

APPENDIX 10A

**INTERNATIONAL
OLYMPIC COMMITTEE
SUSTAINABILITY
STRATEGY EXECUTIVE
SUMMARY**



IOC Sustainability Strategy

Executive Summary



Olympic Agenda 2020, the starting point for the IOC Sustainability Strategy



Sustainability is one of the three pillars of Olympic Agenda 2020 (the International Olympic Committee's [IOC's] strategic roadmap), alongside credibility and youth.

Credibility

Sustainability

Youth

Two recommendations are specifically related to sustainability

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.

1. 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;
2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
3. The IOC to ensure post-Games monitoring of the Games legacy with the support of the National Olympic Committee and external organisations such as the World Union of Olympic Cities (UMVO).

Recommendation 5:

Include sustainability within the Olympic Movement's daily operations

The IOC to embrace sustainability principles:

1. 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.
2. 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.
3. To achieve the above, the IOC to cooperate with relevant expert organisations such as the United Nations Environment Programme (UNEP).



Olympic Agenda 2020 (continued)

It is important to note that, due to the long-term nature of each edition of the Olympic Games – approximately 10 years from the invitation phase to the staging of the Games – many of the recommendations of Olympic Agenda 2020 will only be fully embedded in Olympic Games' processes and procedures from the Olympic Games edition of 2026 and onwards, as illustrated in the table (right). Considering these timelines and the fact that sustainability requires long-term thinking, it is essential that the IOC's sustainability ambitions would be developed according to a long-term perspective.

Olympic Games timelines from 2014 (release of Olympic Agenda 2020) up to 2020

- | | | |
|---|---|---|
| ▶ 2015
Election of Winter Youth Olympic Games Lausanne 2020 | ▶ 2017
Launch of Candidature Process Olympic and Paralympic Winter Games 2026 | ▶ 2019
Launch of Candidature Process Olympic and Paralympic Summer Games 2028 |
| ▶ 2015
Election of Olympic and Paralympic Winter Games Beijing 2022 | ▶ 2018
Hosting of Olympic and Paralympic Winter Games PyeongChang 2018 | ▶ 2020
Hosting of Winter Youth Olympic Games Lausanne 2020 |
| ▶ 2015
Launch of Candidature Process Olympic and Paralympic Summer Games 2024 | ▶ 2018
Hosting of Summer Youth Olympic Games Buenos Aires 2018 | ▶ 2020
Hosting of Olympic and Paralympic Summer Games Tokyo 2020 |
| ▶ 2016
Launch of Invitation Phase Olympic and Paralympic Winter Games 2026 | ▶ 2018
Launch of Invitation Phase Olympic and Paralympic Summer Games 2028 | ▶ 2020
Election of Summer Youth Olympic Games 2023 |
| ▶ 2017
Election of Olympic and Paralympic Summer Games 2024 | ▶ 2019
Election of Olympic and Paralympic Winter Games 2026 | ▶ 2020
Launch of Invitation Phase Olympic and Paralympic Winter Games 2030 |



The IOC Sustainability Strategy supports our commitment to contribute to the United Nations 2030 Agenda for Sustainable Development

The world faces significant challenges across a wide spectrum of social, environmental and economic matters. Major issues such as social injustice, economic inequality and climate change are increasingly occupying people around the world. The sporting community is not immune to the impacts of these issues. We believe the Olympic Movement has both an opportunity and a duty to contribute actively to global sustainability in line with our vision: “Building a better world through sport”.

That is why it was pivotal for us when in September 2015 the United Nations (UN) General Assembly confirmed the important role that sport plays in supporting the UN 2030 Agenda for Sustainable Development¹ and the 17 Sustainable Development Goals (SDGs)².

The 17 SDGs for 2030 provide a common framework for organisations to explain how they plan to contribute to sustainable development and to tackle the key global sustainability challenges. These SDGs include ending poverty, combatting climate change, fighting injustice and inequality, and many other aspirations for a better, more sustainable world.

The core missions of the Olympic Movement, including social development through sport, are already closely aligned with a number of SDGs, notably in the fields of 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 our activities, we believe we could reinforce the IOC’s contribution to these SDGs while contributing to several other SDGs, as illustrated below.



Key SDGs to which the IOC aims to contribute.

UN 2030 Agenda for Sustainable Development, paragraph 37

‘Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.’

¹ www.sustainabledevelopment.un.org/post2015/transformingourworld

² www.globalgoals.org



We have engaged with a broad range of stakeholders to develop this strategy

Our consultation process started in 2014 as part of the development of Olympic Agenda 2020, and has continued through to the present. This process has been designed with the objective to be as inclusive as possible and to enable us to identify our material sustainability topics and future ambitions. We engaged with:

- The IOC Sustainability and Legacy Commission;
- The IOC at large (covering Lausanne and Madrid operations);
- The 35 Olympic International Federations (IFs);
- A sample of National Olympic Committees (NOCs) representing different regions of the world³;
- The Organising Committees of the Olympic Games (OCOGs) and the 2024 candidate cities;
- Two-thirds of our TOP partners⁴; and
- Over 25 international organisations⁵ and sustainability experts representing a variety of interests and viewpoints.

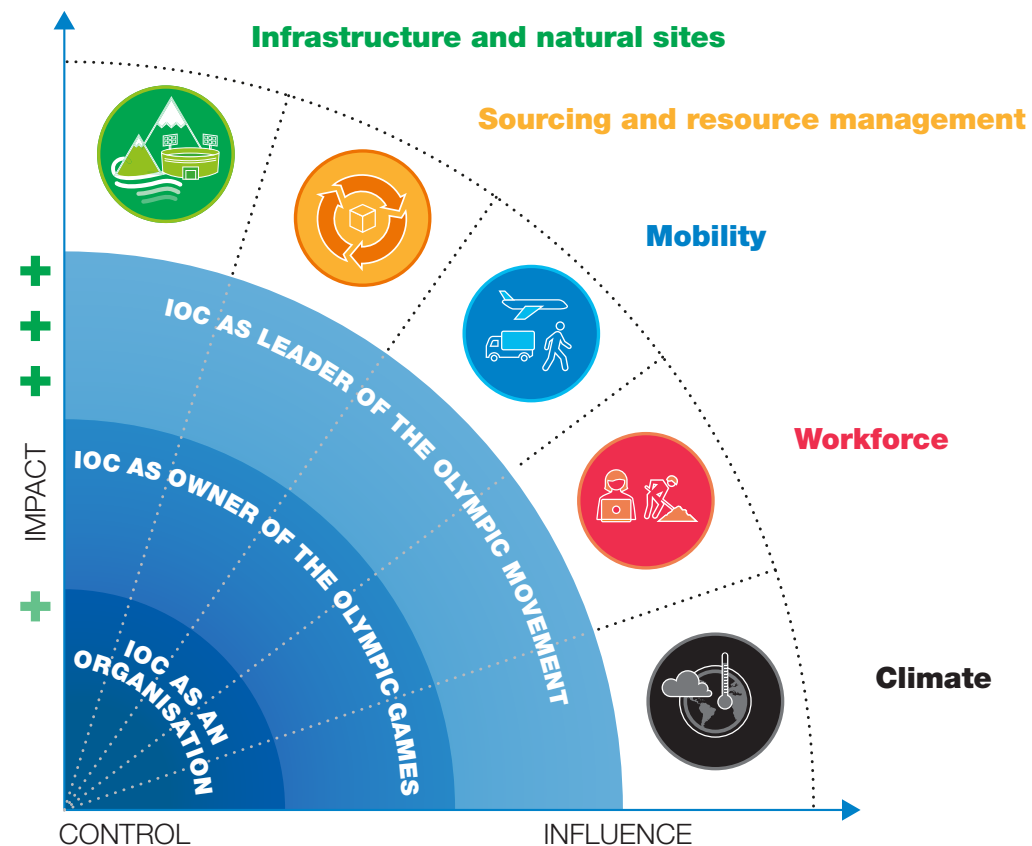
³ Croatia, Denmark, Finland, Germany, Montenegro, Slovenia, Switzerland, Tunisia, Uganda

⁴ Coca-Cola, Atos, Bridgestone, Dow, GE, Panasonic, P&G, Samsung, Toyota

⁵ Including the United Nations Environment Programme (UNEP), the International Union for the Conservation of Nature (IUCN), the International Labour Organisation (ILO), the World Wildlife Fund (WWF), the World Union of Olympic Cities, Green Sports Alliance, etc.

The IOC Sustainability Strategy is framed around three spheres of responsibility and five focus areas

This framework is illustrated below.





Three spheres of responsibility and five focus areas (continued)

For each of the three spheres of responsibility and for each of the five focus areas, strategic intents for 2030 have been defined. The year 2030 was considered a relevant time horizon because it responds to the need to develop long-term sustainability ambitions, it takes into account the duration of Olympic Games' bidding and planning processes, and it aligns with the timeline of the SDGs. These strategic intents for 2030 represent our vision of what a

sustainable future could look like for the IOC, the Olympic Games and the Olympic Movement, as well as our contribution towards achieving the SDGs.

The **three spheres of responsibility** reflect the IOC's main roles and relative degrees of control and influence. The following strategic intents for 2030 have been defined for each sphere of responsibility:

Strategic intents for 2030 for the IOC's three spheres of responsibility





Three spheres of responsibility and five focus areas (continued)

The **five focus areas** reflect aspects of our activities that have the most significant interaction with sustainability. They have also been selected by considering today's key sustainability challenges and the manner in which we – and our stakeholders – believe the IOC can most effectively contribute. The table on the following page presents the scope of these five focus areas

and the associated strategic intents for 2030, which are common across the three spheres of responsibility. The topics of good governance and ethics are closely linked to sustainability but are managed through other programmes within the IOC – under the 'credibility' pillar of Olympic Agenda 2020 – and are therefore not specifically covered within the five focus areas.



**INFRASTRUCTURE
AND NATURAL
SITES**



**SOURCING AND
RESOURCE
MANAGEMENT**



MOBILITY



WORKFORCE








CLIMATE



SCOPE

STRATEGIC INTENTS FOR 2030

 INFRASTRUCTURE AND NATURAL SITES	 SOURCING AND RESOURCE MANAGEMENT	 MOBILITY	 WORKFORCE	 CLIMATE
<p>Development and operation of indoor and outdoor sites⁶ wherever sports activities take place, including support and administrative infrastructure such as non-competition venues⁷ at the Olympic Games and offices of the Olympic Movement's organisations</p>	<p>Sourcing of products and services by organisations within the Olympic Movement, and management of material resources over their lifecycle</p>	<p>Mobility of people and goods associated with the Olympic Movement's activities, at the local and global scale</p>	<p>Working conditions and opportunities offered to employees, volunteers and contractors of the Olympic Movement</p>	<p>Management of direct and indirect greenhouse gas emissions associated with the Olympic Movement's activities, and adaptation to the consequences of climate change⁸</p>
<ul style="list-style-type: none"> • Use of existing infrastructure is maximised and temporary and demountable venues are used where no long-term venue legacy need exists or can be justified • If built, infrastructure is viable and has a minimal environmental footprint • Sites have a net positive impact on local communities • Sites respect protected natural areas, and urban green spaces are promoted • Sites respect protected cultural areas • Sites conserve water resources and protect water quality 	<ul style="list-style-type: none"> • Sourcing of products and services takes account of environmental and social impacts • Products and materials are treated as valuable resources and their lifecycle is optimised 	<ul style="list-style-type: none"> • Mobility solutions are environmentally and socially responsible⁹ • Freight operations are environmentally and socially responsible • Sustainable tourism¹⁰ is promoted 	<ul style="list-style-type: none"> • Working conditions of employees and volunteers are safe and healthy, and active lifestyles are promoted • Workforce¹¹ exemplifies diversity, inclusivity and gender equality • Quality educational and skills development opportunities are offered to young professionals • Working conditions across the supply chains comply with applicable local, regional and national legislation and international agreements and protocols 	<ul style="list-style-type: none"> • Effective carbon reduction strategies are in place for operations and events, and are aligned with the objectives of the Paris Agreement on climate change • Adaptation to the consequences of climate change is taken into account in the planning of sports facilities and events

⁶ Including existing and new permanent construction, temporary and overlay structures

⁷ Examples include the Olympic Village, media centres, logistics depots and accommodation

⁸ Such as changing weather patterns (e.g. leading to less snow in some areas), more frequent extreme weather phenomena (floods, storms, droughts, heat waves, etc.) and rising sea levels

⁹ This refers to solutions that seek to avoid environmental pollution and other forms of nuisance to local communities, are safe, accessible to all, inclusive, and promote active travel modes

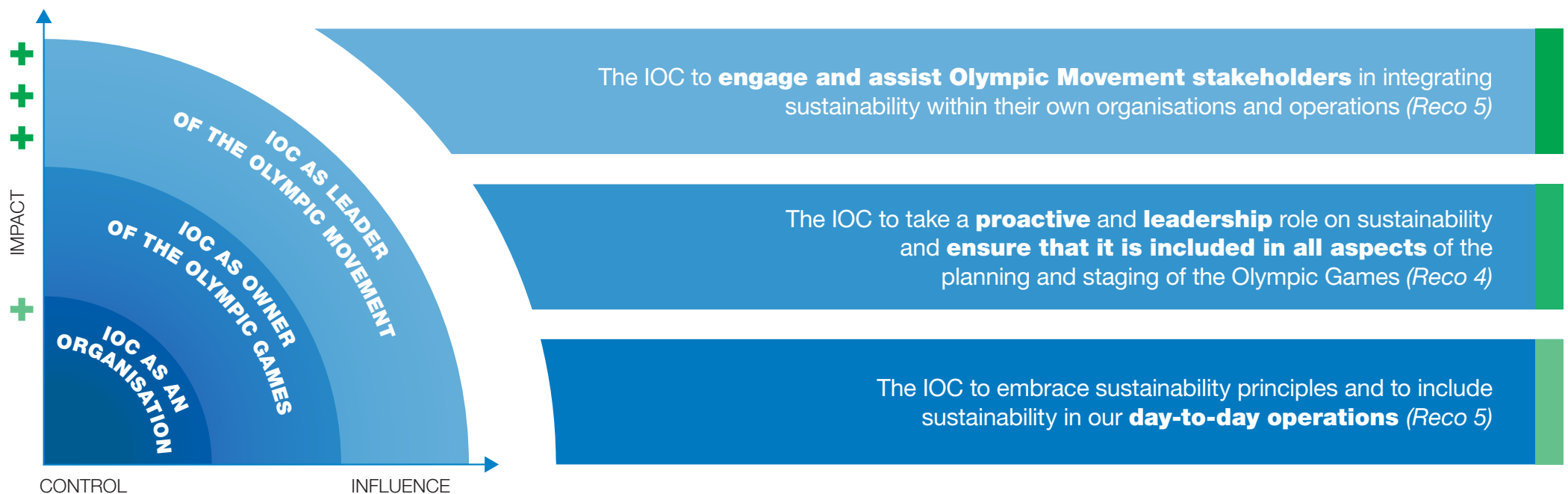
¹⁰ Sustainable tourism takes into account its economic, social and environmental impacts, addressing the needs and actions of visitors, the industry, the environment and host communities

¹¹ Employees and volunteers



As a first step towards meeting our strategic intents and as part of Olympic Agenda 2020, we have defined 18 objectives for 2020

In line with Recommendations 4 and 5 of Olympic Agenda 2020, the IOC's responsibilities are as follows:





► **For the IOC as an organisation,
nine objectives have been defined for 2020**



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

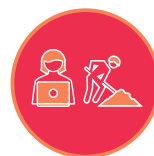


03: Integrate sustainability in the sourcing of goods and services, including those from TOP partners and official licensees*

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*

*Objectives specifically mentioned in Olympic Agenda 2020



► For the IOC as owner of the Olympic Games, four objectives have been defined for 2020

In line with our five focus areas:

O10: Ensure sustainability is addressed as a strategic topic with cities as early as the invitation phase and throughout all phases of the candidature process

O11: 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

O12: 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

O13: 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 above objectives are supported by a set of requirements for the Olympic Games, split according to the five focus areas (see Annex 1).

It is important to appreciate the cyclical nature of the Olympic Games and the long-term nature of each edition of the Games (approximately 10 years)

from initial conception through the candidature process, host city planning, staging of the Games and eventual dissolution of the OCOG and legacy phase. This means that the objectives defined for the *IOC as owner of the Olympic Games* will be applicable to the processes related to the XXV Olympic Winter Games (taking place in 2026) onwards. For current Olympic Games' planning processes, i.e. for PyeongChang 2018, Tokyo 2020, Beijing 2022 and for the Games of the XXXIII Olympiad taking place in 2024 (host city to be elected in 2017), we will work closely with the OCOGs and host cities to align their practices with our Sustainability Strategy.

► For the IOC as leader of the Olympic Movement, five objectives have been defined for 2020

In line with our five focus areas:

O14: Provide mechanisms to ensure exchange of information and best practices between Olympic Movement stakeholders

O15: Facilitate access to relevant expert organisations to develop guidelines and innovative solutions

O16: Leverage Olympic Solidarity to assist NOCs in implementing sustainability initiatives¹²

O17: Set up an ambassador programme including athletes, in order to raise awareness on sustainability in sport

O18: Profile the role of the Olympic Movement in sustainability, through aggregation of information and collective reporting






¹² The Olympic Solidarity funding budget for sustainability-related projects and programmes amounts to approximately USD 2 million for the 2017-2020 quadriennial (Source: Olympic Solidarity Sustainability in Sport Programme Guidelines).



Annex 1

Requirements for candidate cities, OCOGs, host cities and their delivery partners

The requirements below will be applicable to the processes related to the XXV Olympic Winter Games (taking place in 2026) onwards. For current Olympic Games' planning processes, i.e. for PyeongChang 2018, Tokyo 2020, Beijing 2022 and for the Games of the XXXIII Olympiad taking place in 2024 (host city to be elected in 2017), the IOC will work closely with the OCOGs and host cities to align their practices with our Sustainability Strategy.

 INFRASTRUCTURE AND NATURAL SITES	 SOURCING AND RESOURCE MANAGEMENT	 MOBILITY	 WORKFORCE	 CLIMATE
<ul style="list-style-type: none"> • Maximise use of existing facilities and temporary and demountable structures, and only develop new permanent facilities that offer long-term benefits for local communities and contribute to the development of sustainable cities • Prioritise the use of previously developed or degraded land over greenfield sites for the development of new venues and infrastructure, where these can provide sustainability benefits for the local community • Maintain conservation status for any natural or cultural protected areas utilised for the Olympic Games • Use recognised 'green building' standards appropriate to the country/region • Optimise environmental performance of Olympic venues (e.g. impacts on air, water, soil, biodiversity, climate and raw materials availability) • Avoid displacement of existing homes and businesses and adverse impacts on indigenous people and land rights; where unavoidable, consult and provide fair compensation and support, in accordance with local regulations 	<ul style="list-style-type: none"> • Implement responsible sourcing practices for goods and services, including those from national sponsors and licensees • Implement effective processes to avoid waste production and to optimise the lifecycle of materials 	<ul style="list-style-type: none"> • Candidate cities and host cities to develop sustainable transport solutions as part of their Olympic Games project • OCOGs and host cities to maximise use of public transport and active travel modes at Olympic Games time • OCOGs and host cities to implement sustainable logistics solutions for movement of goods • OCOGs and host cities to promote sustainable tourism in host cities/regions 	<ul style="list-style-type: none"> • OCOGs to ensure that working conditions of employees and volunteers are safe and healthy, and that active lifestyles are promoted • OCOGs, host cities and host NOCs to take all necessary measures to ensure that development projects or other projects necessary for the organisation of Olympic Games comply with internationally-recognised standards and all international agreements, laws and regulations applicable in the Host Country with regard to working conditions • OCOGs to offer skills development opportunities for young professionals • OCOGs to promote gender equality and to have a local workforce that reflects the diversity of the host country 	<ul style="list-style-type: none"> • OCOGs and host cities to minimise the Olympic Games' carbon emissions¹³ • OCOGs to compensate their 'direct' / 'owned' emissions¹⁴ • OCOGs and host cities to promote low carbon solutions for and through the Olympic Games in the host country • Candidate cities, OCOGs and host cities to take into account potential consequences of climate change when selecting Olympic Games locations

¹³ The minimisation objective refers to the Games-wide carbon footprint, i.e. emissions from Games' operations under the responsibility of the OCOG, from Olympic venues' construction, from the construction of city infrastructure needed for the Games, and from spectator travel.

¹⁴ 'Direct' or 'owned' emissions of OCOGs are those related to the operation of the Games and fully funded by the OCOG before, during and after the event.



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