



INTERNATIONAL  
OLYMPIC  
COMMITTEE



# IOC Sustainability Strategy

Executive Summary



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



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

Credibility

**Sustainability**

Youth

### Two recommendations are specifically related to sustainability

#### Recommendation 4:

##### Include sustainability in all aspects of the Olympic Games

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

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

#### Recommendation 5:

##### Include sustainability within the Olympic Movement's daily operations

The IOC to embrace sustainability principles:

1. The IOC to include sustainability in its day-to-day operations
  - The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).
  - The IOC to reduce its travel impact and offset its carbon emissions.
  - The IOC to apply the best possible sustainability standards for the consolidation of its Headquarters in Lausanne.
2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:
  - developing recommendations,
  - providing tools, e.g. best practices and scorecards,
  - providing mechanisms to ensure the exchange of information between Olympic stakeholders,
  - using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.
3. To achieve the above, the IOC to cooperate with relevant expert organisations such as the United Nations Environment Programme (UNEP).



## Olympic Agenda 2020 (continued)

Following the adoption of Olympic Agenda 2020, sustainability was included as a working principle of the Olympic Movement. 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.

Due to the long-term nature of each edition of the Olympic 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. Considering these timelines and the fact that sustainability requires long-term thinking, the IOC’s sustainability ambitions have been developed according to a long-term perspective.

The following table 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>





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

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

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

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

The core missions of the Olympic Movement, including social development through sport, are already closely aligned with a number of SDGs, notably in the fields of health and well-being (SDG #3), quality education (SDG #4), gender equality (SDG #5), peace, justice and strong institutions (SDG #16) and partnerships for sustainability (SDG #17). By further embedding sustainability in our activities, we believe we could reinforce the IOC’s contribution to these SDGs while contributing to several other SDGs, as illustrated below.



Key SDGs to which the IOC aims to contribute.

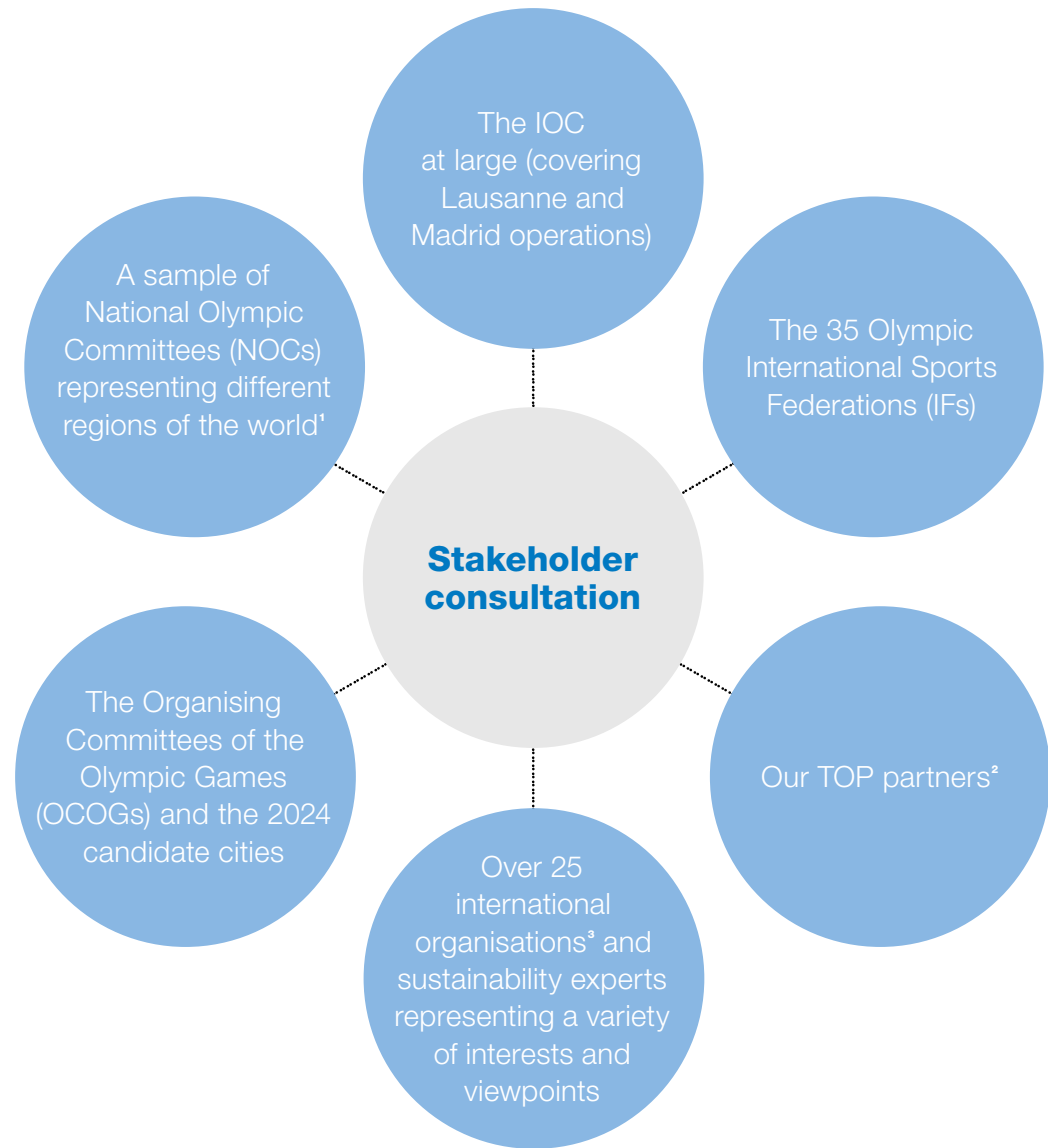
### UN 2030 Agenda for Sustainable Development, paragraph 37

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



## We have engaged with a broad range of stakeholders to develop the IOC Sustainability Strategy

Our consultation process started in 2014 as part of the development of Olympic Agenda 2020, and has continued through to the present. This process was established and conducted by the IOC Sustainability and Legacy Commission with the objective to be as inclusive as possible and to enable us to identify our material sustainability topics and future ambitions.



<sup>1</sup> Croatia, Denmark, Finland, Germany, Montenegro, Slovenia, Switzerland, Tunisia, Uganda

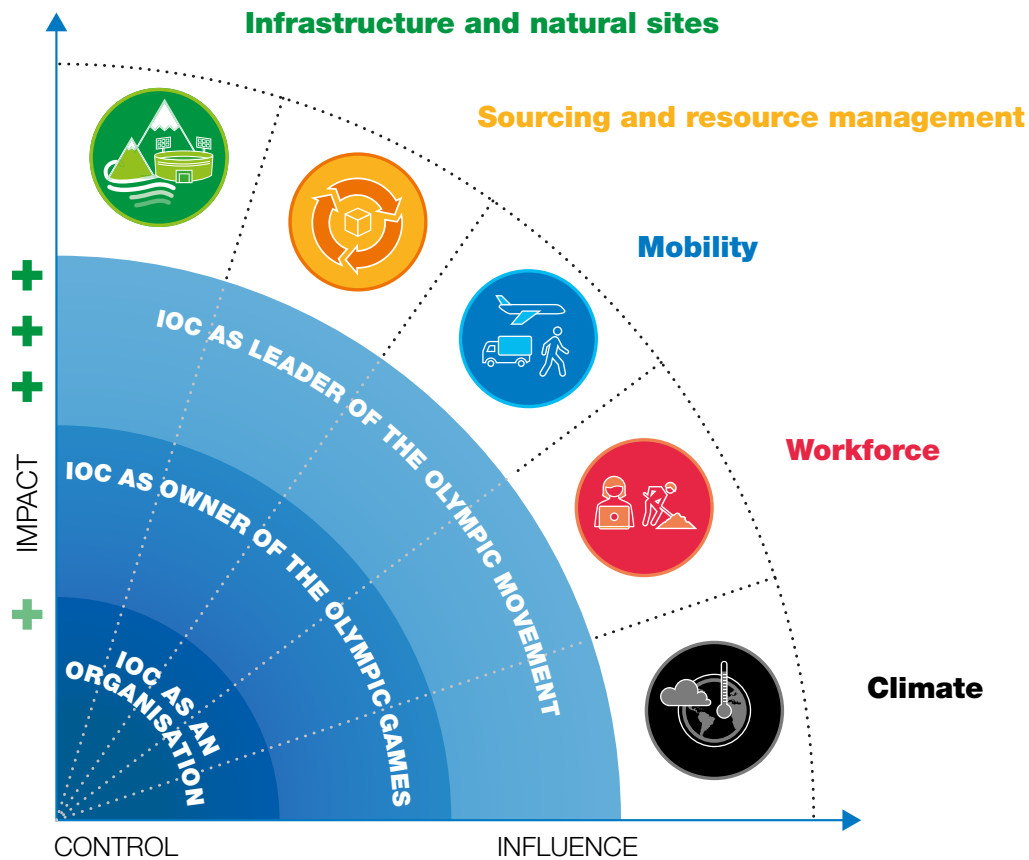
<sup>2</sup> TOP partners are the worldwide Olympic sponsors. They currently include The Coca-Cola Company, Alibaba, Atos, Bridgestone, Dow, GE, Intel, Omega, Panasonic, Procter & Gamble, Samsung, Toyota and Visa

<sup>3</sup> Including the United Nations Environment Programme (UNEP), the International Union for the Conservation of Nature (IUCN), the International Labour Organisation (ILO), the World Wildlife Fund (WWF), the World Union of Olympic Cities, Green Sports Alliance, etc.



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

The IOC Sustainability Strategy framework is illustrated below:



## 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.



## 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. The five focus areas are strongly inter-related and should be considered as a whole.



### INFRASTRUCTURE AND NATURAL SITES

Development and operation of indoor and outdoor sites<sup>4</sup> wherever sports activities take place, including support and administrative infrastructure such as non-competition venues<sup>5</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>6</sup>

<sup>4</sup>Including existing and new permanent construction, temporary and overlay structures

<sup>5</sup>Examples include the Olympic Village, media centres, logistics depots and accommodation

<sup>6</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



## As part of Olympic Agenda 2020, the IOC has set itself 18 objectives for 2020 across its three spheres of responsibility

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







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



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

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

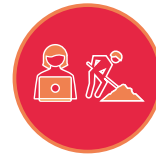


**03:** Integrate sustainability in the sourcing of goods and services, including those from TOP partners and official licensees\*

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



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



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

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



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

**CROSS-CUTTING**

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

\*Objectives specifically mentioned in Olympic Agenda 2020.



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

### In line with our five focus areas:

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

**O11:** Reinforce sustainability commitments in the Host City Contract so that bidding for and hosting an Olympic Games edition can act as a catalyst for sustainable development within the host city and region

**O12:** Strengthen support and monitoring of the OCOGs' implementation of sustainability-related bid commitments, Host City Contract requirements and IOC's recommendations, including through the provision of common methodologies and independent third party assessments where appropriate

**O13:** Facilitate exchanges between Olympic Games stakeholders (e.g. OCOGs, national partners, host city authorities, TOP partners) and build strategic partnerships with relevant expert organisations to develop innovative sustainable solutions for planning and staging of the Olympic Games

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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 1).

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) onwards. 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>7</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>7</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).



## Strategic intents for 2030 have also been defined

For each of the three spheres of responsibility and for each of the five focus areas, strategic intents for 2030 have been defined. The year 2030 was considered a relevant time horizon because it responds to the need to develop

long-term sustainability ambitions, it takes into account the duration of Olympic Games' bidding and planning processes, and it aligns with the timeline of the SDGs. These strategic intents for 2030 represent the IOC's vision

of what a sustainable future could look like for the IOC, the Olympic Games and the Olympic Movement, as well as the IOC's contribution towards achieving the SDGs.

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





## Strategic intents for 2030 per focus area



### INFRASTRUCTURE AND NATURAL SITES

- 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 AND RESOURCE MANAGEMENT

- 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

- Mobility solutions are environmentally and socially responsible<sup>8</sup>
- Freight operations are environmentally and socially responsible
- Sustainable tourism<sup>9</sup> is promoted



### WORKFORCE

- Working conditions of employees and volunteers are safe and healthy, and active lifestyles are promoted
- Workforce<sup>10</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



### CLIMATE

- 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>8</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>9</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>10</sup> Employees and volunteers



## Annex 1

### 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) onwards. 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>11</sup></li> <li>• OCOGs to compensate their 'direct' / 'owned' emissions<sup>12</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>11</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>12</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.





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