOG 2022](#). Existing documentation and procedures are currently being reworked to alleviate any constraints for potential host cities and to facilitate a more diverse array of potential destinations.

Our vision is that the YOG will be integrated into broader regional and national strategies in line with the principles contained within Olympic Agenda 2020 – The New Norm, and that we will work with host cities and nations to help reverse the trend of young people dropping out of sport.

Please refer to pages 62-67 of the [IOC Annual Report 2017](#) for more information on the YOG.



**Objective 11: Reinforce sustainability commitments in the Host City Contract so that bidding for and hosting an Olympic Games edition can act as a catalyst for sustainable development within the host city and region**

As described under Objective 10, significant revisions were made to documentation for the Candidature Processes for the Olympic Games 2024 and the Olympic Winter Games 2026 in order to increase the emphasis on sustainability and legacy matters. Specifically, these revisions included:

- In the [Host City Contract for the Olympic Games 2024](#)<sup>1</sup> an explicit reference to the United Nations Guiding Principles on Business and Human Rights (UNGP), which outlines human rights responsibilities of businesses, together with references to anti-corruption standards, was included for the first time. The Guiding Principles explain how commercial enterprises<sup>2</sup> should assess human rights risks to their activities, take steps to avoid human rights impacts caused by their activities, and ensure a remedy is available to anyone who would suffer human rights violations in spite of those efforts.
- The strengthening of sustainability principles across all operational areas as part of the 2018 revision of the Host City Contract for the Olympic Games 2026 and the accompanying Host City Contract 2026 – Operational Requirements, a process that also integrated the requirements from the IOC Sustainability Strategy that apply to the OCOGs, host cities and their delivery partners.

The second point is significant because for the first time, sustainability criteria have been integrated across the Host City Contract in areas such as sport, venue development, brand identity and Look of the Games, Games services (such as transport and food and beverage), governance and finance. This helps to ensure that sustainability becomes a way of working for future host cities and their OCOGs rather than as an ad hoc undertaking.

**Objective 12: Strengthen support and monitoring of the OCOGs' implementation of sustainability-related bid commitments, Host City Contract requirements and IOC's recommendations, including through the provision of common methodologies and independent third-party assessments where appropriate.**

Since the early 2000s, the IOC has provided an initial briefing on sustainability to newly formed OCOGs, followed up by periodic Technical Reviews to assess progress against bid commitments. This approach was essentially top-down – it did not facilitate working in genuine partnerships or the provision of expert guidance.

Following the Olympic Games London 2012, there was a step-change in our approach to working with OCOGs on sustainability matters. This increased level of attention and collaboration helped inform the development of our Sustainability Strategy and Legacy Strategic Approach.

<sup>1</sup> The Summer Games of 2028 were awarded to Los Angeles at the same time as the Summer Games of 2024 were awarded to Paris. At this stage, therefore, the same sustainability requirements apply to both host cities

<sup>2</sup> Although pitched at commercial enterprises the UN guiding principles can equally be applied to other types of organisations and are thus entirely relevant for Olympic Games organisers.



Our in-house Sustainability Unit and external expert advisers now have more frequent and deeper interactions with the sustainability teams and other relevant functions in both the OCOGs and their delivery partners. These interactions go well beyond simply monitoring compliance and checking progress: they now include detailed guidance, discussing solutions to issues arising and developing tools and common methodologies to help shorten the learning curve for each new host city coming on board.

We undertake regular on-site meetings with the corresponding OCOG teams, often with local stakeholders in attendance. Each visit includes meetings with other OCOG functions, in order to ensure sustainability is treated as a shared responsibility, and a briefing session with senior OCOG management, in order to ensure they recognise the importance and benefits of sustainability in their planning and operations.

Where possible, we align our technical visits with those of other functions so that our staff and/or technical advisers can attend sessions with them. For example, we regularly provide input to the Venue Development and Operational Reviews (VDORs) that usually take place every three to four months.



**Our Sustainability Unit develops methodologies to shorten the learning curve for each new host city.”**

We supplement our visits with regular conference calls with the OCOG’s Sustainability team, along with ad hoc email exchanges on specific topics and issues. When more high-level management decisions are required, sustainability agenda items are added to Project Reviews and Coordination Commission meetings.

We also review and comment on early drafts of sustainability policies, plans and other documents produced by OCOGs, such as sourcing codes, management system manuals and communications plans.

Our specific sustainability actions in this area have included:

- The production of an Olympic Games Guide on Sustainability, which was first issued September 2013 and was revised and updated in 2015 and 2017.
- The review of other relevant Olympic Games Guides<sup>3</sup> (such as Food Services, Olympic Villages, Venues, Transport, Brand Identity and Look, Ceremonies etc.) to ensure a consistent and integrated approach to sustainability across all functional areas. This has been a regular task of reviews and updates following each edition of the Games.
- The inclusion of a chapter on sustainability in the generic Olympic Venue Briefs that are provided to each OCOG early in the planning process.
- The production of an Olympic Games Guide on Sourcing and Resource Management – A Circular Economy Approach (October 2017), which is designed to provide OCOGs with information that will help them to develop a holistic and integrated approach to managing goods/materials and optimising value throughout the Games management lifecycle. It encourages OCOGs to take a circular economy approach and apply it to the staging of the Olympic and Paralympic Games.

<sup>3</sup> Olympic Games Guides were formerly known as Technical Manuals. Since the advent of Olympic Agenda 2020, all Technical Manuals were revised as guidance documents and specific ‘Operational Requirements’ were placed in a separate document annexed to the Host City Contract.



- The development of a standardised methodology for carbon footprinting to help OCOGs calculate the carbon footprint of their Games and identify areas where they could achieve significant carbon emission reductions. This approach will enable OCOGs and their delivery partners to identify appropriate emission avoidance and reduction opportunities earlier in their planning process than has previously been possible, thereby realising greater cost savings. The methodology has been produced by recognised experts in the field, working in collaboration with current OCOG sustainability teams.
- The requirement for all current and future OCOGs to achieve certification to the Event Sustainability Management Systems standard, ISO 20121:2012. We may also ask OCOGs for evidence that their venues are being constructed to the green building standards as proposed in the Candidature File, and for the establishment of a suitable complaints and dispute resolution mechanism for dealing with supply-chain issues.

**Objective 13: Facilitate exchanges between Olympic Games stakeholders (e.g. OCOGs, national partners, host city authorities, TOP Partners) and build strategic partnerships with relevant expert organisations to develop innovative sustainable solutions for planning and staging of the Olympic Games**

The need to work in partnerships begins during the Candidature Stage (see Objective 10 above) and continues throughout the lifecycle of an Olympic Games. A key part of this process is reviewing and advising on governance structures during the Candidature Stage, then reviewing proposals following the host city election. This process allows us to use the Olympic brand's convening powers to help bring together all the relevant stakeholders and establish lines of collaborative working.

During the development of the IOC Sustainability Strategy and following its approval in December 2016, we consulted with many international organisations to identify potential synergies, areas of interest and concrete actions that would assist us in responding to Olympic Agenda 2020 and implementing the Strategy. Identifying and consulting with potential partners is an ongoing process – in many cases, these partner organisations are able to provide assistance to OCOGs and host cities, either directly or via their international networks.



Specific sustainability actions relevant to OCOGs and host city authorities have included:

- An agreement between the IOC and the International Union for Conservation of Nature (IUCN) to collaborate on biodiversity and the conservation.
- The promotion of the Green Passport, the UN Environment (formerly UNEP) online educational platform on sustainable tourism.
- The review of and support for the IOC's carbon management methodology for OCOGs by [UN Climate Change](#) (UNFCCC).
- [An agreement](#) in September 2017 between the IOC and Dow, a TOP Partner, to implement a global carbon compensation programme. While this covers the IOC in general terms, it can also be applied to the Olympic Games in partnership with the OCOGs and host city authorities.
- [An agreement](#) between the IOC and [C40 Cities](#) in June 2018 to work together to share knowledge and expertise to assist the host cities, Interested Cities and Candidate Cities achieve their sustainability objectives, particularly their efforts on climate change mitigation and adaptation, and to foster innovation in areas such as sustainable infrastructure, mobility; food, water, waste, air quality and resilience.
- Technical cooperation from the [World Health Organisation](#) (WHO) around public health issues related to mass gatherings, health-related issues and surveillance in relation to the Olympic Winter Games PyeongChang 2018 and the YOG Buenos Aires 2018.

### Peer-to-peer learning

We encourage contact between successive OCOGs where this can help mutual learning. In practice, this can be difficult: the older OCOG will normally be between 18 months and four years ahead of its peers and will consequently be dealing with situations and issues that have not yet become relevant for the succeeding OCOGs. Language and cultural differences can also be limiting factors.



Already, the host city authorities of the Olympic Games Paris 2024 and Los Angeles 2028 have signed a Memorandum of Understanding to collaborate on issues relating to sustainability, social inclusion and innovation. Although four years apart in delivery, both host cities were elected at the same time, thereby providing a unique opportunity for co-working and sharing knowledge and ideas.

We certainly support this approach and will seek to facilitate other opportunities for peer-to-peer learning between contemporary OCOGs and host cities.



### Games-time Observer Programme

Another important activity is our Transfer of Knowledge programme – and, specifically in relation to the Games, the integrated Observer Programme held during the period of both the Olympic and Paralympic Games. This provides the next OCOG and others that follow, as well as teams from Interested and Candidate Cities, with the chance to learn about how sustainability is being delivered, both in a classroom environment and on the ground at venues.

Over the last few editions of the Games, the programme has included stand-alone sustainability sessions. At the Olympic Winter Games PyeongChang 2018, we introduced some sustainability content into observer sessions run by other functions, which proved useful. For future Games, therefore, in addition to the stand-alone sessions, we will provide a more integrated approach – not only to sustainability across the whole Observer Programme but as a combined effort reflective of the experience of both the IOC and the International Paralympic Committee (IPC).

Additionally, whereas in the past the content has largely been provided by the hosting OCOG, our Sustainability Unit will in future be responsible for much more of the content. This has the double benefit of relieving pressure on the OCOGs at their busiest time while also enabling a more objective and wider-ranging discussion.

Thanks to our continual and in-depth engagement with host cities and OCOGs over the full Games lifecycle, we will have good knowledge of the processes that have been followed and the challenges that have been encountered, which we can place in a broader context that will be of more value to observing teams. This will be further contextualised by the OCOG's own lifecycle – specifically segmenting learning into the 3+4 planning framework emphasised by

Olympic Agenda 2020 – The New Norm, for which organisers are encouraged to allocate around three years to strategic elements before shifting focus four years before the Games to detailed operational planning, readiness and delivery.

Sustainability is also a specific theme covered in the post-Games Debrief, which is always held a few months after each Games in the corresponding next host city. This allows larger numbers of delegates from the next host city to attend sessions than was the case for the on-site Observer Programme.



**A Games-time Observer Programme session during the Olympic Winter Games PyeongChang 2018**



## Olympic Games Legacy

One significant step has been the development of the IOC [Legacy Strategic Approach](#), which was approved by the IOC Executive Board in December 2017. This covers the various ways in which we will encourage, support, monitor and promote legacy in partnership with our stakeholders.

The four objectives of the Legacy Strategic Approach are:

1. to embed legacy through the Olympic Games lifecycle;
2. to document, analyse and communicate the legacy of the Olympic Games;
3. to encourage Olympic legacy celebration; and
4. to build strategic partnerships.

In line with the Olympic Games timelines, this means that host cities from the Olympic Winter Games 2022 onwards will be required to develop a legacy plan outlining how legacy will be embedded across their Games project and how it will serve their host city communities. They will also be required to outline their legacy governance structure that takes into consideration the following principles:

- legacy governance is operational early in the lifecycle of the Olympic Games;
- legacy governance is made resilient to operational pressures and political changes;
- processes for transfer of ownership at the end of the Olympic Games are clearly defined to ensure continuous implementation;
- legacy funding is ensured through early definition of the roles and responsibilities of local/national authorities;

- legacy planning and delivery are monitored using transparent mechanisms to resolve any potential issues and shortcomings, and find corrective measures when necessary; and
- appropriate evaluation and assurance is established to monitor compliance, supported by coordinated communications and responses to issues.

This approach complements our efforts to ensure sustainability principles are applied throughout the planning and delivery of the Olympic Games.





## Practical sustainability measures for the Games by OBS

OBS was established in 2001, and its initial efforts on sustainability were limited to paper recycling and power management control. Following the introduction of [Olympic Agenda 2020](#), OBS personnel also began paying serious attention to sustainability in relation to their Games-time operations. Starting with the Olympic Games Rio 2016, working through the Olympic Winter Games PyeongChang 2018 and looking ahead to the Olympic Games Tokyo 2020, OBS has recognised the need for and value of operating more sustainably.

A number of measures have been introduced, or are planned, in order to reduce waste and energy consumption and optimise operational efficiencies. These include the following:

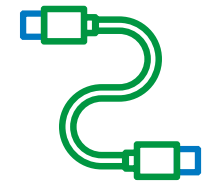
- The reconfiguration of the layout of the International Broadcasting Centre (IBC) to create a more optimal mix of technical areas and office spaces. This will balance airflow and reduce the amount of heating and cooling required, thereby lowering power consumption. This rearrangement has had to be thoroughly discussed with all the Rights-Holding Broadcasters (RHBs) who operate within the IBC in order for them to be persuaded of the real benefits.
- At the Olympic Winter Games PyeongChang 2018, OBS limited the IBC to a single floor and further lessened its height, thereby reducing the total amount of construction. There was also a 30 per cent reduction of the main electrical switchgear compared with the previous Olympic Winter Games.
- The reuse of materials from successive Games. Up until the Olympic Winter Games Sochi 2014, OBS had to dismantle and dispose of the IBC's fit-out materials, resulting in large volumes of debris. Not only was this wasteful, it meant high costs of new overlay for each Games. Following the Olympic Games Rio 2016, almost all overlay materials such as power panels, ceilings,

lighting, carpets and air ducts were dismantled, collected from the IBC and transported by sea freight to PyeongChang for reuse in the IBC for the Olympic Winter Games in February 2018. This reuse of modular panels is estimated to have avoided 3,000 truckloads of waste, while approximately 50 per cent of cabling was salvaged from Rio for reuse in PyeongChang. Occupying more than 300 shipping containers, these materials will be reused at the next Games: the aim is for 90 per cent of materials from PyeongChang to be reused at the Olympic Games Tokyo 2020. Depending on the condition of the materials after three Games, a decision will be made on whether they can be reused once more at an IBC. If not, alternative reuse options will be considered, including donating them to UN agencies for redistribution to those in need.



**3,000**

**3,000 truckloads of waste avoided thanks to the reuse of Rio 2016 modular panels at PyeongChang 2018**



**50%**

**cabling salvaged from Rio 2016 for reuse at PyeongChang 2010**



**90%**

**of materials from PyeongChang 2018 will be reused at Tokyo 2020**



Following the Olympic Winter Games PyeongChang 2018, an experimental project saw the shipping of certain used modular panels, solar panels and containers to a refugee camp in northern Uganda, where they will form much-needed housing. The work has been financed by OBS in lieu of costs that would have been paid to recycle these materials in the Republic of Korea.

- Sustainable sourcing. In response to Olympic Agenda 2020 – The New Norm, OBS is developing sustainability requirements for inclusion in tender specifications for building materials, uniforms, catering and the like. These requirements will include an emphasis on reducing packaging and plastic content. Of course, the paramount criterion is quality for broadcasting purposes – but where other factors can influence choice, sustainability is given high priority.
- A reduction of on-site OBS personnel at the Olympic Games Tokyo 2020 compared to the Olympic Games Rio 2016. This is despite a larger number of sports and a more dispersed venue configuration than was the case in both Rio and at the Olympic Games London 2012. Measures to achieve this reduction include the introduction of new technologies and a greater reliance on remote production (for example, producing highlights packages from studios in Madrid rather than in the host city).

### Financial benefits of a sustainable approach

OBS has analysed the cost and benefits of its sustainability measures and identified significant savings. It is not a linear progression from Games to Games, as cost savings vary between host cities because of different costs of labour and construction materials. In the case of the Olympic Games Rio 2016, the use of modular reusable panels for the IBC achieved cost savings in the order of 60 per cent compared with traditional single-build solutions. Savings were less significant for the Olympic Winter Games PyeongChang 2018, while anticipated savings for the Olympic Games Tokyo 2020, where local construction is very expensive, could be in the order of 50-70 per cent. Even taking account of storage and shipping costs, over three Olympic cycles this equates to considerable cost savings – of tens of millions of USD.

One example of these savings is with the TV towers required at each Games. Demountable, reusable TV towers can achieve the same purpose as building a new structure, but they are about 75 per cent cheaper – saving up to USD 3m each time. The TV tower first used at the Olympic Winter Games Sochi 2014 will be on its fourth Games in Tokyo, having also been reused in Rio and PyeongChang.

Modular construction saves fit-out and dismantling time by about 20 per cent. This means potentially shorter rental periods for venues, leading to additional cost savings, and is also better for the host venue, leaving shorter gaps between events.

The use of remote production instead of sending non-local broadcast technicians to the host city saves about USD 25,000 per person per Games.

Please refer to the [IOC Annual Report 2017](#) (page 24) for more information.



## Challenges and lessons learned

The continual improvements to the Candidature Process and increased engagement with candidature teams, OCOGs and host cities have further advanced the sustainability agenda for the Olympic Games. These changes are also testament to a willingness to re-examine established ways of working and find better ways of doing things.

Alongside these improvements come numerous challenges, particularly in trying to provide a consistent approach across multiple host cities at the same time. This is true for any IOC function – but in the case of sustainability, it is particularly challenging due to widely varying cultural and geographical situations, with different levels of societal understanding and expectations concerning sustainability.

With regard to the internal challenges of integrating sustainability across different functions and building both awareness and understanding among different teams, the incorporation of sustainability content into guidance and requirements



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We find the most beneficial interaction is collaboration with our peers in the Candidate Cities and host cities.”

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documentation produced by other functions has proved useful. With the Venues team, we have delivered joint working sessions to the OCOGs, which have helped reinforce the interconnection between sustainability and venue planning and development.

Certainly, compared with a decade or so ago, the level of support and guidance available to candidature teams and OCOGs has improved immensely. This has been reinforced by the input from partner organisations such as the International Union for Conservation of Nature (IUCN), the International Labour Organization (ILO) and UN agencies as well as TOP Partners such as Dow (our official Carbon Partner) and Toyota, but probably the most important advances have been the earlier, direct interaction with local teams in their cities, both during the Candidature Process and in the early set-up stages for each OCOG.

Although we can always improve our technical guidance and materials, we find the most beneficial interaction is collaboration with our peers in the Candidate Cities and host cities. Collaborative working is an obvious approach but it has not always been carried out effectively. Previous OCOGs have worked in relative isolation, reinventing the wheel each time.

Continuity of purpose is an important element in this respect. When a Candidature team transitions into an OCOG, there can be a hiatus and change of personnel that can mean a loss of momentum for sustainability. While the IOC cannot dictate individual appointments, early engagement with the new host city and transition team means we can ensure that sustainability remains high on the agenda and has a strong place within the new governance structures being established.



On an individual level, we invest a considerable amount of time and effort briefing and supporting the sustainability function in each OCOG, with the risk that this work could be undone when people leave. In some countries it is common practice to recruit staff on secondment from public agencies, government departments or corporate partners which can often mean people work in cycles of two or three years before returning to their original jobs, thereby breaking the continuity of the team and losing valuable knowledge. This is hard for us to overcome – but through continual engagement with the OCOGs throughout their lifecycle, we can minimise the impact of such issues.

The revised approach to the Candidature Process has been of particular benefit. By sending the IOC's appointed technical experts to each Interested City during the Dialogue Stage, we are now more able to help shape bid concepts that align better with local/regional goals. Candidate Cities can sometimes over-promise on environmental technologies and other eye-catching projects, whereas the more sustainable approach we are seeking can actually mean doing less and aligning with existing initiatives.

Instead of sustainability being used by Candidate Cities as a differentiator, the ideal is that it becomes the natural basis for any Candidature. No two cities are alike and there can be no direct comparison between competing claims and promises. What matters is sustainability in the host territory context: an Olympic Games concept that fits with the direction in which the city/region is already heading, and that can enhance and accelerate planned programmes and help address contemporary social, economic and environmental issues.



**At the 132nd IOC Session in Lima, Paris and Los Angeles were elected as host cities of the 2024 and 2028 Olympic Games respectively. Revisions made to the Candidature Process for the 2024 Games increased the focus on sustainability.**

## CHAPTER 5

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# THE IOC AS LEADER OF THE OLYMPIC MOVEMENT





# The IOC as leader of the Olympic Movement

## Scope

This sphere of our Sustainability Strategy is a direct response to Recommendation 5 of [Olympic Agenda 2020](#), which states (in part):

*... The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:*

- *developing recommendations,*
- *providing tools, e.g. best practices and scorecards,*
- *providing mechanisms to ensure the exchange of information between Olympic stakeholders,*
- *using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.*

*To achieve the above, the IOC to cooperate with relevant expert organisations such as the United Nations Environment Programme (UNEP).*

Our approach to sustainability across the Olympic Movement can be summarised in two ways. First, we aim to provide and facilitate technical support in the form of information exchange, technical one-to-one support and best practice guides. Second, we aim to use our global reach to bring the sustainability work of Olympic Movement stakeholders to a broader audience.

To achieve these goals, we intend to leverage two major assets: Olympic Solidarity, the established main mechanism through which the IOC supports the National Olympic Committees (NOCs), and Olympic athletes, who can provide the inspiration and profile to excite greater attention in this area.

The Olympic Movement comprises a diverse and influential set of constituents, all connected through association with the Olympic brand. Although in this context the IOC's level of direct control is limited, we see our role as leader of the Olympic Movement as a great opportunity to inspire, encourage and assist the constituent entities.

Since the advent of Olympic Agenda 2020, we have taken a renewed look at how we engage with and assist National Olympic Committees (NOCs) and International Federations (IFs) on sustainability matters. The main vehicle for supporting NOCs is Olympic Solidarity. Accordingly, we are working to ensure that sustainability considerations are integrated into the future work of Olympic Solidarity with the NOCs, including providing guidance, education manuals and evaluation of funding requests from NOCs.

For IFs we aim to produce an overview of existing IF sustainability initiatives, as well as identify common topics, challenges and needs for further support and guidance.

**From the IOC Sustainability Strategy, first published January 2017**



## Rationale

Our primary focus during the reporting period was to gain a clear picture of the level of understanding and implementation of sustainability within IF operations and events, provide targeted support, and establish a working strategy with the NOCs.

## Progress against objectives

To enable delivery of our 2020 objectives, we appointed an Olympic Movement Sustainability Manager in early 2017 with the aim of driving delivery of the five sustainability objectives that specifically relate to our role as leader of the Olympic Movement.

### **Objective 14: Provide mechanisms to ensure exchange of information and best practices between Olympic Movement stakeholders**

We have concentrated much of our efforts since the publication of our Sustainability Strategy in January 2017 on researching and developing means to provide information on sustainability best practices in ways that are useful for our Olympic Movement stakeholders. The principal means of doing this have been through workshops, the publication of case studies and guidelines, and the establishment of a dialogue to ascertain the current activities and future aspirations for the 206 NOCs.

#### Workshops

Throughout 2017 and into 2018, we hosted a series of workshops on specific subjects for our Olympic Movement stakeholders. These workshops covered topics such as water quality, sourcing and resource management, and carbon management.

In addition to the specific technical themes of the workshops, we used these gatherings to gain more insight into how best to address:

- the best opportunities through which to exchange best practices and experiences;
- the challenges and barriers faced by the sport world in implementing sustainability initiatives – both generally and for specific topics;
- any mechanisms and strategies that have or could be put in place to advance sustainable goals;
- the level of need to develop further technical industry-led partnerships and tools;
- the need for cross-cutting discussions between different sports organisations and the establishment of inter-sport relationships; and
- unifying sport to address relevant global issues through the implementation of the United Nations Sustainable Development Goals (SDGs).

We will continue to offer similar workshops for NOCs and IFs in the future, with the agenda depending on demand, emerging issues and whether there is any new information to report. For the time being, the workshops are being followed by the publication of practical guidelines for the Olympic Movement (*see page 83*).

#### Case studies

In 2016 and 2017 we published a total of [40 IF sustainability case studies](#) from more than 20 individual IFs, covering a wide range of sustainability topics. Each case study is aligned with one or more of the IOC's five sustainability focus areas and with one or more of the UN SDGs. The table that follows lists the case studies published in 2016 and 2017.



FOCUS AREA	THEMES COVERED	OLYMPIC IF/IOC RECOGNISED FEDERATION	SDGS SUPPORTED
<b>Infrastructure and natural sites</b>			
	<p>Venue development</p> <p>Playing surfaces</p> <p>Landscapes and protected areas</p> <p>Water quality</p>	<p>World Archery (WA; archery); International Golf Federation (IGF; golf)</p> <p>International Hockey Federation (FIH; hockey)</p> <p>International Climbing and Mountaineering Federation (UIAA; mountaineering)</p> <p>International Canoe Federation (ICF; canoe); World Rowing (FISA; rowing); World Sailing (WS; sailing); International Swimming Federation (FINA; swimming); International Triathlon Union (ITU; triathlon)</p>	<p>3, 7, 9, 11, 12, 13, 15, 17</p> <p>9, 12</p> <p>3, 9, 12, 13, 15</p> <p>3, 6, 14</p>
<b>Sourcing and resource management</b>			
	<p>Human rights and ethical supply chains</p> <p>Avoiding/reducing waste</p> <p>Reuse/donation of equipment</p> <p>Recycling</p> <p>Sustainable materials (e.g. uniforms, banners, avoiding single-use plastic)</p>	<p>Fédération Internationale de Football Association (FIFA; football)</p> <p>Badminton World Federation (BWF; badminton)</p> <p>International Boxing Association (AIBA; boxing); International Judo Federation (IJF; judo)</p> <p>FIFA (football)</p> <p>WA (archery); International Biathlon Union (IBU; biathlon); International Ice Hockey Federation (IIHF; ice hockey); International Modern Pentathlon Union (UIPM; modern pentathlon)</p>	<p>8, 10, 17</p> <p>12</p> <p>3, 10, 12</p> <p>12</p> <p>9, 10, 11, 12, 13</p>
<b>Mobility</b>			
	<p>Smart cities</p> <p>Sustainable travel</p>	<p>International Automobile Federation (FIA; motor sport)</p> <p>International Bobsleigh &amp; Skeleton Federation (IBSF; bobsleigh &amp; skeleton); International Cycling Union (UCI; cycling)</p>	<p>9, 11, 13</p> <p>3, 8, 11, 13, 17</p>



FOCUS AREA	THEMES COVERED	OLYMPIC IF/IOC RECOGNISED FEDERATION	SDGS SUPPORTED
<b>Workforce</b>			
	Green office and working conditions	IBSF (bobsleigh & skeleton); International Equestrian Federation (FEI; equestrian)	3, 7, 8, 9, 11
	Inclusion and gender equality	FIFA (football); World Taekwondo (WT; taekwondo)	5, 10
<b>Climate</b>			
	Energy conservation	International Skating Union (ISU; ice skating)	6, 7
<b>All focus areas</b>			
	Sustainable event management	FIFA (football)	Transversal
Sustainability strategies	WS (sailing)	6, 9, 13	
Research	FEI (equestrian); International Ski Federation (FIS; skiing)	6, 7, 9, 12, 13, 15	
Partnerships and stakeholder engagement	ICF (canoe); International Fistball Association (IFA; fistball); World Flying Disc Federation (WFDF; flying disc); FISA (rowing); WS (sailing)	3, 6, 14, 11, 12, 13, 15	

Table 2: IF case studies for 2016 and 2017



The case study project enables us to gain an overview of current IF sustainability initiatives, and to gauge their progress in the area of sustainability. The project is also an excellent means for disseminating examples of best practices, challenges and lessons learned across a wide range of sustainability topics. The 2018 edition of case studies will be published in November 2018 and will be made available on [olympic.org](http://olympic.org).



### Sustainability Essentials

In response to requests received from the Olympic Movement for simple, easy-to-follow guides on sustainability, we have begun to create a series of entry-level guides that are specifically aimed at NOCs and IFs. Known as the [Sustainability Essentials](#) series, these guides will provide simple, practical and useful information on key aspects of implementing sustainability within sport.

The first of these guides, [An Introduction to Sustainability](#), was published in July 2018. At the time of this report's publication in October 2018, we were in the process of producing further guides

on sustainable sourcing and carbon management. The selection of these topics has been influenced by feedback from IFs and other stakeholders attending the workshops we have organised (for the Workshops section, see *page 80*).

### Water quality guidelines

Water-based recreational activities have long been recognised as having a positive influence on health and well-being, and many outdoor sports rely on natural water bodies for training, competition and recreation. However, millions of litres of raw or partially-treated sewage, as well as waste such as plastics, are pumped into seas, lakes and rivers every day, polluting the environment and resulting in an estimated 250 million cases of bathing-related gastroenteritis and upper respiratory disease each year. Pathogenic viruses and bacteria such as *Escherichia coli* are commonly found in untreated sewage, leaving swimmers, surfers and children at risk of infection. Polluted and unsafe recreational waters can lead to infections, exposure to chemicals, injuries and death. For more information, visit the [World Health Organization \(WHO\) website](#).

Five Olympic sports take place in natural waters, and the challenges faced around the Olympic Games Rio 2016 in relation to poor water quality and the risk to athletes' health clearly showed a need for a positive long-term approach. The solutions developed by the Rio 2016 Organising Committee were unique to event management and a first for water quality management, and led experts from the International Canoe Federation (ICF; canoe), the International Swimming Federation (FINA; marathon swimming), World Rowing (FISA; rowing), World Sailing (WS; sailing), the International Triathlon Federation (ITU; triathlon) and the IOC to join forces with the World Health Organization (WHO) and form a working group in May 2017. The group has been set up to tackle the ongoing issue of pollution in natural water bodies, to increase the safety of athletes, and to promote legacy projects in host cities for water sports, recreation and the environment.



The working group is aiming to create a common set of guidelines around water quality and testing regimes for both primary and secondary contact for water sports events, and is currently working on the figures in consultation with the WHO. These common standards will eventually be used to help guide and support bidding processes, local organising committees (LOCs) and host cities around the world, and will provide clear benchmarks to protect athletes' health and the environment. It is hoped that these benchmarks will also encourage host cities to implement long-term developments, kick-starting legacy improvement projects.

In July 2018, the IOC incorporated these new measures into the medical requirements and guidelines for future host cities.

#### NOC Sustainability Implementation Programme

Given the full support of the IOC Sustainability and Legacy Commission in November 2017, this initiative aims to help NOCs to integrate sustainability measures into their operations and events.

The programme functions around the concept of five work-streams, each of which is tailored specifically for NOCs to help them to train, implement actions, share information and support each other.

#### 1. Written guidance

Providing educational materials in a simple and easy-to-use format (for example, the [Sustainability Essentials guides](#)) to enable NOCs to start implementing sustainable measures.

#### 2. Institutional meetings

A regular process through which we aim to reach the leadership of all NOCs in order to inform, educate and inspire their involvement in sustainability actions.

#### 3. Knowledge sharing and best practice

Developing a database of best practices for sharing across the Olympic Movement – to be reviewed and updated annually.

#### 4. Leveraging partnerships

Leveraging strategic partnerships to support NOCs, with the IOC acting as a facilitator where appropriate – for example, through a joint collaboration on the UN Environment Clean Seas campaign (see pages 86-88).

#### 5. Events/targeted projects

Working with NOCs to embed sustainability into the planning and operation of their events or other specific projects.

We started with a period of research that encompassed the inclusion of sustainability-related questions in the 2017 NOC survey, internal consultations with relevant IOC departments, direct dialogue with 30 individual NOCs from all continents, and an assessment of the sustainability work currently being conducted with the IFs.



### European NOC Sustainability Working Group

To start the NOC Sustainability Implementation Programme, we established the European NOC Sustainability Working Group in 2017. The aims of this working group are to:

- articulate the business case for sustainability and the responsibilities of NOCs;
- collate and share existing sustainability best practices with a trial group of NOCs;
- discuss opportunities for future support and collaboration;
- discuss challenges faced in embedding sustainability at an NOC;
- carry out an initial gap analysis by subject matter; and
- discuss how best to assist and share best practice with other NOCs.

Consisting of ten NOCs (Denmark, Finland, France, Germany, Great Britain, Lithuania, Norway, Portugal, Spain and Switzerland), the working group met for the first time in Frankfurt in November 2017, together with the IOC Sustainability and Olympic Solidarity Units. The outcome of this meeting was a list of actions to be implemented in 2018 and 2019, which are summarised below:

- Create an internal knowledge-sharing platform for NOCs to share information, best practice and post comments on upcoming events.
- Set up a series of technical workshops between 2018 and 2020 on various topics. The main needs were seen in the areas of sustainable sourcing, climate, sport and biodiversity, and sustainable events.
- Work together on an external communications plan and public sharing of best practices.
- Create a portfolio of sustainability questions and answers for all NOCs before each Olympic Games.
- Create an implementation plan for each NOC within the group to track progress, report on, and share lessons learned.

Our intention is to replicate this approach via the other continental groupings of NOCs in the coming years.

### Objective 15: Facilitate access to relevant expert organisations to develop guidelines and innovative solutions

We have had regular contact with several UN agencies and other international organisations over recent years. However, since the publication of Olympic Agenda 2020 and the development of our Sustainability Strategy, we have been able to bring these relationships into more tangible and practical use.

In the context of this objective, there are several notable areas of progress to report.



#### UN Environment

UN Environment (formerly the UN Environment Programme, or UNEP) is our oldest partner in the sustainability field, and was specifically cited in Recommendation 5 of Olympic Agenda 2020.

In the context of this objective, we have two specific engagements with UN Environment.

#### UN Environment Green Passport

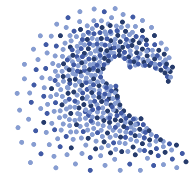
The Green Passport campaign was developed by UN Environment and launched in 2008, jointly with the French Ministry of Ecology, Sustainable Development and Spatial Planning and the Brazilian Ministries of Environment and Tourism. It is an initiative of the International Task Force on Sustainable Tourism Development to accelerate a global shift towards sustainable consumption and production, which emerged from the World Summit on Sustainable Development (WSSD) held in Johannesburg, South Africa, in 2002.



The Green Passport initiative was used by the Organising Committee for the Olympic Games Rio 2016 in a number of areas, such as on the supply side of tourism (supporting community-based tourism groups in the favelas, training small and mid-sized hotels on sustainability management) and expanding on the demand side (on-site, face-to-face interactions with tourists and volunteer engagement).



From this experience, we can state that the Green Passport is potentially a useful tool for host city authorities to develop a repository of sustainable goods and services for both national and international travellers. The IOC's role is essentially to facilitate dialogue between UN Environment and interested OCOGs and host city authorities.



**clean  
seas**

turn the tide  
on plastic

### Clean Seas campaign

Over the last year, the issue of single-use plastic dependency has shot to prominence and become a major global concern. We recognise that the sport sector has traditionally used considerable amounts of plastic. There is much scope for reducing this plastic usage and implementing measures that address gaps in waste management. In addition, sport has a platform to highlight this issue for the public, adding weight to global and local initiatives to combat the detrimental effects of plastic pollution.

Accordingly, we were delighted to confirm our commitment to UN Environment to join their [Clean Seas campaign](#) in March 2018. This is our recognition of the magnitude of the problem that marine litter is creating globally, and of the opportunity – and responsibility – for the IOC, along with the Olympic Movement and sport more generally, to play our part in tackling this important global issue.



COMMITMENT	DETAILS
<b>Understand</b>	To demonstrate an understanding of our relationship with single-use plastics and investigate ways to reduce consumption and use.
<b>Commit</b>	With this knowledge, work with UN Environment to make a time-bound commitment to reduce plastics by a specific volume, outlining a simple process for how we will manage this.
<b>Act</b>	Put in place simple plastic management practices to reduce, re-use or recover plastic where required.
<b>Communicate</b>	Work with UN Environment to actively demonstrate how changing a few practices can help turn the tide on plastic use with staff, athletes, media and other stakeholders in order to encourage followership and behaviour change.
<b>Inspire</b>	<p>Work with the Olympic Movement and partners to identify and develop others to follow in the Clean Seas campaign. In relation to the above, potential initiatives could include:</p> <ul style="list-style-type: none"> <li>• bringing together sport and the Olympic Movement to make a pledge and tackle this global issue;</li> <li>• identifying an ambassador in an IF or sport organisation to speak alongside the IOC about their commitment;</li> <li>• developing a joint communications activity around a sport event that illustrates the commitment;</li> <li>• establishing a working group with partner representatives to identify potential solutions; and</li> <li>• working with the IOC on a campaign that inspires people to act and utilise their communications touchpoints that shows the actions they're taking.</li> </ul>
<b>Share</b>	The IOC and UN Environment to collate and share best practices and lessons learned with others to develop the programme further and inspire others.

Table 3: How the IOC is contributing to the Clean Seas campaign



## IOC and Olympic Movement partners backing the Clean Seas campaign

On World Environment Day, 5 June 2018, we issued a joint statement with UN Environment to announce that our organisations were teaming up to support the Clean Seas campaign, and called on other sports organisations and the Olympic Movement to join the effort. We have already confirmed active participation from eight sports (athletics, canoe/kayak, golf, ice hockey, rugby, sailing, surfing and triathlon), a number of NOCs from Europe and Oceania, and three of our TOP Partners – Coca-Cola, Dow and P&G.

This is not just a global campaign about a distant problem in the marine environment – it very much starts at home. In our case, we have already begun reducing waste at the IOC headquarters and The Olympic Museum, and we are working to increase responsible material use at IOC events in collaboration with our suppliers by 2020.

Moving forward, we will provide educational toolkits and workshops to the sports community, and will work together with the Olympic Movement and athletes to increase awareness. In addition, we will seek innovative solutions together with our partners. With assistance from Olympic Solidarity funding, coastal clean-ups, campaigns and education programmes have already begun in Oceania, a region of 17 nations that sees at first-hand the impacts of marine debris in the oceans.

Athletes from many sports are already getting involved and helping us to raise awareness about the importance of tackling plastic pollution in the oceans. One such athlete is the French surfer Justine Dupont.

“It’s an honour to take part in the Clean Seas campaign and work together with the IOC and the International Surfing Association to spread and promote sustainability initiatives.

I look forward to collaborating with the IOC as Clean Seas Ambassador to build a platform that allows us to educate and inspire others to join us in creating a global impact and reducing the tide of plastic waste flowing into our oceans. I believe big changes start from the bottom up, so we can all take little, yet important, steps to protect our oceans for future generations to enjoy.”



**Multi-discipline French surfer Justine Dupont**

*\* Baseball/softball, karate, skateboard, sport climbing and surfing have been added to the programme for the Olympic Games Tokyo 2020.*



#### International Union for Conservation of Nature (IUCN)

A tangible outcome of our ongoing collaboration with the IUCN was the development of the [IUCN Sport and Biodiversity Guide](#), which was published in April 2018. Compiled and produced by IUCN, this guide aims to help sport organisations better understand how their activities have an impact on the

natural environment, and offers practical advice and specific examples of how sport can make a positive contribution to nature conservation.

The guide was officially unveiled during a workshop for IFs hosted by the IUCN at their offices in Gland, Switzerland. It is the first in a series of publications that the IUCN will produce as part of its partnership with the IOC.

The IUCN also provides cities that are interested in and/or already bidding for future Olympic Games with information on protected areas and threatened species. Generated from the online Integrated Biodiversity Assessment Tool, this information enables cities to screen potential venue sites for possible conflicts with protected areas and other areas of biodiversity importance (for Objective 10, see pages 65-67).



#### United Nations Climate Change

#### UN Climate Change

As part of our ongoing relationship with UN Climate Change (UNFCCC), we agreed to join a working group to research and facilitate climate

action in sports. The long-term aim of this work is to launch a platform and consolidated guide for the Olympic Movement and other sporting organisations.

The group began work in January 2018 with the following overarching goals:

- to research and document all existing standards, toolkits, guidelines and research to evaluate them and provide a gap analysis; and
- to collaborate on the role of sport as a unifying tool to drive climate awareness and action among sport organisations and global citizens.



#### International Labour Organization

#### International Labour Organization (ILO)

In 2017, we began working with the ILO to provide best-practice guidelines for the Olympic Movement on areas including gender equality, skills development and occupational safety in relation to office-based workplaces, construction sites and event operations. Once these guidelines are established, a workshop will be provided for the Olympic Movement in 2019.

#### Objective 16: Leverage Olympic Solidarity to assist NOCs in implementing sustainability initiatives

Olympic Solidarity is the primary vehicle through which the IOC provides practical help to the 206 recognised NOCs to develop and strengthen their structures, support their athletes, coaches and administrators, and promote the Olympic values through targeted programmes and financial, technical and administrative assistance (further information can be found on pages 68 and 69 of the [IOC Annual Report 2017](#)). This support enables NOCs to consolidate their position within the Olympic Movement and their own national sports structures, helps increase their autonomy, and allows them to build capacity so they are better able to carry out their responsibilities.



Part of the [Olympic Solidarity Plan 2017-2020](#), Olympic Solidarity's World Programmes provide essential technical, financial and administrative assistance to NOCs for sport development activities in the following five areas:

- Athletes
- Coaches
- NOC management and knowledge sharing
- Promotion of the Olympic values
- Forums and special projects

## Promotion of the Olympic Values

Sustainability in Sport is one of the five programmes in the area of the Promotion of the Olympic Values. It allows NOCs to incorporate sustainability principles into their policies and working methods so that they can set an example within their own sports community and align themselves with the IOC's strategic intents for 2030 (as listed in our [Sustainability Strategy](#)). In combination with two other programmes within the Promotion of the Olympic Values field, Gender Equality and Diversity and Sport for Social Development, Sustainability in Sport recognises the importance of supporting NOCs to foster respect for the environment, diversity, inclusion, health and education through sport and improving governance.









The collaboration with Olympic Solidarity has been a vital means of reaching and informing all 206 NOCs, and of offering tailored advice relevant to the needs of individual NOCs. Once a project has been funded by Olympic Solidarity, an NOC now has the added benefit of being able to draw on technical support from the IOC Sustainability Unit within the implementation phase.

As part of the 2017-2020 budget for the programmes outlined above, the following table lists the Sustainability in Sport projects that have received funding since January 2017.














Content is presented in order of project start date.

NOC	PROJECT	START DATE
 Venezuela	“Ecology days” during carnival and Easter – former athletes and the general public engage in beach clean-up, physical activity and education in the field of sustainability.	25.02.2017
 Bosnia and Herzegovina	Olympic Venues and Environmental Sustainability 2017 – promoting sustainable sport with the wider public, young people and the sporting community. Organising cleaning and tree-planting activities around the Olympic venues and sustainability meetings with the organising committee for the European Youth Olympic Festival (EYOF) 2019.	22.04.2017
 Ecuador	Cleaning, health and life – combining a beach clean-up event with sustainability training and physical activity.	20.05.2017
 Ecuador	Paths of Victoria – organising walks/hikes combining physical activity and sustainability-themed games.	17.06.2017
 Bosnia and Herzegovina	Jahorina Ultra Trail 2017 – a major outdoor sport event (trail run) with specific measures to ensure social and environmental sustainability.	01.07.2017
 Federated States of Micronesia	Greener 2018 Micronesian Games – clean-up activities focusing on 2018 Micronesia Games sports facilities with a strong educational element for the country’s youth and junior athletes.	15.07.2018
 Brazil	Sustainability initiatives at the Brazilian Youth School Games 2017 – establishing a sustainability standard for sports events through three main pillars: environmental education, waste management and carbon neutrality.	01.09.2017
 Federated States of Micronesia	Love Your Coast Chuuk Capacity Development and Programme Delivery – an educational programme to raise awareness of the importance of clean oceans and waste management.	11.09.2017



NOC	PROJECT	START DATE
 Rwanda	Workshop aimed at educating students, professors and the sporting community on waste management at university campuses.	15.09.2017
 Republic of Moldova	Olympic Eco Fest 2017 – a major sport for all event encouraging sustainable outdoor sports.	22.09.2017
 Uganda	Sustainable Tourism in Sports – connecting various stakeholders to find strategies to use sport as a tool to promote sustainable tourism.	25.09.2017
 Tunisia	Eco-hikes and sustainability education for young people.	25.11.2017
 Tunisia	National seminar on the Sustainable Sport Pact in Tunisia – inform the main national sports stakeholders on what actions can be taken in terms of sustainability, presenting guidelines that the NOC has developed over the past few years.	21.12.2017
 Central African Republic	Information and awareness workshop on waste management in university sport infrastructure.	26.12.2017
 Germany	Implementing Sustainability in German Sport Organisations – connecting stakeholders through a series of workshops to exchange thoughts and ideas on how to promote the thinking process of athletes, organisers, officials and fans on the topic of sustainability.	01.01.2018
 Jordan	Sport Respects Environment and Conserves Nature – turning the Olympic Preparation Centre into a green, educational model.	01.01.2018
 Montenegro	Give the Games of the Small States of Europe 2019 a green character, while developing guidelines that will thereafter be taken into use by the NOC and the National Federations (NFs) for all sporting events.	01.01.2018



NOC	PROJECT	START DATE
 Sierra Leone	Environmental Awareness workshop/seminar – training sporting bodies on environmental awareness, while proposing a context for creating valuable collaborations between national institutions, the NOC, and the sport actors of Sierra Leone.	06.03.2018
 Uganda	Biannual National Conference on Sustainability in Sport – seminar for national sports stakeholders on the role of Sport in realising sustainable development in Uganda.	04.05.2018
 Bosnia and Herzegovina	Jahorina Ultra Trail 2018 – a major outdoor sport event (trail run) with specific measures to ensure social and environmental sustainability.	01.07.2018
 Republic of Moldova	Olympic Eco Fest 2018 – a major sport for all event encouraging sustainable outdoor sports.	26.09.2018
 Uganda	National training workshop on the Sustainable Sport & Environment Toolkit – training national sports stakeholders on the sustainability toolkit developed by the NOC.	08.08.2018

Table 4: Sustainability in Sport – Olympic Solidarity-funded projects since January 2017



## Olympic Solidarity funds capacity development programmes in Oceania

Two capacity development programmes have been initiated under the leadership of the Oceania National Olympic Committees (ONOC) and replicated throughout many countries within the region.

The Voices of the Athletes and Love your Coast programmes were created by ONOC and funded by Olympic Solidarity with joint missions to help encourage, engage and empower communities. One such programme is explained in further detail below.

### Chuuk Island, Federated States of Micronesia, September 2017

Athletes, local government organisations, sport and private organisations collaborated and received sustainability training in order to educate and inspire 445 children on the importance of their local environment and the impacts of improper waste management.

Sustainable Coastlines, an international organisation, trained a core team of ten athletes and the NOC in order for them to carry on with the educational programme in the long term. Through the development in confidence and the educational delivery, this core team can advance important social and environmental messages using outreach programmes throughout the country and aim to positively impact 300 people per year throughout the islands.

The educational programme was supplemented by a clean-up session that removed some 14,500 litres of harmful, non-biodegradable waste from the coastlines and provided the children with important educational opportunities.





**Objective 17: Set up an ambassador programme including athletes in order to raise awareness on sustainability in sport**

Still in its research and development phase, this programme will aim to recruit a group of highly motivated athletes to act as champions for sustainability and facilitate awareness-building, particularly with young people, through social media. The programme will be implemented through partnerships with UN agencies, NOCs and IFs. An educational support programme will be provided to the athletes so they have the information and knowledge to fulfil their ambassadorial roles.

To date we have reviewed similar programmes run by other organisations, such as the UN Goodwill Ambassador programme, and spoken with athletes to gain their perspectives on how best to structure our own programme. We have also been consulting with NOCs, IFs, our commercial partners and UN agencies to identify ways in which they could support the programme.

**Objective 18: Profile the role of the Olympic Movement in sustainability through aggregation of information and collective reporting**

In part, this objective is being fulfilled through this first IOC Sustainability Report, and in particular this chapter that details how we are working with Olympic Movement organisations to promote sustainability.

The sustainability section of our website ([olympic.org/sustainability](http://olympic.org/sustainability)) provides an important platform for sharing and showcasing the work of other organisations, such as the IF sustainability case studies

(for Objective 14, see *pages 80-85*). Our aim is for this to become an essential reference source on sustainability in sport, which we will continue to develop and promote over the coming years.

**International seminars**

Although we have not achieved the level of outreach we had originally envisaged since the publication of our Sustainability Strategy, we have been actively engaged in several international forums and seminars. These events have been valuable opportunities to profile sustainability in sport to a wide range of organisations, both within the sport sector and among international institutions working in the sustainable development arena.

We have contributed to events such as:

***Sustainable Innovation in Sport***

**Munich, Germany February 2017; Amsterdam, Netherlands, May 2018**

Launched in Paris, France during the UN Climate Change Conference 2015, [Sustainable Innovation in Sport](#) is now organised annually through Climate Action and provides an important platform for discussing sustainability initiatives and challenges facing the sport sector. The conference brings together representatives from clubs, leagues, federations, venues, broadcasters, the private and public sectors, the UN and NGOs.

In 2017, we presented for the first time our new Sustainability Strategy. Then, in 2018, we provided the introductory keynote address. Our ten-point guide to establishing a sustainability programme, which summarised the main points in our Introduction to Sustainability guide, was successfully trialled during a panel session at the 2018 event.



### ***Achieving SDGs through Sport***

#### **Lausanne, Switzerland, October 2017**

This seminar was part of a process initiated in 2015 by the Swiss Confederation and the cantons of Geneva and Vaud, brought together under the aegis of the Métropole lémanique agreement, the ILO and the Geneva Welcome Centre (CAGI). It aimed to develop synergies between the various international players in the Lac Léman region.

The UN has recognised the growing contribution sport can make as “an important enabler of sustainable development”, and acknowledges the importance of sustainability strategies being adopted by sports bodies. This has created a potential convergence of strategies and policies between international sport bodies and other international institutions. This seminar was an opportunity to share information, expertise and know-how among the impressive array of institutions based in our region.

Together with five IFs, we conducted an entire session on the IOC Sustainability Strategy and the Olympic Movement, and also discussed in detail the opportunities and challenges we face in the sport sector in delivering against the SDGs. The seminar conclusions focused on the need to coordinate efforts through policy coherence, reporting on progress and investing in skills and capacity-building, including at a local level. One direct outcome following this seminar has been the establishment of a working group by the canton of Vaud, the ILO and the IOC to discuss future areas of collaboration and how we can collectively support the IFs and the wider sporting world to further implement the SDGs.

### ***IF Forum***

#### **Lausanne, Switzerland, November 2017**

The IF Forum is an annual two-day event organised by the SportAccord Convention that aims to address the specific needs of over 100 Olympic and non-Olympic IFs with a focus on sharing best practices and knowledge. The 2017 edition was fully dedicated to sustainability.

The event comprised a series of panel discussions, interactive workshops and the sharing of best practice among the IFs and from external topic area experts, using the five focus areas of the IOC’s Sustainability Strategy to structure the agenda.

### **Promoting sustainability via The Olympic Museum**

The Olympic Museum has been able to profile sustainability through a specific exhibition and a sustainability-themed interactive game, as explained below.



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The UN has recognised sport’s growing contribution as ‘an enabler of sustainable development’, and acknowledges the importance of sustainability strategies adopted by sports bodies.”

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## Education on sustainability at The Olympic Museum

The Olympic Museum, which welcomes over 200,000 visitors per year, is a good channel through which to disseminate knowledge on sport and sustainability to the wider public. One of the museum's major temporary exhibitions in 2016-2017 was the stadiums exhibition (Stades d'hier à demain), which used Olympic stadiums as a way of speaking about sustainable development. As part of this, the museum also implemented its first interactive multimedia game, [A Serious Game](#), which has been designed to raise awareness among teens and young adults about sustainability. This game is now part of the museum's permanent exhibition.

Based on visitors' feedback and press reviews, the exhibition successfully conveyed key messages on the importance of taking into account sustainability and legacy in the construction or renovation of stadiums. It was designed to be easily transported and remounted in another venue – and after its time in Lausanne, it was shipped by boat to Beijing en route to Nanjing, China, where it will become a permanent exhibition.

## Challenges and lessons learned

While sport is the unifying thread across the Olympic Movement, its constituents are hugely diverse in terms of size, resources, technical understanding, regulatory context, geography and culture. This makes it challenging to provide a consistent level of service. Inevitably, therefore, we must offer more tailored support to our stakeholders, which in turn has implications in terms of our human resources, budgets and timelines for delivering on our objectives.

As with the other main spheres of our Strategy – the IOC as an organisation, covered in Chapter 3 (see pages 41-59), and the IOC as owner of the Olympic Games, in Chapter 4 (see pages 60-77) – we continually encounter false perceptions about sustainability being just about “green” issues, that it is costly and difficult to understand. As in the other areas, we seek to address these challenges through more effective education, advocacy, the provision of support tools, partnership work and highlighting cases of sustainability successes and the benefits gained by the organisations involved.

Different legal requirements in countries around the world present another challenge. For those trying to implement sustainability initiatives – for example, across a single sport – the different regulatory contexts can be confusing and complex to the point that sometimes sustainability projects fail: for example, recycling initiatives or issues related to labour rights.

However, where the IOC, an NOC and/or an IF set their own requirements and standards on a particular topic, we can help to raise local standards and start to create a more aligned global shift towards stronger environmental safeguards and protection for our workforce. Such approaches should provide positive social and environmental legacies for the host territories.



# APPENDICES

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## Appendix 1: List of stakeholder groups and partnership arrangements

The table below provides an overview of institutional relationships and topics addressed during the reporting period.

STAKEHOLDER NAME	FOCUS OF COLLABORATION	NATURE OF RELATIONSHIP	KEY TOPICS ADDRESSED (UP TO JUNE 2018)
World Union of Olympic Cities	Olympic legacy	Memorandum of Understanding (MOU) since 2015	<ul style="list-style-type: none"> <li>• Annual meeting of Olympic cities</li> <li>• Knowledge sharing among Olympic cities, and between Olympic cities and the IOC</li> <li>• Documentation of legacy activation and celebration</li> </ul>
UN General Assembly (UNGA)	Sport and the UN's SDGs, the Olympic Truce	General collaboration since 1992, specific MOU signed in 2014 with the UN Secretariat; the IOC has Observer status at the UNGA	<ul style="list-style-type: none"> <li>• UN Resolution on the Olympic Truce in preparation for the Olympic Winter Games PyeongChang 2018</li> </ul>
UN Environment	Environmental protection	Collaboration agreement dating to the mid-1990s	<ul style="list-style-type: none"> <li>• IOC commitment to the Clean Seas programme</li> <li>• Tourism awareness through UN Environment's Green Passport platform</li> </ul>
International Union for Conservation of Nature (IUCN)	Biodiversity and the conservation of nature	Four-year collaboration agreement (2017-2020)	<ul style="list-style-type: none"> <li>• Support for the Candidature Process for the Olympic Games 2024 and the Invitation Stage for the Olympic Winter Games 2026 through the provision of data and expertise</li> <li>• Compilation and publication of the <a href="#">IUCN Sport and Biodiversity Guide</a></li> <li>• Education on protected and sensitive sites, and on nature conservation</li> </ul>
UN Climate (UN Framework Convention on Climate Change, or UNFCCC)	Climate change	Ongoing collaboration since 2017	<ul style="list-style-type: none"> <li>• The IOC has been part of a working group to research and facilitate climate action in sports, the long-term aim of which is to launch a platform and consolidated guide for the Olympic Movement and other sporting entities</li> <li>• The IOC and UN Climate have been working with the Olympic Movement to provide advice and support where necessary</li> </ul>
International Labour Organization (ILO)	Skills, gender equality, occupational safety in the workplace	MOU signed in 1998; ongoing collaboration on sustainability since 2017	<ul style="list-style-type: none"> <li>• Collaboration on guidelines for the Olympic Movement to provide clear advice and support to the NOCs and IFs</li> </ul>



STAKEHOLDER NAME	FOCUS OF COLLABORATION	NATURE OF RELATIONSHIP	KEY TOPICS ADDRESSED (UP TO JUNE 2018)
World Health Organisation (WHO)	Promotion of physical activity, health promotion through Olympic Games, health emergencies management	MOU signed in July 2010	<ul style="list-style-type: none"> <li>• Advocacy around the promotion of physical activity and the WHO global action plan on Physical activity</li> <li>• Technical expertise on air and water quality</li> <li>• Health promotion for the Olympic Winter Games PyeongChang 2018</li> <li>• Surveillance, preparedness and emergency responses</li> <li>• MOU renewal (ongoing)</li> </ul>
UNHCR, the UN Refugee Agency (formerly the UN Office of the High Commissioner for Refugees)	Refugee protection and social integration through sport	25 years of cooperation	<ul style="list-style-type: none"> <li>• Sport for Protection toolkit developed in collaboration between the UNHCR, Terre des Hommes Foundation and the IOC</li> <li>• IOC advocacy around refugees' protection and integration across sport through various international platforms, such as the three-year grass-roots sport programmes (2016-2018) for refugees that aim to provide education and safe places to practice sport; see Olympic Refuge – Safe Spaces for Sport, compiled by the Olympic Refuge Foundation</li> <li>• Olympic Solidarity financial support for the Refugee Olympic Team through scholarships and logistical support</li> <li>• The High Commissioner is the vice-chair of the Olympic Refuge Foundation Board; all the decisions are made in consultation with the UNHCR team</li> </ul>
United Nations Educational, Scientific and Cultural Organization (UNESCO)	Promotion of quality physical education and value-based education, promotion of good governance and integrity in sport, protection of clean athletes and anti-doping, sport and the UN's Sustainable Development Goals (SDGs), gender equality and inclusive access to sport	Cooperation since the beginning of the 1990s at policy-influencing and technical levels	<ul style="list-style-type: none"> <li>• IOC positioning around the Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VI)</li> <li>• Piloting of quality physical education policy framework</li> <li>• Exchange of information and technical expertise around good governance, integrity, anti-doping, SDGs and gender equality</li> </ul>



STAKEHOLDER NAME	FOCUS OF COLLABORATION	NATURE OF RELATIONSHIP	KEY TOPICS ADDRESSED (UP TO JUNE 2018)
Office of the UN High Commissioner for Human Rights (OHCHR)	Sport and respect for and promotion of human rights	Collaboration since 2010	<ul style="list-style-type: none"> <li>• UN Human Rights Council Resolution on sport and human rights</li> <li>• Exchange of technical expertise on human rights-related issues in sport (LGBTI, right to health, anti-discrimination)</li> </ul>
UN Women	Gender equality and the empowerment of women	MOU renewed in 2017 covering advocacy, grass-roots and communications collaborations around women in sport	<ul style="list-style-type: none"> <li>• One Win Leads to Another programme in Brazil now entering its second phase; the next step of the programme developed in 2015-2016 around the Olympic Games Rio 2016</li> <li>• We are currently studying to replicate this programme in Argentina</li> </ul>
International Criminal Police Organization (INTERPOL)	Integrity in sport	MOU signed in 2014; ongoing partnership contract for an awareness-raising programme (2015-2020)	<ul style="list-style-type: none"> <li>• Publication of <a href="#">Handbook on Protecting Sport from Competition Manipulation</a> (May 2016)</li> <li>• Joint workshops with national authorities to promote integrity in sport (manipulation of competitions and corruption in sport)</li> </ul>
UN Office on Drugs and Crime (UNODC)	Integrity in sport	Contract for a study and development of a model for the protection of whistle-blowers; UNODC has participated in the awareness-raising programme with INTERPOL (see above)	<ul style="list-style-type: none"> <li>• Criminal aspects of the manipulation of competitions</li> </ul>
UN Office on Drugs and Crime (UNODC), Council of Europe, the G20 & the founding partners of IPACS (CoE, IOC, OECD and the UK), and the UNODC	Integrity in sport	International Partnership against Corruption in Sport (IPACS) founded in July 2017; the IOC is a founding member, together with UNODC, Council of Europe, the G20 and the UK government	<ul style="list-style-type: none"> <li>• Guidance on how to reduce the risk of corruption in public procurement in the context of major sport events, how to ensure transparency and integrity when awarding sport events, and how to promote the convergence of the existing good governance frameworks, starting from the critical measures that are relevant to mitigate the risk of corruption</li> </ul>



STAKEHOLDER NAME	FOCUS OF COLLABORATION	NATURE OF RELATIONSHIP	KEY TOPICS ADDRESSED (UP TO JUNE 2018)
Council of Europe and the European Commission	Integrity in sport	Keep Crime Out of Sport (KCOOS) partnership between the IOC and these institutions (2016-2019)	<ul style="list-style-type: none"> <li>• Education on the prevention of manipulation of competitions</li> </ul>
The European Olympic Committees (EOC) and the European Commission	Integrity in sport	The IOC is a partner in the EU-funded Single Points of Contact for Sports Integrity (POINTS) project	<ul style="list-style-type: none"> <li>• Creation of a network of integrity contacts among the European NOCs</li> </ul>
European Commission	Integrity in sport	The IOC has been part of EU-organised working groups since 2012	<ul style="list-style-type: none"> <li>• Good governance, manipulation of competition, anti-corruption</li> </ul>
Organisation for Economic Co-operation and Development (OECD)	Local development benefits from sport events, measurement of impacts from sport events	Collaboration since 2017 (no formal agreement)	<ul style="list-style-type: none"> <li>• IOC participation in the consultation process that led to the creation of the OECD's <a href="#">Recommendation of the Council on Global Events and Local Development</a></li> </ul>



## Appendix 2: Material issues raised by stakeholders

Our assessment of materiality (see pages 18-20) has included the continual process of taking note of the views and expectations of our stakeholders, such as National Olympic Committees (NOCs), International Federations (IFs) and selected non-governmental organisations (NGOs). The table below summarises the types of topics and issues that they have raised over the reporting period, and how we have related these matters to our Sustainability Strategy and other material topics covered in this report.

It is notable that all topics and issues raised by external organisations and individuals relate to the Olympic Games. In most cases these are matters directly under the responsibility of the OCOG in question and our role has been to pass on information to the OCOG, seek clarifications, discuss the issues and/or facilitate contacts between the OCOG and those who had raised the matters. We have not received any direct representations related to the wider Olympic Movement and matters to do with the IOC as an organisation have primarily been raised from internal sources.

TYPES OF TOPICS AND ISSUES RAISED BY STAKEHOLDERS	RAISED BY	IN RELATION TO			RELEVANCE TO IOC SUSTAINABILITY STRATEGY OR OTHER MATERIAL TOPICS	DECISIONS AND/OR FOLLOW-UP ACTIONS
		IOC	OLYMPIC GAMES	OLYMPIC MOVEMENT		
Construction in sensitive/natural areas	NGOs		X		Infrastructure and natural sites	<ul style="list-style-type: none"> <li>• Specific issue passed on to OCOGs for information and response</li> <li>• Dialogue opened between OCOGs and NGOs</li> <li>• Meetings between the IOC, OCOGs and NGOs</li> </ul>
Sustainable sourcing – timber, seafood, livestock	NGOs		X		Sourcing and resource management	<ul style="list-style-type: none"> <li>• Specific issue passed on to OCOGs for information and response</li> <li>• Dialogue opened between OCOGs and NGOs</li> <li>• Meetings between the IOC, OCOGs and NGOs</li> </ul>
Construction worker safety	NGOs		X		Workforce	<ul style="list-style-type: none"> <li>• Specific issue passed on to OCOGs for information and response</li> <li>• Dialogue opened between OCOGs and NGOs</li> <li>• Individual cases addressed through official OCOG grievance mechanism</li> </ul>



TYPE OF TOPICS AND ISSUES RAISED BY STAKEHOLDERS	RAISED BY	IN RELATION TO			RELEVANCE TO IOC SUSTAINABILITY STRATEGY OR OTHER MATERIAL TOPICS	DECISIONS AND/OR FOLLOW-UP ACTIONS
		IOC	OLYMPIC GAMES	OLYMPIC MOVEMENT		
Water quality of natural outdoor competition venues	IFs		X		Infrastructure and natural sites	<ul style="list-style-type: none"> <li>• Round-table discussions with the IOC, relevant IFs and the World Health Organization (WHO)</li> <li>• Set of common criteria and way forward agreed</li> </ul>
Input into consultation process not taken into consideration	NGOs		X		Not applicable	<ul style="list-style-type: none"> <li>• Specific issue passed on to OCOGs for information and response</li> <li>• Dialogue opened between OCOGs and NGOs</li> <li>• Meeting between the IOC and NGO</li> </ul>
Material used for sport equipment	UN agency academics		X		Sourcing and resource management	<ul style="list-style-type: none"> <li>• Dialogue opened between the IOC, the relevant UN agency and IF to discuss solutions</li> </ul>
Labour rights	Labour union bodies		X		Workforce IOC policies on human rights	<ul style="list-style-type: none"> <li>• Specific issue passed on to OCOGs for information and response</li> <li>• Dialogue opened between OCOGs and NGOs</li> <li>• Meetings between OCOG and labour union bodies</li> </ul>
Impact of Olympic House's construction on fishing activities	Local fishermen	X			Infrastructure and natural sites	<ul style="list-style-type: none"> <li>• The IOC modified the layout of its water pumping duct in order to prevent any negative impacts on fishing activities</li> </ul>
Additional measures wanted for waste reduction	IOC staff	X			Sourcing and resource management	<ul style="list-style-type: none"> <li>• Additional measures to be implemented in new IOC headquarters building (mid-2019) identified</li> </ul>
More visible sustainability leadership	IOC staff	X			Overall implementation of our sustainability programme	<ul style="list-style-type: none"> <li>• Internal sustainability education and training started</li> </ul>



## Appendix 3: Additional data

This appendix provides quantitative data on our activities that mostly relate to the IOC as an organisation (see *Chapter 3, pages 41-59*) and sustainability objectives 1-8. For details of the number and location of the IOC buildings to which much of this data refers, see *page 112*.

### ENERGY USE

#### Energy consumption within the organisation

ENERGY USE	LAUSANNE		MADRID	
	2016	2017	2016	2017
Total fuel consumption within the organisation from non-renewable sources	Natural gas (buildings): 2,123,764 kWh Petrol (owned vehicles): 29,320 litres	Natural gas (buildings): 2,435,418 kWh Diesel oil (buildings): 1,655 litres Petrol (owned vehicles): 29,204 litres	Natural gas (buildings): 1,694,446 kWh Petrol (owned vehicles): 4,310 litres	Natural gas (buildings): 798,034 kWh Petrol (owned vehicles): 2,832 litres
Total fuel consumption within the organisation from renewable sources	0	0	0	0
Total electricity consumption	3,511,585 kWh from the local grid, 90% of which is certified from renewable sources	3,760,528 kWh from the local grid, 90% of which is certified from renewable sources	3,028,428 kWh from the local grid	3,369,821 kWh from the local grid
Total heating consumption	0	0	0	0
Total cooling consumption	0	0	0	0
Total steam consumption	0	0	0	0
Energy sold	0	0	0	0
<b>Total energy consumption</b>	<b>20,288,505 MJ</b>	<b>22,307,223 MJ</b>	<b>17,002,530 MJ</b>	<b>15,004,399 MJ</b>

Energy conversion factors sourced from SIA 2031 ([www.domo-energie.ch/fr/page.asp?id=81](http://www.domo-energie.ch/fr/page.asp?id=81)) and the Swiss Federal Office for Energy (OFEN).

Note: During the third quarter of 2016, Olympic Broadcasting Services (OBS) and Olympic Channel Services (OCS) moved to a new office building in Madrid, and one new warehouse replaced two former warehouses. The high energy use in 2016 can be explained by the fact that during this period of transition, several buildings were rented at the same time.



## WASTE MANAGEMENT

MANAGEMENT METHOD	LAUSANNE WASTE		MADRID WASTE	
	2016	2017	2016	2017
<b>Recycled</b>	5.5t of wood 490t of mixed waste from exhibitions 140,000 PET bottles 3.4t of printing paper 360,000 coffee capsules 9.2t from Olympic House construction site	11t of wood 534t of mixed waste from exhibitions 150,000 PET bottles 4.1t of printing paper 212,000 coffee capsules 670t from Olympic House construction site 2.4t of electronic waste 0.3t of glass	4.6t of paper 69kg of plastic Other waste streams not measured in 2016	3.5t of paper 660kg of plastic 120kg of metal 50kg of glass 27kg of electronic waste
<b>Used for biogas and compost production</b>	42t of food waste	47t of food waste 13t of used oils	None	None
<b>Recovered (energy recovery)</b>	45t of non-recyclable office waste 4.7t from Olympic House construction site	87t of non-recyclable office waste 21t from Olympic House construction site	Other waste streams not measured in 2016	None
<b>Incinerated</b>			Other waste streams not measured in 2016	None
<b>Landfilled</b>	70kg of inert waste (construction waste)	290kg of inert waste (construction waste)	None	None

### Lausanne

Disposal methods have been determined based on information provided by our waste disposal contractors. All waste types are classified as “non-hazardous waste” except inert waste and electronic waste. Electronic waste is classified as “hazardous waste”. Waste produced by IOC events held outside of the IOC’s premises is not accounted for in the above table, as it is not managed by the IOC. The data should be considered as minimum values, as certain waste streams that are reused or recycled (such as electronic waste) are currently not fully quantified due to a lack of accurate measurement. We are working with our waste management contractors to improve the measurement and reporting of waste production data.

### Madrid

Disposal methods have been determined based on information provided by our waste disposal contractors. All waste types are classified as “non-hazardous waste” except electronic waste, which is classified as “hazardous waste”.

New measurement processes have been implemented since 2017, through the move to the new buildings and as part of the ISO 14001 management system. As a result, the figures for 2017 are more accurate than the incomplete figures for 2016.



## FREIGHT

### Tonnes of materials shipped by the IOC

	LAUSANNE		MADRID	
	2016	2017	2016	2017
<b>Road freight</b>	5.3t	0	850t	1,034t
<b>Sea freight</b>	11t	85t	655t	1,011t
<b>Air freight</b>	66t	52t	221t	117t

NB: Distances travelled are also accounted for in order to calculate the carbon footprint.

The large increase in freight in 2017 compared to 2016 is mostly attributable to the IOC Session in Lima, Peru in September 2017 and to the shipment of material to PyeongChang, Republic of Korea, at the end of 2017, in preparation for the Olympic Winter Games PyeongChang 2018.

## GREENHOUSE GAS (GHG) EMISSIONS

### Scope 1, 2 and 3 GHG emissions

Methodological notes for greenhouse gas emissions data:

- The reporting covers all greenhouse gases covered by the Greenhouse Gas (GHG) Protocol.
- The consolidation method is based on the financial control of all IOC entities included in the scope of this report.
- Databases and conversion factors are mainly from DEFRA (2016 or 2017) for air travel, electric mix and fuels. ECOINVENT 2.2 is used for most other categories.

	SCOPE 1 GHG EMISSIONS	SCOPE 2 GHG EMISSIONS	SCOPE 3 GHG EMISSIONS	TOTAL GHG EMISSIONS
<b>2016</b>	983t CO <sub>2</sub> e (2%)	986t CO <sub>2</sub> e (2%)	51,934t CO <sub>2</sub> e (96%)	53,903t CO <sub>2</sub> e
<b>2017</b>	973t CO <sub>2</sub> e (2%)	1,353t CO <sub>2</sub> e (3%)	43,769t CO <sub>2</sub> e (95%)	46,095t CO <sub>2</sub> e

As per the GHG Protocol, greenhouse gas emissions are categorised into three groups, or “scopes”. Scope 1 covers direct emission sources (for example, fuel used in company vehicles), Scope 2 covers indirect emissions from purchased energy, and Scope 3 covers other indirect emissions due to an organisation’s activities.



## EMPLOYMENT, DIVERSITY & NON-DISCRIMINATION

### Information on employees and other workers

Data on employment is presented as Full Time Equivalent (FTE).

Data presented in the tables below exclude drivers employed by the IOC as well as personnel working on behalf of the IOC but under employment contracts with an external agency; these two categories represented approximately 70 FTE for Lausanne and Madrid at the end of 2017, but can vary significantly due to the cyclical nature of our activities.

During the Olympic Games, OBS hires a significant proportion of freelance consultants, university students, production crew members, technical vendors, catering suppliers, and logistics and transportation personnel. These workers are not considered as temporary employees, which is why they are not included in the below data. In 2017, OBS hired external personnel from these categories for the fit-out of the International Broadcast Centre (IBC) in PyeongChang, and for different installation works and the set-up of logistical operations in the Republic of Korea.

#### Employees per employment contract, employment type and gender:

		STATUS AS OF 31 DEC 2017			
		LAUSANNE		MADRID	
		MEN	WOMEN	MEN	WOMEN
By employment contract	Permanent	209.50	263.55	159.70	94.68
	Temporary	30.7	36	–	–
By employment type	Full time	237	236	159.70	94.68
	Part time	9.2	57.55	–	–

#### Employees per geographical region and per employment contract:

		STATUS AS OF 31 DEC 2017			
		LAUSANNE		MADRID	
		PERMANENT	TEMPORARY	PERMANENT	TEMPORARY
Europe		398.75	50	194.72	–
Asia		11.70	4	19.71	–
America		42.60	10	26.95	–
Oceania		11.00	1.7	8	–
Africa & Middle East		9.00	1	5	–



New employee hires and employee turnover  
(permanent and temporary contracts)

		LAUSANNE		MADRID	
		TOTAL HIRES IN 2017	TOTAL TURNOVER IN 2017*	TOTAL HIRES IN 2017	TOTAL TURNOVER IN 2017***
<b>TOTAL</b>		<b>48</b>	<b>25</b>	<b>61</b>	<b>21</b>
<b>Per age group</b>	Under 30	20	2	15	3
	30-50	28	17	46	18
	Over 50	0	6**	0	0
<b>Per gender</b>	Men	26	10	31	12
	Women	22	15	30	9
<b>Per region</b>	Europe	38	20	45	15
	America	3	5	10	4
	Oceania	3	0	5	2
	Africa & Middle East	2	0	1	0
	Asia	2	0	0	0

\* Number of leavers during the year (open-ended contracts only)

\*\* Including 2 retirements

\*\*\* Number of leavers during the year



## Parental leave

	LAUSANNE 2017	MADRID 2017
Employees entitled to parental leave, by gender	22 (W+M)	7 (all M)
Employees that took parental leave, by gender	14 (W) 8 (M)	7 (all M)
Employees that returned to work in the reporting period after parental leave ended, by gender	14 (W) 8 (M)	7 (all M)
Employees that returned to work after parental leave ended and that were still employed 12 months after their return to work, by gender	14 (W) 8 (M)	5 (all M)
Return to work and retention rates of employees that took parental leave, by gender	No data	No data

M = Men  
W = Women

## Diversity of governance bodies and employees

### Gender diversity

	STATUS AS OF 31 JULY 2018	
	% WOMEN	% MEN
IOC Members*	30	70
IOC Executive Board members	27	73
IOC Commission members	38	62

\* Covering the 97 active IOC Members

		STATUS AS OF 31 DECEMBER 2017	
		% WOMEN	% MEN
Employees from Lausanne-based entities	Overall	55	45
	Directors	25	75
	Senior managers	38	62
	Managers	63	37
	Staff	63	37
	Trainees	25	75
Employees from Madrid-based entities	Senior management team	13	87
	Overall	39	61



### Age diversity

	STATUS AS OF 31 JULY 2018		
	UNDER 30	30-50	OVER 50
IOC Members*	3%	22%	75%
IOC Executive Board members	0%	7%	93%

	STATUS AS OF 31 DECEMBER 2017		
	UNDER 30	30-50	OVER 50
Employees from Lausanne-based entities	14%	67%	19%
Employees from Madrid-based entities	10%	77%	14%

\* Covering the 97 active IOC Members

### Ratio of basic salary and remuneration of women to men

#### Lausanne

Not assessed in 2017. It will be assessed from 2019 as part of a project called Compensation & Benefits, which is itself embedded in the IOC's People Management 2020 programme. For Madrid, see table opposite.

### Madrid

	STATUS AS OF 31 DECEMBER 2017	
	EMPLOYEE POSITION TYPES (AS PER THE RELEVANT COLLECTIVE AGREEMENTS)	BASIC SALARY RATIO, WOMEN TO MEN*
OBS	High university graduate	60%
	Middle university graduate	87%
	1st level officer	108%
	2nd level officer	95%
	Designer	77%
	Various trades	No women
	Admin support	102%
	Systems analyst	No women
	Porter/messenger	No women
OCS	1st level chief	101%
	2nd level chief	90%
	Admin support	No men
	Production assistant	100%
	Assistant producer	100%
	Sound operator	No men
	Superior chief	No men
	Various trades	No men
	IT operator	81%
Admin officer	No men	

\* Average basic salary of women divided by average basic salary of men (expressed as a percentage)



### Incidents of discrimination and corrective actions taken

We have a procedure for the management of situations involving conflict and/or psychological and/or sexual harassment. In the event of a persistent conflict situation or if the employee wishes to have access to an external solution, recourse to a third party is possible.

#### Lausanne

One case raised at the beginning of 2017 and ended in mid-2017 after investigations by an external expert. Case was closed and no further investigation was necessary.

#### Madrid

None in 2017.

### Percentage of total employees covered by collective bargaining agreements

#### Lausanne

Only employees from The Olympic Museum's restaurant are covered by a collective bargaining agreement, as it is required by law. This represents 3.4 per cent of FTEs in 2017.

#### Madrid

All OBS and OCS employees are covered by Spanish nationwide sector collective bargaining agreements. OBS employees are covered by the XVII Nationwide Collective Agreement for Consulting, Market and Public Opinion Research Companies, and OCS employees are covered by the 2017 Nationwide Collective Agreement for the Audio-visual Production Industry (Technicians).

### IOC buildings

#### Lausanne

- 5 office buildings
- 1 building occupied by a public library (Olympic Studies Centre) and offices
- 1 museum building (The Olympic Museum)
- 2 warehouses

**Total floor area: approx. 22,000 m<sup>2</sup>**

#### Madrid

- 1 office building
- 1 warehouse

**Total floor area approx. 18,000 m<sup>2</sup>**



## Appendix 4: GRI index

The table below lists all the GRI disclosures of the GRI Core Option and indicates where information can be found in the present report or in other publicly available information sources. Movement and matters to do with the IOC as an organisation have only been raised from internal sources.

GRI DISCLOSURES	PAGE NUMBER(S) AND/OR URL(S)	REASONS FOR POSSIBLE OMISSIONS
<b>General disclosures</b>		
GRI 102-1: Name of organisation	Pages 24-25	
GRI 102-2: Activities, brands, products, and services	<a href="#">IOC Sustainability Strategy</a> , pages 22-30	
GRI 102-3: Location of headquarters	Page 42	
GRI 102-4: Location of operations	Page 42	
GRI 102-5: Ownership and legal form	Pages 24-25	
GRI 102-6: Markets served		Not applicable
GRI 102-7: Scale of the organisation	Page 42	
GRI 102-8: Information on employees and other workers	Page 108	
GRI 102-9: Supply chain	Pages 46-48	
GRI 102-10: Significant changes to the organisation and its supply chain		Not applicable (no significant changes in 2017)
GRI 102-11: Precautionary principle or approach		Not applicable (the IOC does not have to make decisions on matters that may be subject to the precautionary principle)
GRI 102-12: External initiatives	Pages 99-102	
GRI 102-13: Membership of associations	Pages 99-102	
GRI 102-14: Statement from senior decision-maker	Pages 2-3; see also <a href="#">IOC Sustainability Strategy</a> , page 2	
GRI 102-16: Values, principles, standards, and norms of behaviour	Please refer to the <a href="#">Universal principles for integrity</a> described on our website	
GRI 102-18: Governance structure	Pages 23-32	
GRI 102-40: List of stakeholder groups	Pages 99-102	



<b>GRI DISCLOSURES</b>	<b>PAGE NUMBER(S) AND/OR URL(S)</b>	<b>REASONS FOR POSSIBLE OMISSIONS</b>
GRI 102-41: Percentage of total employees covered by collective bargaining agreements	Page 112	
GRI 102-42: Identifying and selecting stakeholders	Page 39	
GRI 102-43: Approach to stakeholder engagement	Page 39	
GRI 102-44: Key topics and concerns raised	Pages 103-104	
GRI 102-45: Entities included in the consolidated financial statements	Page 25	
GRI 102-46: Defining report content and topic boundaries	Pages 18-21	
GRI 102-47: List of material topics	Pages 18-20	
GRI 102-48: Restatements of information		Not applicable (no previous Sustainability Report)
GRI 102-49: Changes in reporting		Not applicable (no previous Sustainability Report)
GRI 102-50: Reporting period	Page 21	
GRI 102-51: Date of most recent report		Not applicable (no previous Sustainability Report)
GRI 102-52: Reporting cycle	Page 21	
GRI 102-53: Contact point for questions regarding the report	Page 12	
GRI 102-54: Claims of reporting in accordance with the GRI Standards	Page 18	
GRI 102-55: GRI content index	Pages 113-116	
GRI 102-56: External assurance	Page 117	
<b>Management approach</b>		
GRI 103-1: Explanation of material topics and their boundaries	Pages 18-20	
GRI 103-2: Policies, commitments, goals and targets, responsibilities, resources, grievance mechanisms, specific actions	Pages 32-38	
GRI 103-3: Evaluation of the management approach	Pages 32-33, 39-40	
<b>Economic performance</b>		
GRI 201-1: Direct economic value generated and distributed	Pages 37-38; see also the Financial Statements in the <a href="#">IOC Annual Report 2017</a>	



GRI DISCLOSURES	PAGE NUMBER(S) AND/OR URL(S)	REASONS FOR POSSIBLE OMISSIONS
<b>Indirect economic impacts</b>		
Specific disclosure on the IOC's strategic approach to maximising Olympic legacy	Page 73	GRI disclosures for this topic are not relevant to the IOC's indirect economic impacts that were considered material for this report, therefore a specific disclosure has been defined
<b>Procurement practices</b>		
GRI 204-1: Proportion of spending on local suppliers	Pages 46-48	
<b>Anti-corruption</b>		
GRI 205-2: Communication and training about anti-corruption policies and procedures	Pages 34-35	
<b>Energy</b>		
GRI 302-1: Energy consumption within the organisation	Page 105	
<b>Emissions</b>		
GRI 305-1: Direct (Scope 1) GHG emissions	Page 107	
GRI 305-2: Energy indirect (Scope 2) GHG emissions	Page 107	
GRI 305-3: Other indirect (Scope 3) GHG emissions	Page 107	
<b>Effluents and waste</b>		
GRI 306-2: Waste by type and disposal method	Page 106	
<b>Supplier environmental and social assessment</b>		
GRI 308-2 and 414-1: New suppliers that were screened using environmental and social criteria	Pages 46-48	Although a number of existing and new suppliers have been screened, the overall percentage of new suppliers screened is currently not available. We are planning to put in place a process to record such information by 2020, as part of the IOC sustainable sourcing approach.
<b>Employment</b>		
GRI 401-1: New employee hires and employee turnover	Page 109	
GRI 401-3: Parental leave	Page 110	



GRI DISCLOSURES	PAGE NUMBER(S) AND/OR URL(S)	REASONS FOR POSSIBLE OMISSIONS
<b>Diversity and equal opportunity</b>		
GRI 405-1: Diversity of governance bodies and employees	Pages 110-111	
GRI 405-2: Ratio of basic salary and remuneration of women to men	Page 111	Available only for OBS and OCS operations in Madrid. For Lausanne-based entities: Not assessed in 2017 but will be as of 2019 as part of the People Management 2020 programme.
<b>Non-discrimination</b>		
GRI 406-1: Incidents of discrimination and corrective actions taken	Page 112	
<b>Human rights assessment</b>		
GRI 412-3: Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Pages 35-36, 46-48, 66, 68	The number and percentage of significant investment agreements and contracts that include such clauses is not yet monitored accurately, however significant progress was made in 2017-2018: <ul style="list-style-type: none"> <li>• In 2017, the IOC strengthened the Host City Contract's provisions on the protection of human rights (see page 68).</li> <li>• In 2018, a reference to the UN Guiding Principles on Business and Human Rights was also included in the IOC template framework agreement with service providers.</li> <li>• The newly developed IOC Supplier Code, a binding document for new IOC suppliers, includes a clause on human rights (see page 46).</li> <li>• A sustainability due diligence review process for new TOP Partners, covering the topic of human rights, was introduced in 2017 (see page 48).</li> </ul>



## Appendix 5: Assurance statement by ERM CVS

### Independent Assurance Statement to the International Olympic Committee

ERM Certification and Verification Services (ERM CVS) was engaged by the International Olympic Committee (IOC) to provide limited assurance in relation to the IOC Sustainability Report – October 2018 (the Report) as set out below.

	Engagement summary
<b>Scope of our assurance engagement</b>	Whether a. the reported progress against the IOC’s 18 sustainability objectives for 2020 are fairly presented, in all material respects, with the reporting criteria; and b. the report is consistent with the GRI Reporting Principles
<b>Reporting criteria</b>	IOC Sustainability Strategy (October 2017) and GRI 101 – Foundation (2016)
<b>Assurance standard</b>	ERM CVS’ assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).
<b>Assurance level</b>	Limited assurance.
<b>Respective responsibilities</b>	The IOC is responsible for preparing the information and data and for its correct presentation in its reporting to third parties, including disclosure of the reporting criteria and boundary.  ERM CVS’s responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

### Our conclusions

Based on our activities, nothing has come to our attention to indicate that the reported progress against the IOC’s 18 sustainability objectives for 2020 are not fairly presented, in all material respects, with the reporting criteria.

Based on our activities, nothing has come to our attention to indicate that the Report is not consistent with the GRI Reporting Principles.

### Our assurance activities

We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusions.

A multi-disciplinary team of assurance specialists performed the following activities:

- A review of external media reporting relating to the IOC to identify relevant sustainability issues in the reporting period.
- Visits to IOC offices in Lausanne, Switzerland and discussions with relevant staff at OBS-OCS operations in Madrid, Spain to:
  - interview relevant staff to understand the IOC Sustainability Strategy, policies and management systems in relation to the IOC’s sustainability objectives and the Report; and
  - interview relevant staff and third parties to understand and evaluate the data management systems and processes (including IT systems and internal review processes) used for collecting and reporting relevant data and other information.



- Reviewing selected evidence related to the design, content and information selection, and production of the Report in accordance with the GRI Report Content Principles, including the stakeholder engagement and materiality processes.
- Reviewing selected evidence related to the collection, consolidation and production of the information in the Report in accordance with the GRI Report Quality Principles.
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

### The limitations of our engagement

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, collecting, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

### Our observations

We have provided the IOC with a separate detailed management report. Without affecting the conclusions presented above, we have the following key observations:

- Continue to institutionalise sustainability throughout the organisation by incorporating accountability and responsibilities for delivery of the Sustainability Strategy into job descriptions and evaluation processes; and

- The IOC recognises that the collection and reporting of reliable and consistent performance information needed to monitor and measure the progress against all sustainability objectives is challenging. Further work is needed to define what success and achievement against objectives relating to the IOC as owner of the Olympic Games and as leader of the Olympic Movement will look like and to ensure stakeholders understand this by continuing to transparently disclose and discuss developments and measures of progress in the public domain.

Jennifer Iansen-Rogers  
Head of Corporate Assurance Services  
5 October 2018



ERM Certification and Verification Services, London

- [www.ermcvs.com](http://www.ermcvs.com); email: [post@ermcvs.com](mailto:post@ermcvs.com)

*ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS and the ERM staff that have undertaken this engagement work have provided no consultancy related services to the IOC in any respect.*



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