



INTERNATIONAL  
OLYMPIC  
COMMITTEE



# IOC Sustainability Strategy

October 2017



## FOREWORD BY THE INTERNATIONAL OLYMPIC COMMITTEE PRESIDENT, THOMAS BACH



The overarching mission of the International Olympic Committee (IOC) is to put sport at the service of humanity. As an organisation dedicated to making the world a better place through sport, the IOC wholeheartedly believes that sport has an essential role to play in modern society. In our fragile world that has never been more interdependent and in need of common solutions, the IOC wants to do its part to make the sporting world an agent for positive change.

This is why sustainability, together with credibility and youth, is one of the three key pillars of Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement. Olympic Agenda 2020 places great emphasis on incorporating sustainability in all aspects of the Olympic Games and encourages all stakeholders of the Olympic Movement to include sustainability in their daily operations.

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 only strengthened our

determination to make sustainability an integral part of all IOC activities.

Building on Olympic Agenda 2020 and developed in close cooperation with many stakeholders and partners, the IOC Sustainability Strategy will fundamentally shape the working practices of the IOC, the Olympic Games and the Olympic Movement. From the design and construction of sport facilities and the way we manage resources, to valuing the natural environment and health and well-being of our people, all of our decisions will be informed by the sustainability principles that are highlighted here.

As the role and relevance of sport in today’s society continues to grow, we know that we can only make progress in cooperation and partnership with others. This is why 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

# THE IOC SUSTAINABILITY STRATEGY AT A GLANCE

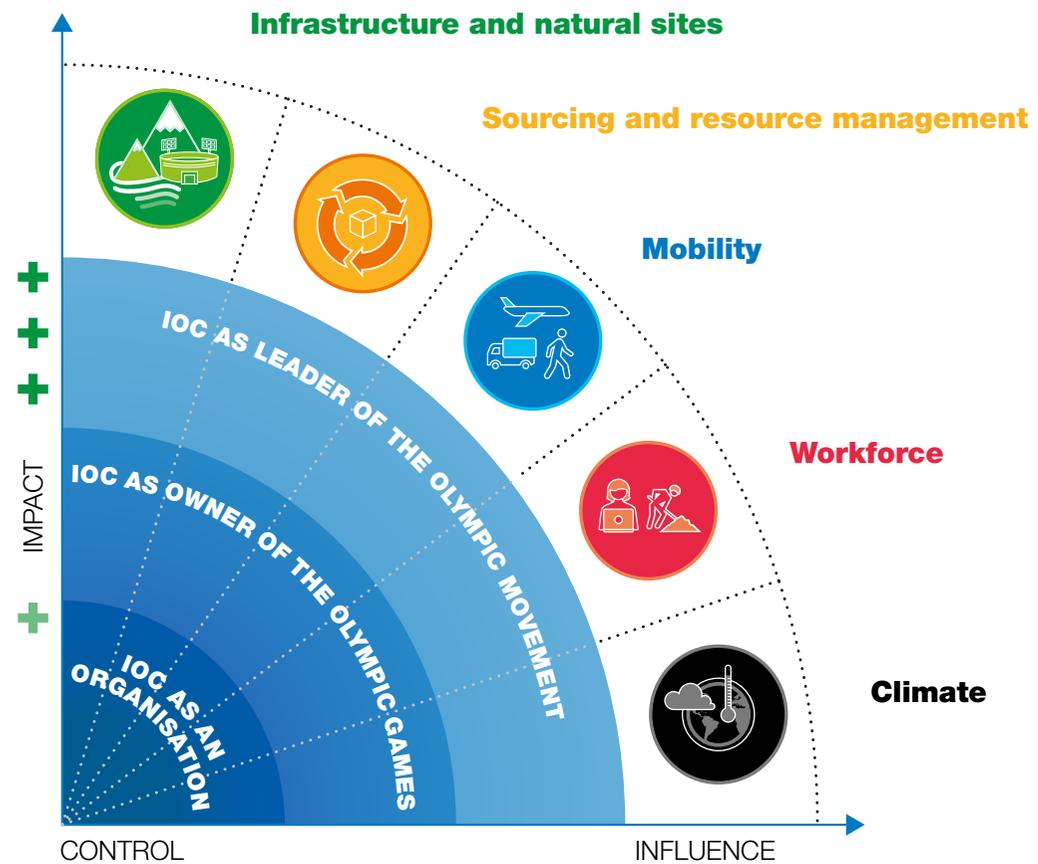
## Olympic Agenda 2020, the starting point for the IOC Sustainability Strategy



Sustainability is one of the three pillars of Olympic Agenda 2020 – the IOC's strategic roadmap – alongside credibility and youth.



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





## Strategic intents for 2030 are defined for each sphere of responsibility and each focus area

### Strategic intents for 2030 per sphere of responsibility





Strategic intents for 2030 per sustainability focus area

SCOPE



**INFRASTRUCTURE AND NATURAL SITES**

Development and operation of indoor and outdoor sites<sup>1</sup> wherever sports activities take place, including support and administrative infrastructure such as non-competition venues<sup>2</sup> at the Olympic Games and offices of the Olympic Movement's organisations



**SOURCING AND RESOURCE MANAGEMENT**

Sourcing of products and services by organisations within the Olympic Movement, and management of material resources over their lifecycle



**MOBILITY**

Mobility of people and goods associated with the Olympic Movement's activities, at the local and global scale



**WORKFORCE**

Working conditions and opportunities offered to employees, volunteers and contractors of the Olympic Movement



**CLIMATE**

Management of direct and indirect greenhouse gas emissions associated with the Olympic Movement's activities, and adaptation to the consequences of climate change<sup>3</sup>

STRATEGIC INTENTS FOR 2030

- 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

- 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

- Mobility solutions are environmentally and socially responsible<sup>4</sup>
- Freight operations are environmentally and socially responsible
- Sustainable tourism<sup>5</sup> is promoted

- Working conditions of employees and volunteers are safe and healthy, and active lifestyles are promoted
- Workforce<sup>6</sup> 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

- 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

<sup>1</sup> Including existing and new permanent construction, temporary and overlay structures.

<sup>2</sup> Examples include the Olympic Village, media centres, logistics depots and accommodation.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> Employees and volunteers.



**As a first step towards meeting its strategic intents and as part of Olympic Agenda 2020, the IOC has set itself 18 objectives for 2020**



**Feedback and continuous dialogue**

Sustainability is a continually evolving and changing process. The development of the IOC Sustainability Strategy has only been 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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## CONTEXT AND AMBITION

### Why sustainability matters to the IOC

The practice of sport highly depends on the availability of key natural resources such as clean air, clean water and undeveloped land, as well as healthy ecosystems such as green urban areas, mountains, forests, lakes, rivers and oceans. It is the availability of these wells of natural capital – and their contribution to the health and well-being of athletes and society – that makes sport and other types of human activities possible.

Be it a basic physical activity during leisure time or a high-level competition, sport constitutes a central element of society. It unites millions of men and women, boys and girls, young and old, in every corner of the planet and gives life to numerous clubs, associations and institutions of many kinds.

Its reach also touches the millions of people involved in related activities such as designing, constructing and managing sport venues, producing sport equipment and sport apparel, transporting people and goods around the world, or organising sport events.

All these activities have an impact on the world's environmental, social and economic resources. At the same time, the enthusiasm for the practice of sport, and the enjoyment of watching sport provide ideal opportunities to raise public

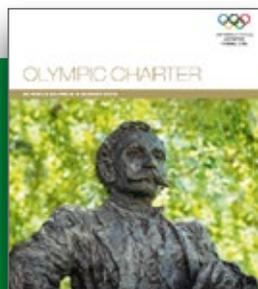
awareness and educate young generations on the global sustainability challenges being faced and, more importantly, on solutions to address these challenges.

The IOC understands the need for a more sustainable world and that it is one of the greatest challenges of our time. We believe the IOC – as the supreme authority of the Olympic Movement and a leading institution in the world of sport – has both an opportunity and a duty to actively contribute to global sustainability. Our vision “Building a better world through sport” attests to this and supports the IOC's actions.

### The IOC's sustainability journey

The beginning of the IOC's sustainability journey came from the 1992 United Nations (UN) Earth Summit in Rio de Janeiro, Brazil, at which the IOC was represented. Two years later in 1994, at the Centennial Olympic Congress in Paris, part of the IOC Session was devoted to a debate on sport and environment. The discussion led to calls for the inclusion of a provision in the Olympic Charter underlining the necessity for the Olympic Movement to demonstrate responsible concerns in preserving the environment. This was acted upon and a clause on environment and sustainable development was included in the 1996 version of the Olympic Charter. Variations of this clause have remained in the [Charter](#) since then.





**Extract from the Olympic Charter (as of 15 September 2017)**

**Chapter 1, The Olympic Movement**

▶ **2) Mission and role of the IOC**  
13. To encourage and support a responsible concern for environmental issues, to promote sustainable development in sport and to require that the Olympic Games are held accordingly

14. To promote a positive legacy from the Olympic Games to the host cities and host countries

During this time, the organisers of the Olympic Winter Games Lillehammer 1994 in Norway were introducing environmental measures for the first time into Olympic Games preparations and operational delivery. As part of their approach, the organisers set themselves five “green” goals. In order to achieve them more than 20 sustainability projects were initiated during Games preparations. These Games are widely recognised as the first “green” Games.

As part of their planning at this time, the Sydney (Australia) bid committee perceived environment as an important aspect to be addressed and a differentiating factor to be included in their 2000 Olympic Summer Games candidature. At that time the topic of environment was not as important in the IOC Candidature Process as it is today. The significant remediation work required for the development of their proposed Olympic Park site made the bid committee realise the environmental opportunity they could develop.

In 2001, the IOC established the Olympic Games Study Commission to examine ways of containing the size, cost and complexity of the Olympic Games. The Commission’s report, issued in July 2003, recognised the need to ensure that host cities and their residents are left with a significant legacy of venues, infrastructure, expertise and experience. The Commission’s recommendations had a strong bearing on the bidding for the Olympic Games 2012, which started in late 2003.

This was the beginning of the shift towards building new permanent venues only where a sound future use could be confirmed. Alternatively, the use of existing or temporary facilities was recommended. This positioning led to the step change from essentially “green” Olympic Games to a much stronger focus on sustainability and legacy in more recent editions of the Games such as the back-to-back delivery of the Olympic Winter Games Vancouver 2010 and the Olympic Games London 2012.

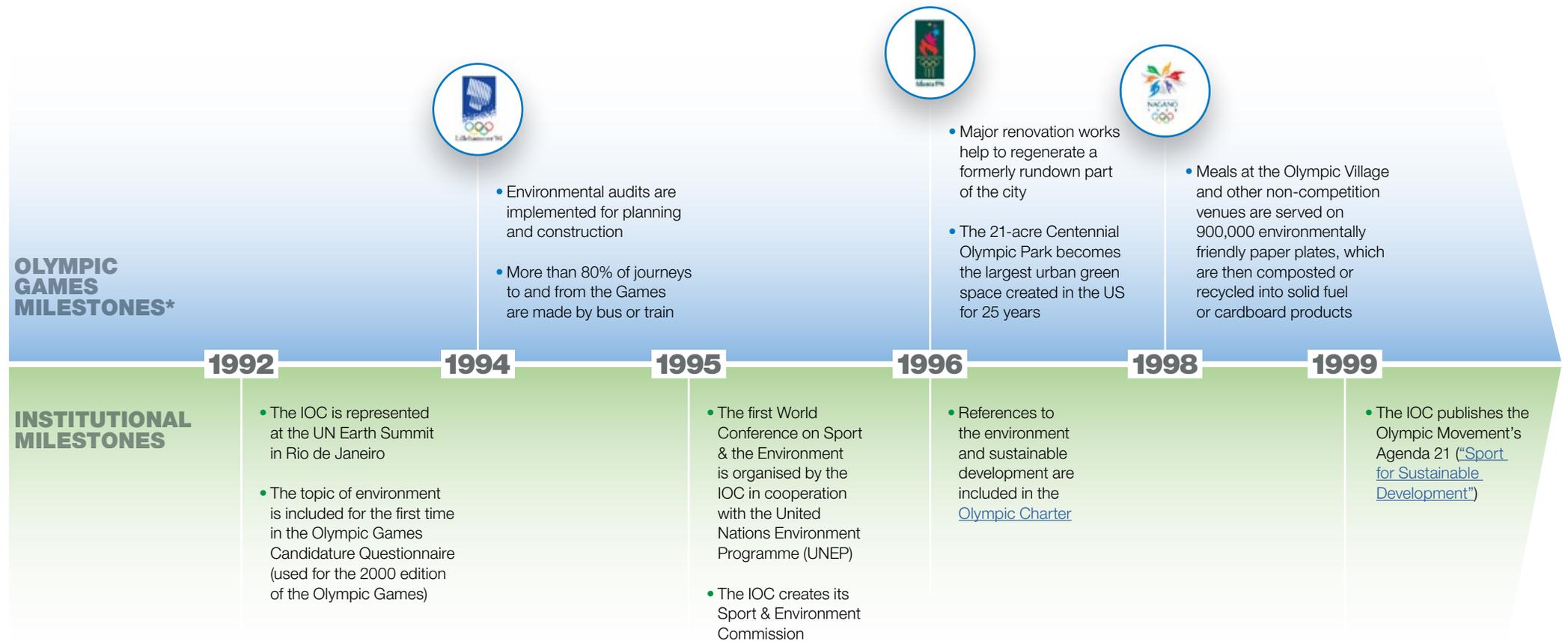
Both the Olympic Winter Games Vancouver 2010 and the Olympic Games London 2012 raised the bar to new levels and it has been the IOC’s goal to have subsequent Olympic Games build on these foundations. The impact of their initiatives has been far-reaching. Not only have the learnings and best practices fed into Olympic Games Knowledge Management, and all the support services provided by the IOC to candidate and host cities, but the effect has gone beyond the Olympic Games to influence the wider event sector. An example is the Event Sustainability Management System standard, ISO 20121, which was pioneered by the Olympic Games London 2012. This has rapidly become the recognised international sustainability standard for events<sup>7</sup> (both sporting and non-sporting) and is now a requirement for Organising Committees for the Olympic Games (OCOGs).

In parallel, the IOC strengthened its Candidature Process to address, initially environment, and then sustainability, and provided resources to guide the OCOGs in this area.

<sup>7</sup>ISO 20121 has been adopted by events as diverse as World Expos (Milano 2015), COP21 (Paris 2015), the Sydney Festival, UEFA Euro 2016 (France), and numerous sport venues (e.g. Roland Garros) and convention centres. The Organising Committee for the Olympic Games Rio 2016, the Youth Olympic Games Organising Committee Lillehammer 2016 and the Olympic Games Paris 2024 Bid Committee received third party certification to the standard.



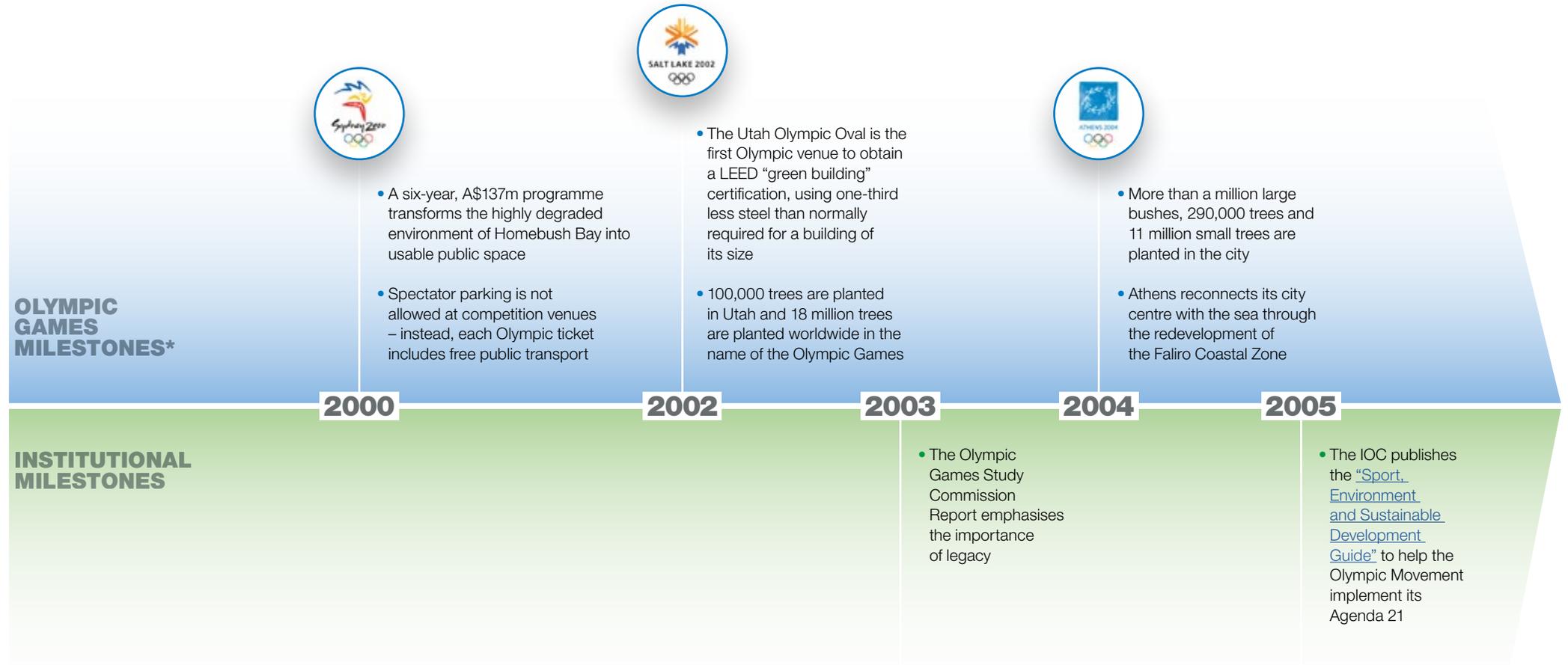
## Sustainability milestones



\*A few examples are highlighted here, among the various sustainability initiatives implemented by each edition of the Olympic Games.



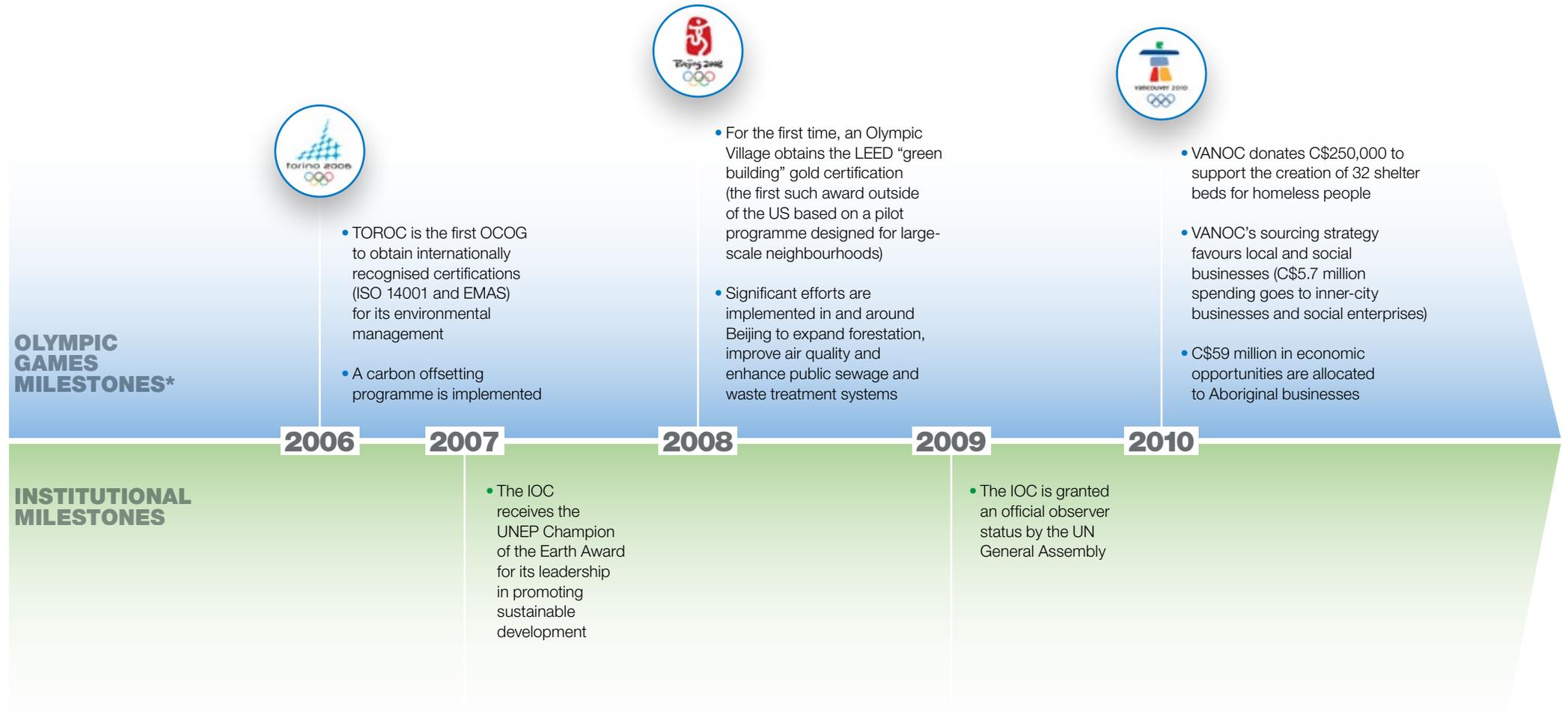
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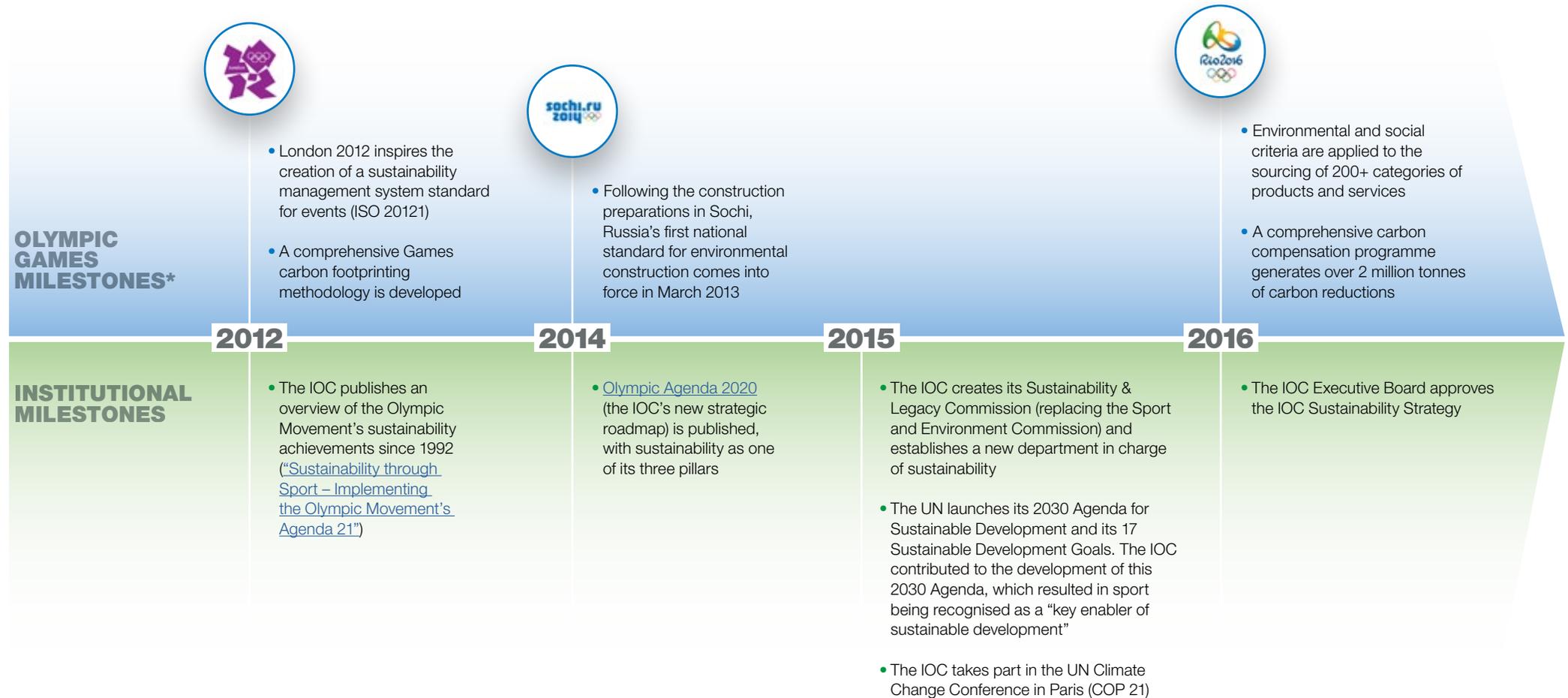
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## Moving sustainability forward with Olympic Agenda 2020

### Olympic Agenda 2020

Upon his election as IOC President in September 2013, Thomas Bach initiated an extensive consultation exercise that spanned the Olympic Movement and beyond, to wider stakeholders and the general public. The objective was to re-evaluate the IOC's priorities and to set out a forward-looking series of recommendations to ensure that the Olympic Games, the Olympic Movement and the IOC remain relevant and effective in the future.

This exercise revealed what stakeholders considered priority issues, and it road-tested proposals set out by the IOC President. A total of 1,200 ideas were received from 270 contributors. They were assessed internally and addressed through a series of expert multi-stakeholder working groups, including a Sustainability and Legacy Working Group that met and reported in June 2014.

The IOC condensed the inputs emanating from these discussions and exchanges into 40 recommendations, which were approved unanimously by the IOC Session in December 2014. This resulted in the creation of [Olympic Agenda 2020](#), the IOC's strategic roadmap, of which sustainability is one of the three pillars, alongside credibility and youth.

While sustainability touches many of the 40 recommendations contained within Olympic Agenda 2020, it is specifically manifested in two recommendations:

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

This is about the IOC taking a more proactive lead in ensuring that sustainability is properly factored into the planning and staging and legacy of the Olympic Games. The important distinction here will be what the IOC can do itself to make the Olympic Games a more sustainable event, recognising that many aspects will be under the control of the respective host cities and Organising Committees of the Olympic Games.

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

This recommendation has three main elements. Firstly, for the IOC to develop its own corporate sustainability programme – in effect, “walking the talk”. Secondly, it is about reaching out to the wider Olympic Movement to provide assistance and means of sharing best practices. Thirdly, there is a role of “representation and advocacy” on behalf of the Olympic Movement, to ensure sport has a credible and effective voice in global sustainability dialogue, and to leverage key partnerships.





The full text of Recommendations 4 and 5, follows.

► **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 organisations 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).**



## Sustainability as a working principle of the Olympic Movement

As previously mentioned, the IOC’s vision, which is shared by all constituents of the Olympic Movement, is “Building a better world through sport”. It is underpinned by the three core values of Excellence, Respect and Friendship.

Following the development of Olympic Agenda 2020, the Olympic Movement’s vision statement (as illustrated right) was updated and approved by the IOC Session in 2015. It included for the first time explicit reference to sustainability as a working principle of the Olympic Movement. This recognised the need to move from a technical approach to one where sustainability is integral to the culture of the organisation.

For the IOC, including sustainability as a working principle means that, when making decisions, we ensure feasibility and we seek to maximise positive impact and minimise negative impact in the social, economic and environmental spheres. This is confirmed by the IOC Sustainability Policy that outlines the IOC’s commitment and strategy towards sustainability (see Annex 1).

The mission of the Olympic Movement to “Promote sport and the Olympic values in society, with a focus on young people” is closely linked to sustainability. This is covered by dedicated IOC programmes that focus on the contribution of sport to health and well-being, education and peace.

## Vision, values, missions and working principles of the Olympic Movement



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



The topics of good governance and ethics are also related to sustainability, as well as being specifically included as a working principle of the Olympic Movement. They are implemented through:

- the [IOC Code of Ethics](#), an integral part of the Olympic Charter that is founded on the premise that “Respect for the universal fundamental ethical principles is the foundation of Olympism”;
- the [Basic Universal Principles of Good Governance](#) of the Olympic and Sports Movement, which were approved at the XIII Olympic Congress in Copenhagen in 2009 as a minimum standard to be adopted by all members of the Olympic Movement; and
- the [IOC’s Integrity and Compliance Hotline](#), which serves as a means of reporting suspicious approaches or activities potentially contravening the Code of Ethics, including financial misconduct or other legal, regulatory and ethical breaches over which the IOC has jurisdiction.

These important topics, all of which relate to the overall concept of sustainability, will be essential to the implementation of the IOC Sustainability Strategy. To avoid any repetition with existing IOC programmes in these areas, these are referenced in this document, and any additional material is indicated. These topics will be addressed through the IOC’s future sustainability reporting.





### Sport as an enabler of sustainable development

Olympic Agenda 2020 has also strengthened the IOC’s willingness to develop partnerships with external organisations, to help bring positive change to society. That is why it was pivotal for us when, in September 2015, the UN General Assembly confirmed the important role that sport plays in supporting the [UN 2030 Agenda for Sustainable Development](#) and the [UN’s 17 Sustainable Development Goals](#) (SDGs):

#### 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.”

The 17 SDGs for 2030 provide a common framework for public and private actors to explain how they plan to contribute to sustainable development. The SDGs include ending poverty, combatting climate change,

fighting injustice and inequality, and many other aspirations for a better, more sustainable world.

The third mission of the Olympic Movement – “Promote sport and the Olympic values in society” – is 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 the IOC’s activities, and developing partnerships with relevant bodies, the IOC intends to reinforce its contribution to these SDGs while contributing to others (as illustrated below). This is an important element of the IOC Sustainability Strategy.



Key SDGs to which the IOC aims to contribute.

### **Development of the IOC Sustainability Strategy**

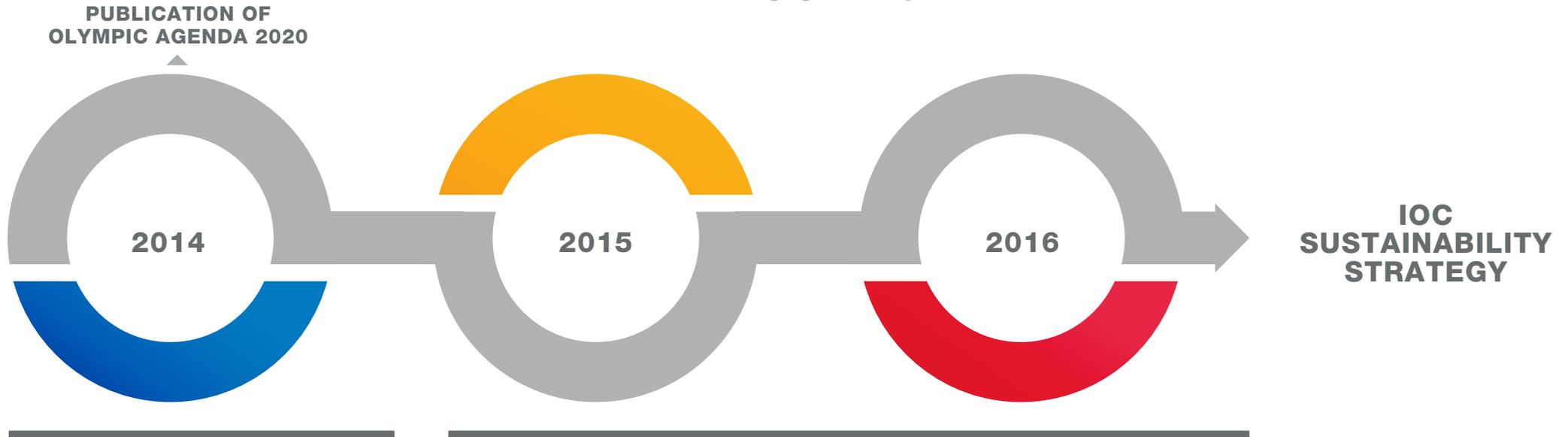
To effectively respond to Olympic Agenda 2020, it was deemed imperative to address Recommendations 4 and 5 in a holistic manner, rather than approaching them separately. Therefore, the need to compile a Sustainability Strategy that would provide objectives, timelines and parameters in which to work, became evident.

The IOC conducted a stakeholder engagement exercise throughout 2015 and 2016 to determine its material sustainability topics and future ambitions. In total, more than 100 organisations and individual experts were consulted, representing a great diversity of interests and opinions.

The outputs of this exercise led to the development of the IOC Sustainability Strategy. The Strategy was peer-reviewed by experts and approved by the IOC Executive Board in December 2016.



## Stakeholder engagement process



### 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)
- International Federations (IFs)
- National Olympic Committees (NOCs)
- Organising Committees for the Olympic Games (OCOGs) and 2024 candidate cities
- TOP partners<sup>8</sup>
- Over 25 international organisations<sup>9</sup> and sustainability experts representing a variety of interests and viewpoints

<sup>8</sup> TOP partners are the worldwide Olympic sponsors. They currently include The Coca-Cola Company, Alibaba, Atos, Bridgestone, Dow, GE, Intel, Omega, Panasonic, Procter & Gamble, Samsung, Toyota and Visa.

<sup>9</sup> Including the United Nations Environment Programme (UNEP), the International Union for the Conservation of Nature (IUCN), the International Labour Organisation (ILO), the WWF, the World Union of Olympic Cities, Green Sports Alliance, etc.

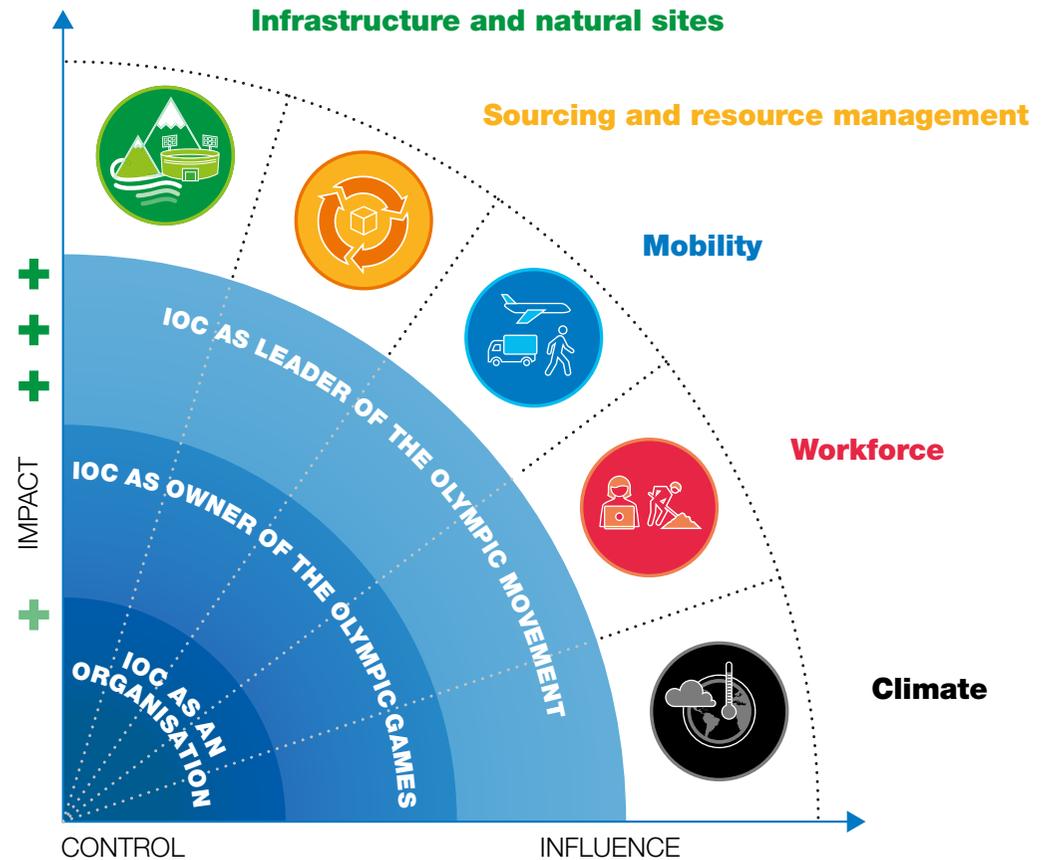


## THE IOC'S THREE SPHERES OF RESPONSIBILITY AND FIVE FOCUS AREAS

The IOC Sustainability Strategy is framed around the IOC's three spheres of responsibility, and five focus areas reflecting aspects of the IOC's activities that have the most significant interaction with sustainability. This framework is illustrated opposite.

### The IOC's three spheres of responsibility

The IOC has three primary spheres of responsibility: as an organisation; as owner of the Olympic Games and 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, as well as its obligations in taking forward the sustainability recommendations from Olympic Agenda 2020.





### The IOC as an organisation

The IOC is an independent, not-for-profit international organisation, founded in 1894 as the supreme authority of the Olympic Movement. The IOC's mission is to promote Olympism throughout the world and to lead the Olympic Movement. The IOC is generally known for overseeing the organisation of the modern Olympic Games, held in summer and winter, every four years, and as the Olympic Movement's governing body.

The IOC is entirely privately funded. It generates revenue through several programmes, including the sale of broadcasting rights, The Olympic Partner (TOP) programme<sup>10</sup> and the IOC official supplier and licensing programme. The IOC's forecast total revenue for the quadrennial 2013-2016 amounts to USD 5.6 billion, 73 per cent of which originates from broadcasting revenues and 18 per cent from the TOP programme marketing rights<sup>11</sup>.

The IOC distributes 90 per cent of its revenue to organisations throughout the Olympic Movement, in order to support the staging of the Olympic Games and to promote the worldwide development of sport and Olympic values in society. This means that every day more than USD 3 million are distributed by the IOC to support athletes and sport organisations at all levels around the world.

The IOC's headquarters are in Lausanne, Switzerland. In Lausanne, the IOC also owns and operates the Olympic Museum. Two IOC subsidiary organisations, Olympic Broadcasting Services (OBS) and Olympic Channel Services (OCS), are headquartered in Madrid, Spain.

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.

In 2016, work started on the development of the IOC's new headquarters building in Lausanne (*artist's impression below*), which will house a growing number of employees and become a meeting place for the Olympic Movement. This has involved transferring all administrative activities to temporary offices and deconstructing the previous building at Vidy (with 95 per cent of building materials reused or recycled), while the new Olympic House is being constructed on the same plot of land in accordance with high sustainability standards.

Also in 2016, OBS and OCS operations in Madrid underwent significant changes with a relocation from their inner-city location to new and larger buildings on the outskirts of the city, and the launch of the Olympic Channel. In 2017, the new buildings had their environmental management and energy management systems certified according to the ISO 14001 and ISO 50001 standards.



<sup>10</sup> The Olympic Partner (TOP) programme currently includes 12 multinational corporations (usually called "TOP Partners"): The Coca-Cola Company, Alibaba, Atos, Bridgestone, Dow Chemicals, General Electric, Intel, Omega, Panasonic, Procter & Gamble, Samsung, Toyota and Visa.

<sup>11</sup> For further details, please see the [IOC Annual Report 2016](#).



## The IOC as an organisation - key facts and figures

### ENTITIES AND LOCATIONS

#### In Lausanne:

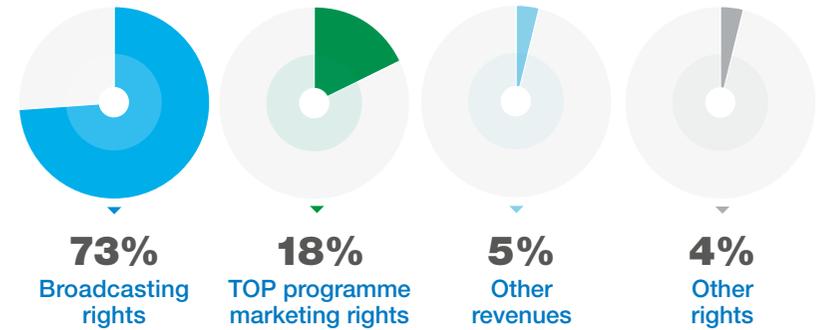
- IOC Headquarters
- the Olympic Museum
- Olympic Solidarity
- IOC Television & Marketing Services
- the Olympic Channel Services (OCS)

#### In Madrid:

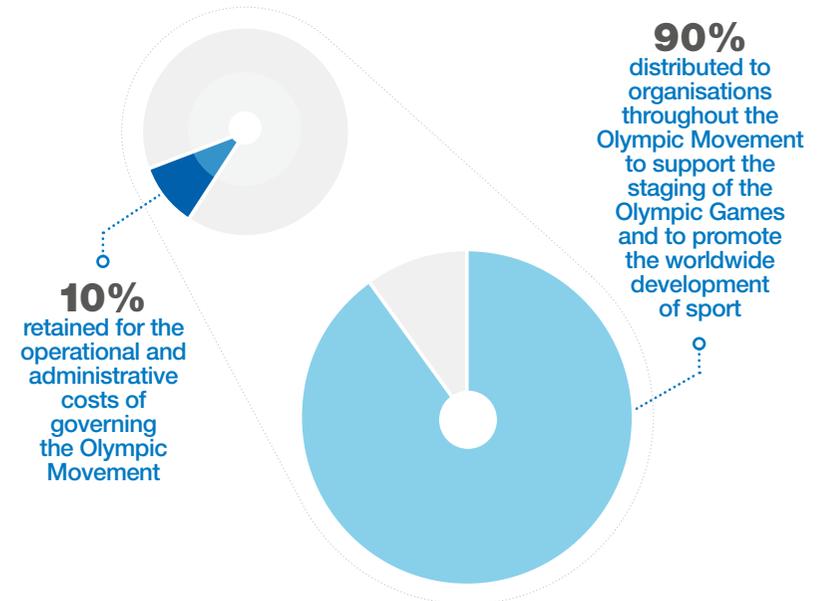
- Olympic Broadcasting Services (OBS) Headquarters
- Olympic Channel Services (OCS) Headquarters



### IOC REVENUE SOURCES 2013-2016



### IOC REVENUE DISTRIBUTION (%)



### MEMBERS



**100 IOC Members**  
from over  
**70 different countries**

### STAFF



**830 FTE** (full-time equivalent) employees from over  
**50 nationalities**, including:

<b>550 FTE</b> in Lausanne	<b>280 FTE</b> in Madrid
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### THE IOC OWNS A POWERFUL BRAND



**Over 90% of people** recognise the Olympic symbol

**Over 80% of people** find the Olympic symbol inspirational



### The IOC as owner of the Olympic Games

The IOC's second sphere of responsibility concerns the Olympic Games, its primary "product". The Olympic Games, both summer and winter editions, take place every four years. The cycle from one Summer Games ending to the next edition is known as the Olympiad.

Each edition of the Olympic Games is awarded to a new host city elected by the IOC Members, seven years in advance of the Games. Preceding this is a two-year Candidature Process, comprised of two stages:

- a one year non-committal Dialogue Stage that provides interested cities and National Olympic Committees (NOCs) with an opportunity to engage with the IOC to assess the benefits and requirements related to hosting the Olympic Games; and
- a Candidature Stage enabling those cities that are invited by the IOC to become Candidate Cities and to work closely with the IOC to increase the value proposition of their Olympic Games delivery plan.

Altogether this represents a nine-year cycle from the Candidature Process to the delivery of the Games.

As owner of the Olympic Games, the IOC defines the product scope, scale, programme and operational requirements. It sets and manages the Candidature Process, elects the host cities and sets the contractual rules of engagement (Host City Contract). Following the host city election, the IOC's 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. The visual over the page highlights the breadth and scope of an Olympic Summer Games edition.

### Paralympic Games

When the IOC elects a new host city for either the Olympic Summer Games or Olympic Winter Games, it simultaneously selects the host city for the Paralympic Games. This is the result of an important partnership dating back to the Olympic Games Seoul 1988, Republic of Korea, when the two events were first aligned to take place consecutively in the same host city.

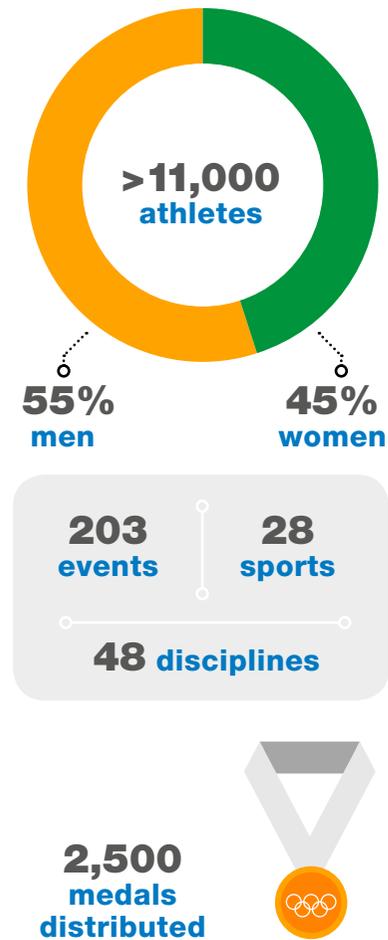
Not only does this create efficiencies of scale and cost, but it also means that the IOC is able to bring tangible support to the Paralympic Movement. The delivery of the Paralympic Games is overseen by the International Paralympic Committee (IPC)\*, but on the ground in the host city the operational work is done by the OCOG. This allows for effective integrated planning across both the Olympic and Paralympic Games. The wider societal benefits of promoting disability sport and improving accessibility at venues, and in the host city generally, are outcomes the IOC proudly shares with the Paralympic Movement.

In terms of sustainability, the objectives presented in the IOC Sustainability Strategy in relation to the Olympic Games are therefore implicitly related also to the delivery of the Paralympic Games.

\* The IPC is the global governing body of the Paralympic Movement. Its purpose is to organise the summer and winter Paralympic Games and act as the International Federation for nine sports, supervising and coordinating World Championships and other competitions. The IPC belongs to the Olympic Movement and has a collaboration agreement with the IOC.



## Key facts from the Olympic Games Rio 2016



A total workforce of around

6,000 staff  
40,000 volunteers  
80,000 contractors

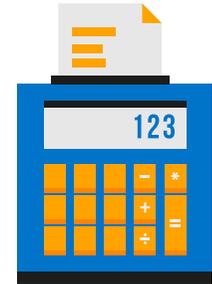
at Games-time

1/2 of the world's population watched some coverage of the Games



Rio 2016 spent:

**R\$3.5 billion**  
(US\$ 1.1 billion)  
for the purchase of goods and services



Daily Games visitors peaked at more than **490,000**

>25,000 accredited media



1.17 million tourists visited Rio de Janeiro during the Games



**Olympic Games timelines**

Due to the long-term nature of each edition of the Olympic Games – nine years from the Candidature Process to the staging of the Games – the first edition of the Olympic Games that will fully benefit from changes initiated by Olympic Agenda 2020 will be the Olympic Games Paris 2024.

The table opposite illustrates the Olympic Games' timelines through to 2020. It shows how decisions made as far back as 2014 (release of Olympic Agenda 2020) flow through to 2020, the target date for the implementation of Olympic Agenda 2020.

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

2015	2016	2017	2018	2019	2020
<ul style="list-style-type: none"> <li>• Host city election for Olympic Winter Games 2022.</li> <li>• Host city election for Winter Youth Olympic Games 2020</li> <li>• Start of Candidature Process Olympic Games 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Winter Youth Olympic Games Lillehammer 2016.</li> <li>• Olympic Games Rio 2016.</li> </ul>	<ul style="list-style-type: none"> <li>• Host city election for Olympic Games 2024.</li> <li>• Host city election for Olympic Games 2028.</li> <li>• Start of Dialogue Stage Olympic Winter Games 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• Olympic Winter Games PyeongChang 2018.</li> <li>• Youth Olympic Games Buenos Aires 2018.</li> <li>• Start of Candidature Process Olympic Winter Games 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• Host city election for Olympic Winter Games 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• Winter Youth Olympic Games Lausanne 2020.</li> <li>• Olympic Games Tokyo 2020.</li> </ul>

## IOC Sustainability Strategy

The IOC's three spheres of responsibility and five focus areas



### Early engagement with Candidate Cities

While the IOC has continual engagement throughout the Olympic Games lifecycle, the most important period for shaping the sustainability direction and requirements for the Games comes in the two years leading up to the host city election: the one year Dialogue Stage and one year Candidature Stage.

This is an aspect the IOC has developed considerably in recent years. During the recent 2024 Candidature Process, for the first time, the operational requirements relating to sustainability that are referenced in the Host City Contract (see Annex 2) were published at the outset of the Candidature Process, allowing Candidate Cities clear visibility on contractual requirements. The IOC also conducted dedicated sustainability sessions with the Candidate Cities so they could understand the direction the IOC Sustainability Strategy was taking and reflect it in their planning. The IOC also invited external partners with specific sustainability expertise to provide assistance to the cities.

Through this and other measures, the IOC ensures that sustainability is positioned as an integral element and strategic priority of the Candidature Process and that it is integrated, from the outset, in the cities' Olympic project. During this period, the IOC aims to help the Candidate Cities develop a project that will respond to their long-term strategic goals and be a catalyst for sustainable development.

### Oversight and guidance for Organising Committees of the Olympic Games (OCOGs)

The early stages following the host city election are also critical for sustainability. It needs to be addressed immediately to ensure that key decisions and the establishment of programme governance reflect sustainability imperatives.

It is essential that the IOC provides practical support for establishing the sustainability programme from the outset, including the transition period from bid to OCOG, so that the momentum and continuity of purpose are maintained. This is most effective via continual collaborative working.

While each host city and OCOG will have specific sustainability programmes and objectives, the IOC's aim is to ensure that the theme is completely integrated across all functions, executive management and the project governance structure (both within the OCOG and across all Olympic Games delivery partners).

There are several aspects of the Olympic Games in which the IOC has direct involvement. Through Olympic Broadcast Services (OBS), the IOC provides the principal TV feed for Rights-Holding Broadcasters and, during the Games, has its own on-site operations at the Olympic Family Hotel and Olympic Hospitality Centre. The IOC also manages a comprehensive Observers Programme for future OCOGs, host city representatives and Candidate Cities. It provides its Members and its



## IOC Sustainability Strategy

The IOC's three spheres of responsibility and five focus areas



own staff uniforms and a range of licensed, branded goods. Whether or not these activities are delivered wholly or partly by the IOC, it is important that the same sustainability approach is implemented throughout.

### Post-Games activities

After the Olympic Games are over, the OCOG is disbanded and responsibility for legacy initiatives resides with local, permanent institutions, such as public authorities, sport bodies, venue owners and non-governmental organisations. In the past, the IOC has had a limited role in ensuring the continuation of sustainability programmes after the end of the Olympic Games, and focused primarily on the transfer of knowledge between successive OCOGs. Looking ahead, the IOC envisages a greater degree of involvement with host cities in their post-Games phase, and this will be developed through new work streams at the IOC and with partner organisations such as the World Union of Olympic Cities (UMVO).



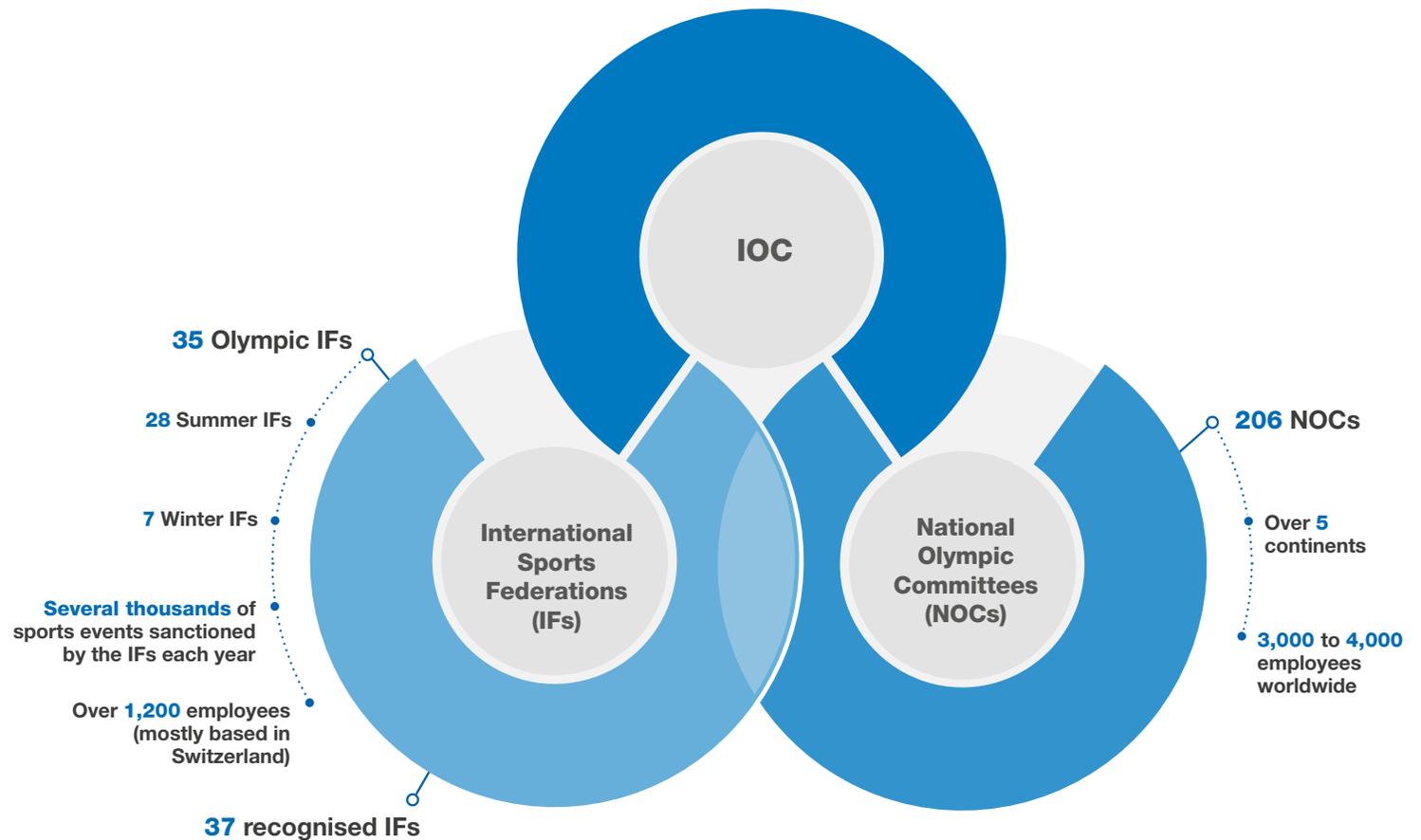


### The IOC as leader of the Olympic Movement

The IOC's third sphere of responsibility is as leader of the Olympic Movement. The Olympic Movement comprises three primary constituents:

- **The IOC:** The supreme authority of the Olympic Movement.
- **The International Federations (IFs):** These are international non-governmental organisations administering one or several sports at world level and encompassing organisations administering such sports at national level.
- **The National Olympic Committees (NOCs):** Their mission is to develop, promote and protect the Olympic Movement in their respective countries. The NOCs are the only organisations that can select and designate the city which may apply to organise Olympic Games in their respective countries. In addition, they alone can send athletes to the Olympic Games.

### The three main constituents of the Olympic Movement



Data as of October 2017

## IOC Sustainability Strategy

The IOC's three spheres of responsibility and five focus areas



Additionally, the Olympic Movement encompasses the Organising Committees of the Olympic Games (OCOGs), the national associations, clubs and persons belonging to the IFs and NOCs, particularly the athletes, whose interests constitute a fundamental element of the Olympic Movement's action, as well as the judges, referees, coaches and other sport officials and technicians. It also includes other organisations and institutions as recognised by the IOC. Belonging to the Olympic Movement requires both compliance with the [Olympic Charter](#) and recognition by the IOC.

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, the IOC sees its role as leader of the Olympic Movement as a great opportunity to inspire, encourage and assist the constituent entities.

Historically, the IOC's interaction with the Olympic Movement on sustainability matters was through the biennial World Conferences of Sport and the Environment, and the work of the IOC Sport and Environment Commission, which published a number of guides and position statements on environmental themes. Since the advent of Olympic Agenda 2020, the IOC has taken a renewed look at how it engages with and assists NOCs and IFs on sustainability matters.

The main vehicle for supporting NOCs is Olympic Solidarity. The aim of Olympic Solidarity is to organise assistance for all the NOCs, particularly those with the greatest needs through programmes prioritising athlete development, training of coaches and sport administrators, and promoting the Olympic ideals. The IOC is 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.

During 2016, the IOC sustainability team met with all 35 IFs to produce an overview of existing IF sustainability initiatives, as well as identify common topics, challenges and needs for further support and guidance. These discussions highlighted the fact that most IFs have a strong awareness of the importance of sustainability and are implementing measures. These measures, however, tend to be ad hoc and carried out in isolation. Most IFs expressed the need for practical support and guidance in regard to sustainability, which led to the creation of a new position within the IOC with the responsibility of assisting Olympic Movement partners in embedding sustainability in their activities and promoting sustainability through sport. The collection of information on IF sustainability initiatives allowed the IOC to compile 20 best practice case studies (examples pictured) that were shared among IFs and were presented during a dedicated workshop in November 2016. The exercise was reconducted in 2017 and produced an additional 20 case studies.





## The IOC's five sustainability focus areas

The five focus areas reflect aspects of the IOC's 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 the IOC and its stakeholders believe the IOC can most effectively contribute.



**INFRASTRUCTURE  
AND NATURAL  
SITES**



**SOURCING AND  
RESOURCE  
MANAGEMENT**



**MOBILITY**



**WORKFORCE**



**CLIMATE**

The five focus areas are strongly inter-related and should be considered as a whole. The first four focus areas relate to things the sporting world does: building and operating venues; procuring goods and services and managing resources; moving people and goods; and managing people.

The fifth focus area, climate, is a cross-cutting theme: several objectives within the first four focus areas will contribute to addressing the issue of climate change, but we believe this is a matter of such critical importance that it requires special attention as a focus area in its own right.



## Infrastructure and natural sites

### Scope

This focus area refers to the development and operation of indoor and outdoor sites<sup>12</sup> wherever sport activities take place, including support and administrative infrastructure such as non-competition venues<sup>13</sup> at the Olympic Games and offices of the Olympic Movement's organisations.

### Why it is important

From a global perspective, there are many examples where innovative design and construction of sport facilities and related infrastructure have showcased sustainable development and provided significant benefits for local communities and the natural environment. For example, "green stadiums"<sup>14</sup> and sport-led urban regeneration schemes have been at the forefront of sustainable sport for several years.

Nevertheless, the sustainability of large construction projects for sport infrastructure has also frequently been questioned on account of over-sized venues being built without having a viable, long-term use, or because of negative impacts on natural and cultural heritage, or local communities. This may have been through inappropriate development, displacement of people, direct disturbance of threatened species and sensitive ecosystems, or pollution. Mountain ecosystems used by winter sports, as well as wetlands or marine ecosystems used by water-based sports, are particularly vulnerable.

This is not a problem unique to the Olympic Games and in fact relates to all places where sports take place or where facilities are being built, including the IOC's own new headquarters building in Lausanne.

We believe that the design, construction and operation of all sports facilities must be relevant and bring value to the communities they serve, prior to, during and after the event. This means that sports facilities should have a minimal environmental footprint over their lifecycle through saving natural resources and energy, eliminating waste, avoiding harmful substances, and protecting local ecosystems. There should also be emphasis on maximising long-term use and eventual reuse or repurposing of facilities.

Besides infrastructure, the practice of sport in everyday life is highly dependent on the availability of natural resources such as clean air, clean water and undeveloped land, as well as healthy ecosystems such as green urban areas, mountains, forests, lakes, rivers, lakes and oceans. We recognise the need to protect these natural resources, to restore ecosystems damaged by human activities, to integrate the value of ecosystem services in decision-making and to halt the global loss of biodiversity.

Equally it is essential for sport to be sensitive to cultural heritage; from archaeological and built heritage to impacts on indigenous communities, sacred sites and monuments. Culturally significant sites can provide attractive backdrops and context for sporting activities, and should be respected and safeguarded.



<sup>12</sup> Including existing and new permanent construction, temporary and overlay structures.

<sup>13</sup> Examples include the Olympic Village, media centres, logistics depots and accommodation.

<sup>14</sup> For example, stadiums built according to sustainability certifications such as LEED or stadia incorporating renewable energy production means.

## Sourcing and resource management

### Scope

This focus area refers to the sourcing of products and services by organisations within the Olympic Movement, and management of material resources over their lifecycle.

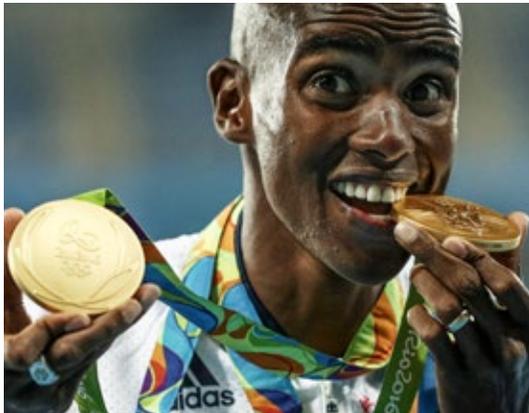
### Why it is important

Events, and particularly sport events, involve the consumption of considerable resources for the supply of sport equipment, uniforms, merchandise, food and beverage, energy, water, technology services, logistics and accommodation, and the fit-out and dressing of sport facilities.

There is legitimate concern regarding the sourcing of goods and materials across the sport sector, both in terms of working conditions and resource depletion along the value chain and in the event services sector.

At the same time, sport events and other sport activities provide ideal opportunities to raise public awareness with regards to the feasibility and benefits of responsible consumption and design practices, and to involve athletes of all levels and the wider public in concrete sustainability actions.

We wish to promote more sustainable consumption and production. On the socio-economic side, this means favouring local sourcing where appropriate, local employment and local initiatives to support inclusive and long-term economic prosperity, while ensuring decent working conditions and respecting human rights across the value chains upon which the Olympic Movement depends. On the environmental side, this means reducing the overall use of resources, avoiding harmful substances (affecting people and the environment) and moving from a traditional waste management approach to a circular economy approach.



## IOC Sustainability Strategy

The IOC's three spheres of responsibility and five focus areas



### Mobility

#### Scope

This focus area refers to the mobility of people and goods associated with the Olympic Movement's activities, at the local or global scale.

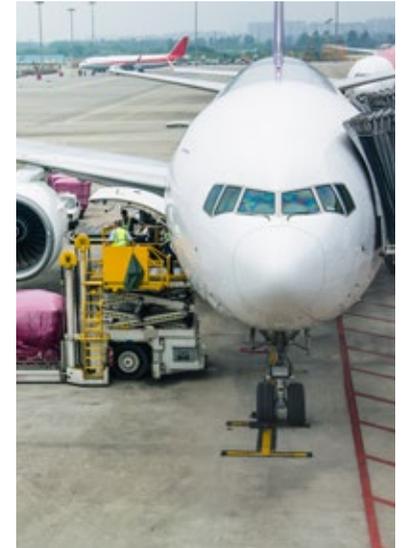
#### Why it is important

Significant numbers of people travel to and from sporting events throughout the world – as spectators, workforce, athletes, organisers, commercial partners and media. Associated with this people movement is a similarly large volume of freight – sport equipment, construction materials, merchandise, food, IT equipment, vehicles and general event logistics.

These movements can have significant environmental impacts in the form of greenhouse gas emissions, other air pollutants or noise. For host communities there can be serious social impacts from disruption to residents and businesses through traffic congestion, restrictions on road use or parking and even overcrowding on public transport. Host communities, as well as athletes, can be affected by poor air quality due to road traffic in particular.

Mobility also links closely to the theme of inclusion and accessibility, an important aspect to be considered when designing venues and planning events.

At the same time, the Olympic Games and other major sporting events can offer significant opportunities to



accelerate the introduction of smart mobility solutions at a city or regional level, through transport system upgrades, new technologies in vehicles, fuels and travel demand management, as well as using virtual meeting systems to reduce travel needs, and promoting active mobility.

Travel will always be an important aspect of the sporting world; it brings people together from around the world and creates a common purpose and builds mutual understanding and respect. We believe, however, that it is ultimately important for those involved to be conscious of the social, economic and environmental impacts their presence can have on their destinations. This presents a major opportunity for the sporting world to promote sustainable tourism<sup>15</sup>.



<sup>15</sup> 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.

## Workforce

### Scope

This focus area refers to the working conditions and opportunities offered to employees, volunteers and contractors of the Olympic Movement.

### Why it is important

Large numbers of people's working life is linked to and dependent on sport – from the IOC's own staff and those working for other sport organisations, to construction workers building Olympic sport infrastructure, and the wider value chain providing goods and services for the sport industry and major events.

It is only right that Olympic values and principles are applied throughout. This means that people should not have their lives or health put at risk because of their work; they should not be subject to discrimination, forced labour or any other abusive practices. The sport sector can and must be a standard bearer for decent working conditions, fair wages and equal pay for work of equal value. It should promote accessibility to training and education and encourage positive work-home life balance.

In addition, we aim to encourage organisations and staff throughout the Olympic Movement to be involved in the development of inclusive and prosperous local communities, and we believe there is an important opportunity to develop education and leadership opportunities for women and young professionals across the Olympic Movement.





## Climate

### Scope

This focus area refers to the management of direct and indirect greenhouse gas (GHG) emissions associated with the Olympic Movement's activities, and adaptation to the consequences of climate change<sup>16</sup>.

### Why it is important

In December 2015 at the UN Climate Summit (COP21) in Paris, countries adopted a global treaty – the Paris Agreement – that confirmed a universal desire to stop the growth of greenhouse gas emissions and limit the effects of climate change, with participation of all actors – governments, international organisations, not-for-profits and the private sector. As part of the COP21, the IOC President addressed the Climate Summit for Local Leaders. He explained how actions emanating from Olympic Agenda 2020 would have a direct impact on reducing the carbon emissions associated with the Olympic Games. The Paris Agreement came into force on 4 November 2016.

The target to limit global temperature rises to within 1.5°C above pre-industrial average temperatures was highlighted in the Olympic Games Rio 2016 Opening Ceremony, while many of the world's athletes supported the campaign "1.5°C: The Record We Must Not Break".

These initiatives demonstrate the power of the Olympic brand to spread global awareness. It also demonstrates

the potential for the sporting world to provide a platform for showcasing long-term solutions to climate change in terms of energy and water resource management, infrastructure development, transport, food production and carbon impact mitigation and adaptation strategies.

We recognise the need for urgent action to protect the climate and to adapt to a changing climate. Various activities within the Olympic Movement generate greenhouse gas emissions, either directly (e.g. emissions from the IOC's vehicles and buildings) or indirectly (e.g. air travel, procured goods and services), and these emissions



<sup>16</sup> 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.

## IOC Sustainability Strategy

The IOC's three spheres of responsibility and five focus areas



need to be further reduced. Adaptation to the consequences of climate change is also a key topic when assessing the long-term viability of infrastructure built for the Olympic Games. At the same time, cities have a key role to play in addressing the global climate change challenge. Many cities around the world already have climate mitigation and adaptation plans in place; in this context, hosting the Olympic Games should be seen as a way to support and accelerate the realisation of these plans.

At the corporate level, the IOC has started to quantify its carbon footprint and will continue to perform annual estimates in order to cover a full Olympic four-year period. With regard to the Olympic Games, it is already a requirement within the Host City Contract for Organising Committees of the Olympic Games, in coordination with the host city, to develop a carbon management strategy for the Olympic Games (see Annex 2). Likewise this theme is picked up in the Candidature Process both in terms of how Candidate Cities are currently tackling climate change issues, and their proposals on carbon management should they be elected as host cities.



IOC President with mayors and officials representing more than 500 cities, taking part in the Paris Conference on Climate Change in 2015 (COP21)



## THE IOC'S STRATEGIC INTENTS FOR 2030

Strategic intents for 2030 have been defined for each of the three spheres of responsibility and for each of the five focus areas. The year 2030 was considered a relevant time horizon because it responds to the need to develop long-term ambitions, it takes into account the duration of Olympic Games bidding and planning processes and it aligns with the timeline of the Sustainable Development Goals (SDGs). 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.

### Strategic intents per sphere of responsibility

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:



Although the impact of our own corporate activities is small compared to the Olympic Games or the Olympic Movement, it is vitally important that we as an organisation “walk the talk” to be credible towards our partners. It is also important that we use the experience and learnings from our activities to improve the support we can give to our partners.

As owner of the Olympic Games, we see sustainability as a means of achieving greater benefits through the event. By taking a more pro-active role in this field, we can shift the public narrative from one focused largely on cost, to a greater understanding of the societal value of hosting the Games. Demonstrating that the Olympic Games can be at the forefront of sustainability and leave a positive legacy is essential to maintaining the long-term attractiveness of the Olympic Games among possible host cities and their inhabitants.

As leader of the Olympic Movement, our strategic intent is two-fold: firstly, to engage internally within the Olympic Movement to advocate higher standards of sustainability within the sport sector; and secondly, to serve as a representative on behalf of the Olympic Movement to highlight the sustainability achievements of the sporting world to external stakeholders and to utilise the power of athletes and the Olympic brand to attract attention, create conversations and inspire interest in sustainability through sport.



## Strategic intents per focus area

The following table presents the strategic intents for 2030 relative to each of the five focus areas. These strategic intents are common across the three spheres of responsibility.

SCOPE



### INFRASTRUCTURE AND NATURAL SITES

Development and operation of indoor and outdoor sites<sup>17</sup> wherever sports activities take place, including support and administrative infrastructure such as non-competition venues<sup>18</sup> at the Olympic Games and offices of the Olympic Movement's organisations



### SOURCING AND RESOURCE MANAGEMENT

Sourcing of products and services by organisations within the Olympic Movement, and management of material resources over their lifecycle



### MOBILITY

Mobility of people and goods associated with the Olympic Movement's activities, at the local and global scale



### WORKFORCE

Working conditions and opportunities offered to employees, volunteers and contractors of the Olympic Movement



### CLIMATE

Management of direct and indirect greenhouse gas emissions associated with the Olympic Movement's activities, and adaptation to the consequences of climate change<sup>19</sup>

STRATEGIC INTENTS FOR 2030

- 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

- 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

- Mobility solutions are environmentally and socially responsible<sup>20</sup>
- Freight operations are environmentally and socially responsible
- Sustainable tourism<sup>21</sup> is promoted

- Working conditions of employees and volunteers are safe and healthy, and active lifestyles are promoted
- Workforce<sup>22</sup> 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

- 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

<sup>17</sup> Including existing and new permanent construction, temporary and overlay structures.

<sup>18</sup> Examples include the Olympic Village, media centres, logistics depots and accommodation.

<sup>19</sup> 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.

<sup>20</sup> 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.

<sup>21</sup> 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.

<sup>22</sup> Employees and volunteers.



## THE IOC'S OBJECTIVES FOR 2020

As a first step towards meeting its strategic intents and as part of Olympic Agenda 2020, the IOC has set itself 18 objectives for 2020:



## 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

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The above objectives are supported by a set of requirements for the Olympic Games, split according to the five focus areas (see Annex 3).

Due to the long-term nature of each edition of the Games – approximately nine years from the Candidature Process to the staging of the Games – the

first edition of the Olympic Games that will fully benefit from changes initiated by Olympic Agenda 2020 will be Paris 2024. In regard to the objectives defined for the *IOC as owner of the Olympic Games* and included in the present strategy, these were approved in 2016 and will be applicable to the processes related to the XXV Olympic Winter Games (taking place in 2026) and thereafter. For current Olympic Games planning processes, i.e. for PyeongChang 2018, Tokyo 2020, Beijing 2022 and Paris 2024, the IOC will work closely with the Organising Committees of the Olympic Games and host cities to align their practices with the present 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 initiatives<sup>23</sup>

**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

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<sup>23</sup> The Olympic Solidarity funding budget for sustainability-related projects and programmes amounts to approximately USD 2 million for the 2017-2020 quadrennial (Source: Olympic Solidarity Sustainability in Sport Programme Guidelines).



## MAKING IT HAPPEN

### Governance of sustainability

Good governance is a prerequisite for achieving sustainability. It provides the organisational structure that enables organisations to understand and address their sustainability challenges and opportunities.

The IOC Executive Board, chaired by the IOC President, is the primary decision-making body of the IOC. The board includes 15 individuals: the IOC President, four Vice-Presidents and 10 IOC Members. As part of its remit, the IOC Executive Board approves the Sustainability Strategy, the Sustainability Policy and the progress reports.

The IOC Sustainability and Legacy Commission, chaired by HRH Prince Albert II of Monaco, advises the IOC Session, the IOC Executive Board and the IOC President on sustainability and legacy matters related to sport. The Commission comprises 29 individuals (in 2017) including IOC Members, Olympic Movement representatives and experts.

Within the IOC administration, the Director General is the lead executive officer. He oversees the running of the organisation and allocation of resources – including for the delivery of the Sustainability Strategy. The Director General provides the interface between all departments and the Executive Board, and reports directly to the IOC President.

The Corporate Development, Brand and Sustainability Department is in charge of developing, coordinating and implementing the Sustainability Strategy. It has a dedicated sustainability team. The director of this

department reports to the IOC Director General and sits on the Directors' Committee alongside other departmental directors. The Corporate Development, Brand and Sustainability Department also supports the IOC Sustainability and Legacy Commission in its work.

On a daily basis, the IOC sustainability team collaborates with all departments and entities of the IOC. A significant part of the work is in cooperation with the Olympic Games department and representatives of key Games activities such as procurement, food and beverage, transport and people management. The team also closely collaborates with the Sports Department, Olympic Solidarity and the National Olympic Committee (NOC) Relations Department for sustainability matters related to the Olympic Movement. Coordination with the functions responsible for good governance and ethics is an equally important role.

A core implementation team, comprising representatives from several IOC departments, supports the Corporate Development, Brand and Sustainability Department with the Sustainability Strategy's implementation across the organisation, reviews progress on a regular basis and provides feedback and recommendations for improvement.

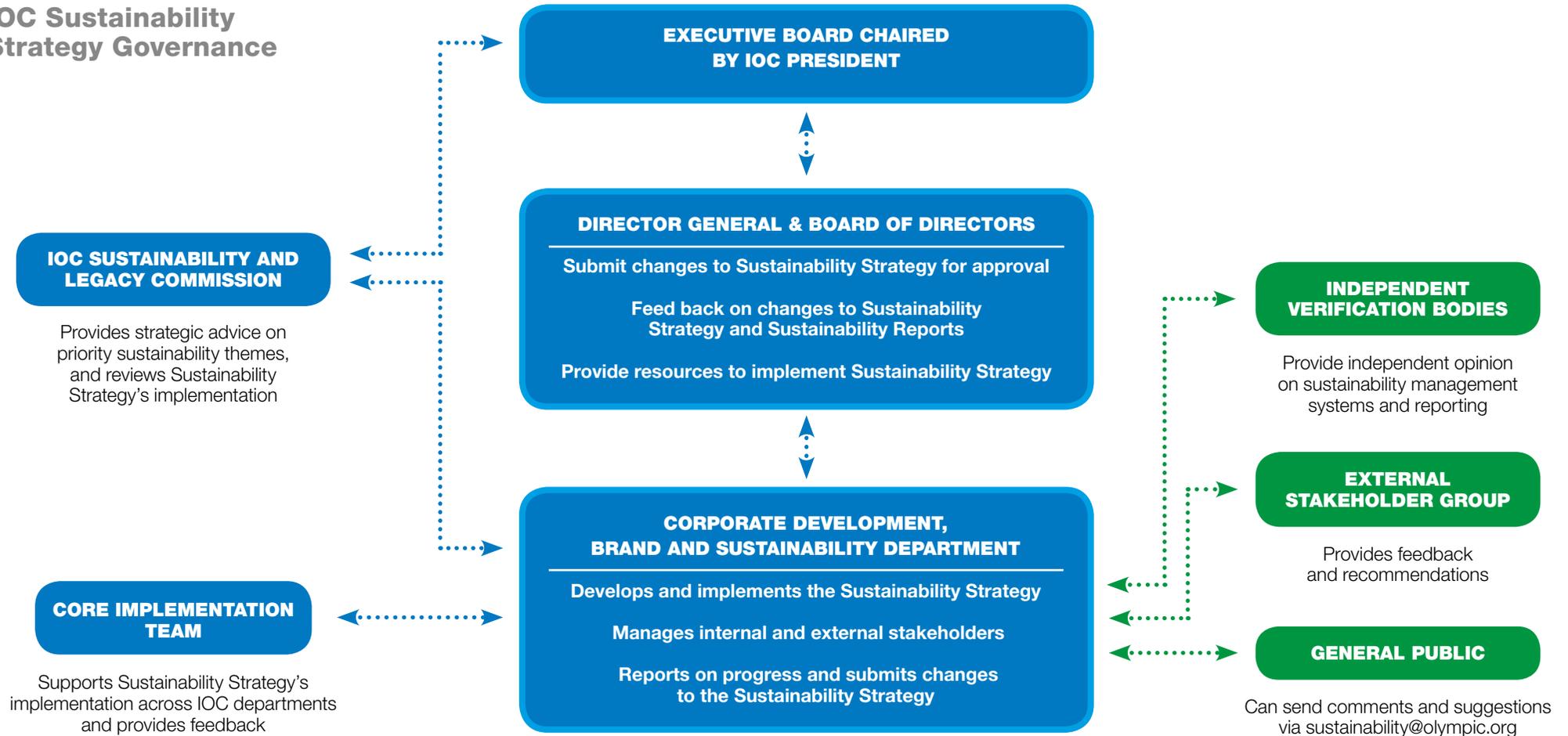
The IOC sustainability team also has a group of external stakeholders that is consulted on a regular basis to obtain their feedback on the implementation of the Sustainability Strategy.



Formal mechanisms for verifying the IOC's progress and external reporting, and for investigating possible complaints and allegations related to the organisation's value chain are being established as part of the IOC's

Sustainability Management System (see next page). Where needed, independent verification bodies will be appointed to ensure the credibility of reported information.

**IOC Sustainability Strategy Governance**



## Sustainability Management System

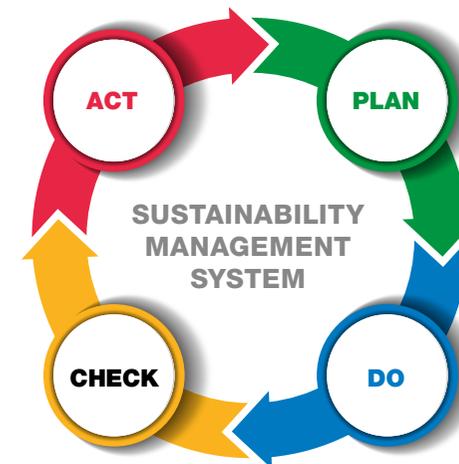
The IOC will follow a management systems approach to deliver the Sustainability Strategy and associated action plans. This is because to be truly effective, sustainability has to be an integral part of how the IOC operates and makes its decisions. Moreover, this will reaffirm the IOC's assertion that sustainability is a working principle of the Olympic Movement.

The initial scope of the IOC Sustainability Management System will cover the planning and operation of institutional events<sup>24</sup> (e.g. IOC Session meetings, IOC Commission meetings, Olympism in Action Forum). At subsequent stages, we anticipate extending the scope of the Sustainability Management System to other relevant activities directly managed by the IOC.

We believe it is important for our Sustainability Management System to be in accordance with an internationally recognised standard. The most appropriate standard in our context is ISO 20121: 2012 (Event Sustainability Management Systems). As previously indicated, this standard was specifically developed for the event sector and was pioneered by the London 2012 Organising Committee of the Olympic Games. It has subsequently been implemented by the Olympic Games Rio 2016 and is an IOC requirement for all future Organising Committees of the Olympic Games. The standard has been increasingly applied across other event organisations, both within the sport sector and other types of events.

The implementation of the Sustainability Management System will rely, in particular, on the following elements:

- a Sustainability Policy formalising top management commitment to sustainability principles and continuous improvement (see Annex 1);
- clearly defined roles and responsibilities with regard to sustainability across the organisation, and sustainability objectives included in the evaluation of senior managers and directors;
- financial, human and technical resources that will be defined in annual action plans;
- capacity-building and awareness-raising activities to ensure appropriate level of knowledge and competence;
- processes and tools, including Key Performance Indicators (KPIs) to measure progress towards our objectives;
- transparent communication on progress, challenges and lessons learned; and
- ongoing dialogue with our stakeholders.



<sup>24</sup> This excludes the Olympic Games since ISO 20121 certification is the responsibility of the OCOG, as required under the terms of the Host City Contract.

## Collaboration and partnerships

Sustainability works best when people feel involved and valued. Throughout the development phase of this strategy the IOC consulted widely and brought together diverse expertise and interests from around the world (see page 20). We intend to maintain these relationships and continue our dialogue via round-tables, videoconferences, bilateral meetings and other direct interactions.

At a local level, the IOC intends to reinforce its relationship with its host community in Lausanne, a city in which the world of sport has a major presence. Not only does it host the IOC offices and the Olympic Museum; Lausanne is also home to many International Federations, and in 2020 will be the host city for the Winter Youth Olympic Games.

At the corporate level, the IOC will ensure its people are regularly informed of the major sustainability challenges that need to be addressed, the lessons learned and the impact and value of the sustainability programme.

Through its collaboration with the wider Olympic Movement, the IOC aims to see sustainability on the executive agenda of a majority of International Federations and National Olympic Committees by 2020. It also aims to establish sustainability as a standing item on the IOC Athletes' Commission agenda, and to have it integrated into the athletes' engagement programme.

Close working relations with several of the TOP Partners (the worldwide Olympic sponsors) will benefit the IOC's sustainability work. Their experience, products and technologies can be leveraged to increase the impact of the Sustainability Strategy.

The IOC has also developed – and will continue to develop – strategic partnerships with major global organisations in the field of sustainability (e.g. United Nations (UN) Environment, International Union for the Conservation of Nature). Their own networks will enable the IOC to extend its reach to promote the role of sport and Olympic values in sustainable development.

We appreciate that the stakeholder landscape is continually shifting and we do not wish to be locked into specific topics just because of whom we have engaged with to date. Given the diversity of interests – cultural, geographical and sectoral – it is important to us that we remain open to new ideas and contributions. In this respect, we attach great importance to the feedback received from our stakeholders.



## Communicating and reporting on sustainability

The Olympic Channel, exhibitions at the Olympic Museum and use of IOC online, social media and other conventional channels will be important vehicles for telling the Olympic sustainability story. The IOC will also work closely with host cities and Organising Committees of the Olympic Games to support and reinforce the communication of their sustainability initiatives.

The IOC communication initiatives must also embrace formal sustainability reporting. To this end, the IOC is committed to:

- publishing an IOC Sustainability Report every two years (within six months of the last Olympic Winter/Summer Games), starting in 2018. This report will conform to internationally recognised reporting standards, such as the Global Reporting Initiative (GRI); and
- incorporating a sustainability summary into each edition of the IOC Annual Report.

For the publication of IOC Sustainability Reports, a biennial frequency was chosen because of the IOC organisation being so linked to Olympiad cycles.

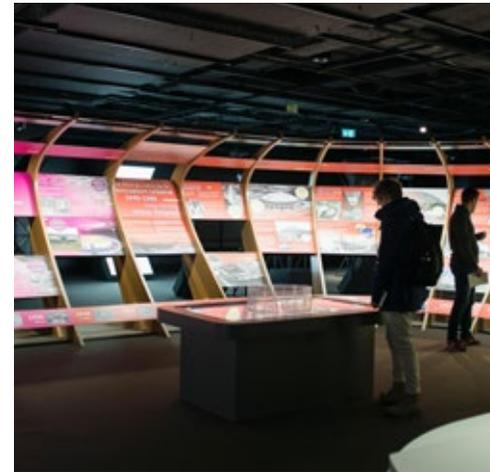
It is important to note that Organising Committees of the Olympic Games are already required, as part of the Host City Contract, to issue pre- and post-Games sustainability reports, which have to comply with internationally recognised reporting standards for sustainability.

## Assurance

The IOC internal audit function will play a vital role in providing management with an objective review of the effectiveness of the processes established as part of our Sustainability Management System.

Additionally, the IOC Sustainability and Legacy Commission will serve as a valuable review body alongside its advisory function.

To enable our stakeholders to have confidence in the integrity of our sustainability reporting, we will seek independent assurance of our sustainability reporting and programme achievements.



## IOC Sustainability Strategy review

The IOC sustainability team will carry out regular monitoring of progress and collate data on actions undertaken and KPIs. This will allow annual progress checks against the Strategy's quadrennial objectives. All this will feed into a management review process as part of the Sustainability Management System.

The Sustainability Strategy will be reviewed every four years to ensure it remains relevant with regards to progress towards our long-term ambitions, the functioning of the Olympic Movement, and the global sustainability context.

An updated version of the IOC Sustainability Strategy, that will include the action plans for the 2021-2024 period, will be published early 2021, following the completion of the Olympic Games Tokyo 2020.

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### Feedback and continuous dialogue

**Sustainability is a continually evolving and changing process. The development of the IOC Sustainability Strategy has only been 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)***





## ANNEX 1: IOC SUSTAINABILITY POLICY

As an organisation dedicated to making the world a better place through sport, the IOC knows that it has the responsibility to play its part in society, and this of course is true when it comes to sustainability. This is why sustainability, alongside credibility and youth, is one of the three pillars of Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement. Olympic Agenda 2020 sets out the following recommendations for the IOC's three spheres of responsibility:

- **The IOC as an organisation:** To embrace sustainability principles and to include sustainability in its day-to-day operations.
- **The IOC as owner of the Olympic Games:** To take a proactive and leadership role on sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.
- **The IOC as leader of the Olympic Movement:** To engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisations and operations.

Building on Olympic Agenda 2020, the IOC Sustainability Strategy was approved by the IOC Executive Board in 2016. It sets strategic intents for 2030, covering the IOC's three spheres of responsibility and five sustainability focus areas comprising infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate. These strategic intents represent the IOC's vision of what a sustainable future could look like for the IOC organisation, the Olympic Games and the Olympic Movement, as well as our contribution towards achieving the Sustainable Development Goals.

In addition to complying with applicable legal requirements, we are committed to applying the principles of integrity, inclusivity, stewardship and transparency across our activities, and we will continually strive for improvement in our sustainability performance.

The following measures will enable us to make progress towards our long-term ambitions:

- Embedding sustainability principles and practices within our corporate events through the implementation of a Sustainability Management System in line with the ISO 20121:2012 standard;
- Setting objectives and targets relevant to our focus areas for each four-year Olympiad cycle that will drive innovation, best practice and knowledge sharing;
- Ensuring our people understand this policy and encouraging them to be ambassadors of sustainability through their work; and
- Collaborating with our partners across the Olympic Movement to implement sustainable solutions.

**Christophe De Kepper, Director General**  
October 2017



## **ANNEX 2: EXTRACT FROM HOST CITY CONTRACT (HCC) OPERATIONAL REQUIREMENTS RELATED TO SUSTAINABILITY**

### ***Version of December 2016 (applicable to the Olympic Games Paris 2024)***

In order to deliver Sustainability and Olympic legacy requirements [...], the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

#### **SUS 01 - Sustainability strategy**

- **Develop in coordination with Host Country Authorities, a sustainability strategy, and an Olympic legacy plan indicating how sustainability and legacy objectives will be embedded across the Games project and how that will serve the host city community in the future. The sustainability strategy and Olympic legacy plan shall take into account the views of all relevant stakeholder groups, and should be viewed as a detailed development and refinement of the commitments and plans set out during the Candidature Phase.**

#### **SUS 02 - Content of the Sustainability strategy**

- **Ensure that the sustainability strategy is aligned with the IOC Sustainability Strategy and specifically addresses the following matters:**

#### **a) Infrastructure and natural sites:**

- i. maximum use of existing infrastructure, as well as of temporary and demountable venues;
- ii. delivery of long-term benefits to local communities and contribution to the development of sustainable cities;
- iii. assurance of viability and minimisation of environmental footprint if construction takes place;
- iv. conservation of biodiversity and cultural heritage;
- v. conservation of water resources and protection of water quality;
- vi. use of renewable energy and resource efficient infrastructure.

#### **b) Sourcing and resource management:**

- i. integration of sustainability considerations into each stage of the procurement process, with mechanisms in place to ensure the requirements are effectively met;

- ii. products and materials are treated as valuable resources and their lifecycles are optimised;
- iii. execution of a detailed waste scoping exercise and development of a waste reduction plan.

#### **c) Mobility:**

- i. adoption of sustainable mobility solutions for moving people and goods;
- ii. promotion of sustainable tourism in host cities/regions.

#### **d) Workforce:**

- i. provision of safe and healthy working conditions for staff and volunteers;
- ii. promotion of active lifestyles, diversity, inclusivity and gender equality among employees and volunteers;
- iii. provision of quality educational and skills development opportunities to young professionals;



- iv. compliance of working conditions across supply chains with internationally recognised standards and all international agreements, laws and regulations applicable in the host country.

**e) Climate:**

- i. in collaboration with the host city, develop carbon management plan to measure and minimise the Games' carbon emissions;
- ii. promotion of low-carbon solutions for and through the Olympic Games in the host country;
- iii. compensation of the emissions caused by the OCOG's owned emissions;
- iv. integration of the potential consequences of climate change as part of infrastructure planning.

- **Submit the sustainability strategy to the IOC for comments and approval before publication.**

**SUS 03 - Sustainability implementation plans**

- **In coordination with Host Country Authorities and other delivery partners, establish specific sustainability implementation plans that address**

**all matters described in SUS 02 – Sustainability strategy, as well as all matters that are material to such entities' particular roles and responsibilities, and include resource needs, issues and risks, and a clear programme of actions.**

- **Submit the sustainability implementation plans to the IOC for comments and approval before publication.**

**SUS 04 - Content of the Olympic legacy plan**

- **Ensure that the Olympic legacy plan addresses the following matters:**
  - concerns for post-Olympic use of venues and other facilities and infrastructures,
  - intangible legacies such as social development, sport development, human development, intellectual property, and innovation.
  - post-Games use of Olympic brand properties, e.g. venue naming, spectaculars, commemorative plaques, historic signage.

- **Submit the Olympic legacy plan to the IOC for comments and approval before publication.**

**SUS 05 - Governance**

- **In coordination with the host city and relevant Host Country Authorities, develop appropriate governance structures or arrangements to oversee the fulfilment of sustainability and legacy requirements described in SUS 01 (Sustainability strategy), SUS 02 (Content of the Sustainability strategy), SUS 03 (Sustainability implementation plans) and SUS 04 (Content of the Olympic legacy plan). Ensure that the governance structures are based on the principles listed below:**
  - transparent mechanisms to resolve any potential breaches of policies, strategies and plans;
  - appropriate audit and assurance programme to monitor compliance with sustainability policies, strategies and plans; and
  - coordination of communications and responses to issues.



### **SUS 06 - Sustainability Management System (SMS)**

- Establish a SMS that covers the key activities of the organisation that are material to delivering sustainable Olympic and Paralympic Games in line with the above-mentioned sustainability strategy (SUS 01 – Sustainability strategy).
- Ensure that this system is independently certified as being in accordance with the requirements of the standard ISO 20121:2012.

### **SUS 07 - Sustainability reports**

- In coordination with the host city and relevant Host Country Authorities, prepare and publicly report on progress towards delivering the sustainability strategy and sustainability implementation plans by means of at least two sustainability reports prior to the Olympic Games and one post-Games sustainability report. Each of these shall conform to internationally recognised reporting standards for sustainability.



# ANNEX 3: REQUIREMENTS FOR CANDIDATE CITIES, ORGANISING COMMITTEES OF THE OLYMPIC GAMES (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) and thereafter. For current Olympic Games planning processes, i.e. for PyeongChang 2018, Tokyo 2020, Beijing 2022 and Paris 2024, the IOC will work closely with the OCOGs and host cities to align their practices with the present Sustainability Strategy.

 <b>INFRASTRUCTURE AND NATURAL SITES</b>	 <b>SOURCING AND RESOURCE MANAGEMENT</b>	 <b>MOBILITY</b>	 <b>WORKFORCE</b>	 <b>CLIMATE</b>
<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• Maintain conservation status for any natural or cultural protected areas utilised for the Olympic Games</li> <li>• Use recognised ‘green building’ standards appropriate to the country/region</li> <li>• Optimise environmental performance of Olympic venues (e.g. impacts on air, water, soil, biodiversity, climate and raw materials availability)</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Implement responsible sourcing practices for goods and services, including those from national sponsors and licensees</li> <li>• Implement effective processes to avoid waste production and to optimise the lifecycle of materials</li> </ul>	<ul style="list-style-type: none"> <li>• Candidate cities and host cities to develop sustainable transport solutions as part of their Olympic Games project</li> <li>• OCOGs and host cities to maximise use of public transport and active travel modes at Olympic Games time</li> <li>• OCOGs and host cities to implement sustainable logistics solutions for movement of goods</li> <li>• OCOGs and host cities to promote sustainable tourism in host cities/regions</li> </ul>	<ul style="list-style-type: none"> <li>• OCOGs to ensure that working conditions of employees and volunteers are safe and healthy, and that active lifestyles are promoted</li> <li>• 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</li> <li>• OCOGs to offer skills development opportunities for young professionals</li> <li>• OCOGs to promote gender equality and to have a local workforce that reflects the diversity of the host country</li> </ul>	<ul style="list-style-type: none"> <li>• OCOGs and host cities to minimise the Olympic Games’ carbon emissions<sup>25</sup></li> <li>• OCOGs to compensate their “direct”/ “owned” emissions<sup>26</sup></li> <li>• OCOGs and host cities to promote low carbon solutions for and through the Olympic Games in the host country</li> <li>• Candidate cities, OCOGs and host cities to take into account potential consequences of climate change when selecting Olympic Games locations</li> </ul>

<sup>25</sup> 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.

<sup>26</sup> “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.