



International
Olympic
Committee

IOC SUSTAINABILITY REPORT 2021



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Olympic House has won wide acclaim for its sustainable construction standards. © Maykova Galina



A MESSAGE FROM THE CHAIR OF THE SUSTAINABILITY AND LEGACY COMMISSION

It is almost five years since we issued the IOC's first Sustainability Strategy, and two years since our last Sustainability Progress Update. We have witnessed much change over these years: both in relation to the global sustainability agenda, and also more recently concerning the effects of the COVID-19 pandemic and the impacts it has had on the Olympic Movement, the sport sector and the world as a whole.

While COVID-19 has had the most significant impact on our own operations, with the unprecedented postponement of the Olympic Games Tokyo 2020 and the subsequent Paralympic Games, the fast-accelerating climate crisis represents one of our greatest challenges in the coming years. This is evidenced by the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), which was issued in August 2021 ahead of the critical UN Climate Change Conference 2021 (COP26).

Climate change and biodiversity loss affect society as a whole, including people's livelihoods and way of living. The interdependency between healthy people and a healthy planet is unmistakable. At the IOC, we know we must endeavour to play our part in helping to tackle these issues.

“We can confidently state that sustainability is now firmly embedded as an executive priority within the IOC, and this ethos flows into our corporate ways of working, our focus on ensuring sustainable Olympic Games, and how we engage with the wider Olympic Movement.”

This was evident in the emphasis placed on sustainability, together with credibility and youth, in Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement that was published in December 2014. Since this time, sustainability has been a constant and increasingly influential thread across our strategic planning and our operations. Our Sustainability Strategy, comprising 18 objectives for the 2017-2020 period, was approved in late 2016. Although much has already been implemented and we are proud of the progress we have made, we remain acutely conscious of the enormous amount of work still to do.

We can, however, confidently state that sustainability is now firmly embedded as an executive priority within the IOC, and this ethos flows into our corporate ways of working, our focus on ensuring sustainable Olympic Games, and how we engage with the wider Olympic Movement. Much of our progress derives from the close support and collaboration from within the Olympic Movement and from our partners, including UN agencies, global institutions and our Worldwide Olympic Partners. We are seeing more National Olympic Committees (NOCs) and International Federations (IFs) beginning to develop active sustainability programmes, and we are pleased to see an increasing number of athletes taking up strong advocacy roles in support of specific issues related to sustainability. I also wish to acknowledge the excellent work and unfailing support of my fellow members of the IOC Sustainability and Legacy Commission.

Building on the results of Olympic Agenda 2020, we launched Olympic Agenda 2020+5, a new five-year roadmap for the Olympic Movement, in March 2021. Sustainability remains an integral element, specifically across three key areas: fostering sustainable Olympic Games; strengthening the role of sport as an enabler for the UN Sustainable Development Goals; and leading by example in corporate citizenship.

In this report, we present our achievements and challenges as we close out our initial sustainability objectives for the 2017-2020 period and take a forward look at our 17 new objectives for 2021-2024. These objectives include our flagship commitment for the IOC to be a climate positive organisation by 2024, to reduce our carbon footprint by 50 per cent by 2030 and for the Olympic Games to be climate positive from 2030 onwards.

The creation of an Olympic Forest as part of the Great Green Wall, an existing UN-backed initiative to combat desertification in Africa's Sahel region, is an integral part of our future climate positive commitment. The Olympic Forest project will work with communities, and particularly women, to build local capacity to regenerate and sustainably manage forests and land. In this way, the project aims to protect ecosystems, tackle structural inequalities and raise income to strengthen climate resilience.

I would like to highlight the following extract from our Olympic Agenda 2020+5: “The COVID-19 pandemic has illustrated the

need for people to live, work and play in a more sustainable manner. The Olympic Games – and sport in general – can play a powerful role in defining how we recover from the crisis. It is our collective responsibility to leverage this power and continue to adapt. To address global issues such as climate change, biodiversity loss and human rights, it is imperative that we remain open to change and innovation.”

I believe that this perfectly sums up our position, and how we must work together to build a more sustainable future.

HSH Prince Albert II of Monaco

Chair, IOC Sustainability and Legacy Commission

INTRODUCTION

Sustainability in a changing world

When we started work on developing our Sustainability Strategy in early 2015, following the adoption of Olympic Agenda 2020 as the strategic roadmap for the Olympic Movement in December 2014, it would have been hard to believe the pace and scale of change that was about to unfold over the ensuing years.

From the outset, we knew that the sustainability agenda would be pivotal for the IOC and the wider Olympic Movement, driven by fast-evolving societal expectations. The disruption wrought by the COVID-19 pandemic has only served to accelerate this further, and heightened the realisation that the existential threats posed by climate change and loss of biodiversity must be treated with full seriousness and urgency. Nevertheless, the speed at which sustainability is becoming mainstream across the sport sector is highly promising.

By the time our Sustainability Strategy was issued in early 2017, the landmark UN Climate Change Conference 2015 (COP21) had ushered in the Paris Agreement, heightening global awareness of the urgency and magnitude of the challenge. This has continually been amplified through further scientific research and announcements projecting ever-steeper greenhouse gas (GHG) emission reduction targets for the world to stay within the global warming limits set by the Paris Agreement.

More and more voices have been raised on the need to tackle climate change, both to stave off immediate dangers and to secure a sustainable basis for future generations. Most notably, there has been the young people's movement inspired by Swedish activist Greta Thunberg; while at the other end of the age scale, the veteran British naturalist and broadcaster Sir David



Paris 2024 and Los Angeles 2028 have agreed to collaborate on sustainability and climate action. © IOC/Greg Martin

Attenborough has sparked worldwide concern for the state of the marine environment and the issue of plastic pollution through his epic 2017 television series "[Blue Planet II](#)".

All these issues – from plastic pollution in our oceans to a vast loss of biodiversity, and from the deterioration of natural ecosystems to poor air quality in urban environments – have all come to the fore in the last few years, and reinforce and connect to the wider narrative on climate change. This narrative has cut through to the sport sector in an unprecedented manner, with increasing numbers of organisations – federations, venues, clubs, leagues, event organisers and industry sponsors and suppliers, among others – all reviewing their impacts and taking on new measures to address their sustainability challenges.

At the IOC, we saw in 2017 how our organisation's heightened emphasis on sustainability so deeply influenced the candidatures for the 2024 Olympic and Paralympic Games, with both

competing cities – Paris and Los Angeles – making substantial and unprecedented commitments in this field. The dual award, to Paris for 2024 and to Los Angeles for 2028, also led to the two cities agreeing to collaborate on sustainability, and particularly on climate action. This was helped by both city mayors being leading figures in C40, a network of the world's megacities committed to addressing climate change.

Across the wider sport sector, the IOC collaborated with UN Climate Change (UNFCCC) to launch the Sports for Climate Action Framework. The Framework is continuing to attract a rapidly growing number of signatories representing all levels and elements of sport, all of which are pledging to make significant steps to reduce their climate impact and to educate, promote and advocate for climate action across their spheres of influence.

Another notable initiative was our decision in June 2018 to join the UN Environment Programme (UNEP) Clean Seas Campaign.



The first official gathering of the Sports for Climate Action Framework's participants, held in Lausanne in 2019. © IOC

Along with seven other major sporting bodies and three Worldwide Olympic Partners, we pledged to eliminate single-use plastic from our organisations and events around the world. Since 2018, the number of pledges has risen.

In early 2020, the IOC Executive Board decided that the IOC would become climate positive by the end of 2024 – removing more carbon from the air than it emits – and likewise that this target would apply to all future editions of the Olympic Games from 2030. Already, the efforts of Paris 2024 are advancing this timeline, setting an important benchmark for future Games.

In the midst of this rapid transformation of attitudes and purposes, the COVID-19 pandemic has had a profound effect on the world of sport. For the IOC, the greatest material impact has been the postponement of the Olympic Games Tokyo 2020 to the summer of 2021, a state of play echoed across so many other sport events which were being cancelled or postponed.

However, this enforced period of delay has not been one of inactivity. It has afforded an opportunity to reflect and review priorities, which many organisations have taken time to do. We are now witnessing a real surge of activity across the sport and events sectors as increasing numbers of organisations

are realising the need to have effective sustainability strategies and plans in place.

It is fair to say that before the pandemic, there was a common attitude that while sustainability is important, it did not make it on to many people's priority lists. COVID-19 has alerted decision-makers across most sectors to the reality that big threats can materialise very rapidly and that their organisations are not as immune and resilient as they had imagined. As the catalogue of environmental, social and economic impacts of climate change mount up – amid projections of worse to come – it is clear that no single sport, or sport organisation, can remain untouched.

At the IOC, we recognise the importance of taking action now. We are proud of the progress we have made in meeting our objectives for 2017-2020, which is the key focus of this report. But we know we need to go further to deepen the integration of sustainability principles and practices into how we operate across all spheres of our activity.

This rapidly changing contextual environment has informed our new set of sustainability objectives for the period 2021-2024, which we present in this report, along with results and activities to date.

“More and more voices have been raised on the need to tackle climate change, both to stave off immediate dangers and to secure a sustainable basis for future generations.”

About this report

This is our third sustainability report since the launch of the IOC Sustainability Strategy in 2017. Our first report, [IOC Sustainability Report – Sharing progress on our 2020 objectives](#), was published in October 2018. It was a full, detailed report written according to Global Reporting Initiative (GRI) standards (Core Disclosures) and third-party verified by ERM CVS.

Our second report, [IOC Sustainability Progress Update – A review of our 2020 objectives](#), was issued in November 2019 and comprised a brief annual progress update.

For this latest report, we have decided to follow a similar approach to the 2019 progress update. However, more than simply highlight activities undertaken in the intervening period, we are using this occasion to provide a closing report of our progress towards achieving all 18 objectives for the period 2017-2020. We are also using this report to introduce our new sustainability objectives for the period 2021-2024.



CLOSING REPORT: 2017–2020

This chapter summarises our progress, achievements and challenges faced over the last four years, focusing on our 18 objectives for 2017–2020.

Highlights

Viewed overall, this has been a period of considerable transformation, not just within the IOC but also across the Olympic Movement and the wider sport sector. Although sustainability has been a growing topic in sport over the last three decades, it is only in these recent years that it has become a mainstream consideration.

In many respects, this mirrors wider society, and we are seeing much deeper attention to sustainability across governments, businesses, institutions, media and the general public. There is, of

course, much more to do, and many critics argue that the change has come very late and too slowly. However, while imperfect, this engagement is tangible and growing, and we are certainly seeing a difference within the sport community.

For the IOC, we can say that sustainability is now firmly embedded as an executive priority. This is clear through the central placing of sustainability as a core foundation of Olympic Agenda 2020 and continuing through to its successor, Olympic Agenda 2020+5.

These strategic plans have cascaded numerous actions – including the development of the IOC Sustainability Strategy, the primary subject of this report. In turn, the strategy has provided the opportunity to build our in-house Sustainability team and empowered them to develop critical projects and programmes

through which to deliver our objectives. In nearly all cases, this work has relied on collaborative partnerships both internally and externally, which have helped to spread a sense of collective endeavour across our stakeholder community.

The support of partners, including deeper institutional engagement with UN agencies, has reinforced confidence within the IOC. This has led to our Executive Board agreeing for the IOC to take a leading position to become a climate positive organisation by 2024, to reduce our carbon footprint by 50 per cent by 2030, and for the Olympic Games to be climate positive from 2030 onwards.

Alongside all this, we have been pleased to see the positive effect of partnership work through the increasing prominence of sustainability within the IF Forum, held each November in Lausanne. Other notable recent examples include the growth in participation in the UN's [Sports for Climate Action Framework](#) and the Clean Seas campaign. Both are initiatives in which the IOC has played a significant supporting role.

As an organisation, our principal highlight in this period has been the opening in 2019 of our new headquarters building, Olympic House. Not only has this project won wide acclaim for sustainable construction standards, but it has also been a catalyst for rethinking working practices and fostering the improved health and well-being of staff.

Sustainability has become much further integrated into the process for selecting future hosts of the Olympic Games and Paralympic Games. This became particularly apparent during the process for the Olympic Games 2024, the first host city election following the publication of our Sustainability Strategy: both

Olympic Agenda 2020

Recommendation 4 – Include sustainability in all aspects of the Olympic Games

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

Olympic Agenda 2020+5

Recommendation 2 – Foster sustainable Olympic Games

Recommendation 13 – Continue to lead by example in corporate citizenship

candidates, Paris and Los Angeles, placed sustainability at the centre of their Games concepts.

From an IOC perspective, we have transitioned towards a collaborative model in which our Sustainability team and specialist advisors interact with the candidature teams as “critical friends” and help to co-create concepts. This mode of engagement continued through the process for selecting Milano Cortina, Italy, as the host of the Olympic Winter Games 2026, and more recently with the selection of Brisbane, Australia, as the host of the Olympic Games 2032. In the latter case, we expended considerable joint effort through a series of virtual dialogues to define a credible basis for our concept of climate-positive Games, which included bringing in the Sustainability team from Paris 2024 in a tripartite dialogue.

Our engagement with Organising Committees of the Olympic Games (OCOGs) has also evolved and deepened. Formerly, we had a process of Technical Reviews, which were structured like audits and lacked interactive engagement. Now we prioritise a continual process of engagement and collaboration between the IOC Sustainability team and our counterparts in the respective OCOGs. This serves to build better plans, helping the OCOGs to avoid potential pitfalls before they become issues. In this way, the OCOGs’ teams are more able to share their concerns with their IOC counterparts, which helps to build stronger collaborative relationships.

OCOG-to-OCOG collaboration has always been a desire, but has often proved difficult in practice due to cultural, linguistic and time-zone differences, as well as the different phases of the Games lifecycle in which each host finds itself at any given time. Very often, too, OCOG sustainability teams are fully stretched to manage their own programmes without having to think beyond their borders.

This is now changing – in part as a legacy effect of the COVID-19 pandemic, whereby the realisation of the effectiveness of virtual meetings has created much more space for such interaction between OCOGs. The IOC can facilitate this as we have close relationships with each OCOG and have built up considerable experience over the last decade, both through in-house development and through having knowledgeable staff and

advisors with experience of previous Games. Sustainability is only successful as a shared endeavour, and the open collaboration in this field between OCOGs will be an important factor in driving sustainability achievements among future hosts.

This theme of transparency and knowledge-sharing is also exemplified through the technical and guidance documents we have published on olympics.com/ioc/sustainability. These include detailed methodologies on carbon footprinting and sustainable sourcing for OCOGs; and the Sustainability Essentials series, which provides introductory-level guidance across a range of topics aimed at NOCs, IFs and the wider sport sector.

In addition, we have collaborated with the International Union for Conservation of Nature (IUCN) on a series of guides on sport and biodiversity; and with the Union of European Football

Associations (UEFA) and The Ocean Race on an [environmental impact study](#) and [sustainable sourcing guidelines](#) for branding and signage materials for events.

We have also supported the Global Association of International Sport Federations (GAISF) on the launch of the [Sustainability.Sport](#) platform. Over 900 resources have now been published on the platform, which is intended to be used as a library by sport organisations.

Altogether, these resources represent a valuable open-source information tool for all sport organisations and others working in this sector. Only a few years ago information about sustainability in sport was hard to find. That is certainly no longer a problem – at least for English-language information – and all levels are catered for, from beginner to expert.



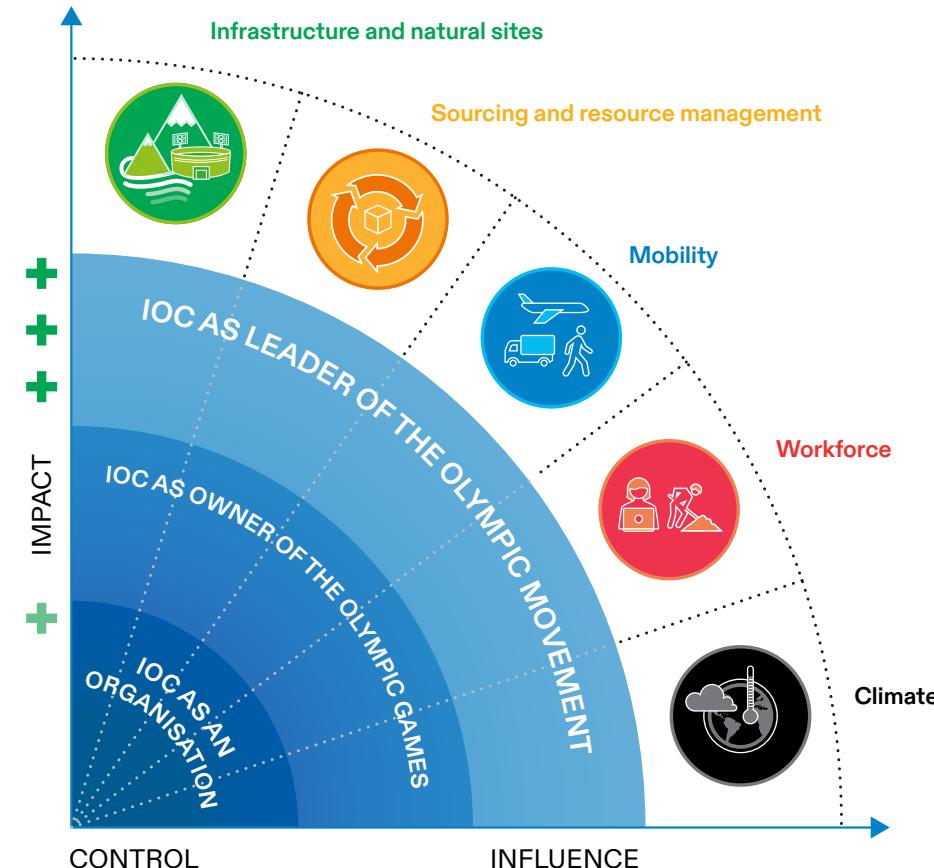
IOC Sustainability Strategy: Overview

Issued in early 2017, the IOC Sustainability Strategy is framed around our three spheres of responsibility and five focus areas, reflecting aspects of our activities that have the most significant interaction with sustainability. This framework is illustrated opposite.

Our three spheres of responsibility relate to what we do as an organisation, as owner of the Olympic Games, and as leader of the Olympic Movement. Our long-term strategic sustainability approach was framed according to our roles and activities in each of these spheres and the relative degrees of control and influence we can bring to bear. In addition, our strategy recognises our obligations in taking forward the sustainability recommendations from Olympic Agenda 2020 and its successor, Olympic Agenda 2020+5.

The five focus areas were selected following detailed engagement with a wide range of stakeholders, in which we considered the key challenges of the day to determine how best the IOC could contribute to the sustainability agenda.

The five focus areas are strongly inter-connected. The first four relate to things the sporting world does: building and operating venues; procuring goods and services and managing resources; moving people and goods; and managing and helping people. The fifth focus area, climate, is a cross-cutting theme, in part picked up by actions within the other focus areas, but which is a matter of such critical importance that we felt it required special attention as a focus area in its own right.





IOC sustainability objectives for 2017-2020: Status report

Out of the 18 objectives for 2017-2020, 15 have been fully achieved and three have been partially achieved. Of the latter three, which all require further work, two have been closed and integrated into new objectives for the period 2021-2024; and one (objective #9 – include sustainability in corporate events) remains open. This is largely due to the impact of COVID-19 on our corporate events programme, thereby unavoidably delaying the implementation of many of the planned sustainability measures. We anticipate finalising this objective by the end of 2022, although it will always remain as a continual commitment.

IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
THE IOC AS AN ORGANISATION		
1 Design and construction of future Olympic House to be certified according to nationally and internationally recognised sustainability standards	<p>Overall summary, 2017-2020</p> <p>Olympic House was completed and opened in spring 2019. The construction of our new headquarters achieved all three targeted certifications:</p> <ul style="list-style-type: none"> • The highest (Platinum) level of the Leadership in Energy and Environmental Design (LEED) v4 standard. To date, with 94 points, Olympic House is the highest-scoring LEED building in its category (Building Design & Construction), thanks to the wide range of sustainability measures implemented, from renewable energy and water reuse to indoor air quality, sustainable mobility and user comfort • The highest (Platinum) level of the Swiss Sustainable Construction Standard (SNBS), being the first international headquarters, and the second building overall, to get certified at this level • The Minergie-P label, which guarantees that the building uses less energy per square metre than the Swiss average <p>Progress update since November 2019</p> <p>Although this objective was achieved in 2019, Olympic House has continued to receive international acclaim since its inauguration – including receiving the European 2020 US Green Building Council (USGBC) Leadership Award.</p>	Achieved & closed
2 Increase energy efficiency of our buildings	<p>Overall summary, 2017-2020</p> <p>Detailed energy efficiency plans have been adopted across our three main premises: Olympic House and the Olympic Museum in Lausanne, Switzerland; and Olympic Broadcasting Services (OBS)/Olympic Channel Services (OCS) facilities in Madrid, Spain. The Madrid operations have been certified according to ISO 50001 (Energy Management) and ISO 14001 (Environmental Management), and the Madrid office building has been certified according to LEED Operation & Maintenance (Gold Level). 100 per cent of the electricity used in our buildings in Lausanne and Madrid is now from renewable sources.</p> <p>Progress update since November 2019</p> <p>Lausanne: The IOC's energy efficiency has significantly improved since the move to Olympic House: our new offices use half the energy per square metre than our previous headquarters building. A comprehensive energy monitoring system has been implemented, and has shown that energy use in 2020 was in line with initial LEED projections.</p>	Achieved & closed Continual improvement will be sought and will be reported via new objective #1 for 2021-2024



IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
	<p>At The Olympic Museum, the 10-year energy efficiency action plan is well under way and its ambitions have been increased to align with the IOC's climate positive commitment made in March 2020.</p> <p>Madrid: Despite a significant growth in the production of video content and other activities, overall energy use remained stable. In October 2020, OBS-OCS confirmed that the entire electricity consumption of their offices was powered from renewable sources, progress from a figure of 63 per cent renewable electricity in 2019.</p>	
3	<p>Integrate sustainability in the sourcing of goods and services, including those from TOP Partners and official licensees</p> <p>Overall summary, 2017-2020 Sustainable sourcing criteria have been progressively implemented into our procurement processes since 2018. However, progress has been slower than anticipated, and more intensive efforts in relation to training buyers across all departments and increasing engagement with the Worldwide Olympic Partners (also known as TOP Partners) are required.</p> <p>Progress update since November 2019 Conventional suppliers: Implementation of the IOC Sustainable Sourcing Approach has continued to be expanded across the main procurement categories, in collaboration with the growing IOC Procurement team and the newly created Human Rights unit.</p> <p>TOP Partners and official licensees: Sustainability evaluations of new suppliers and products have been conducted to support the IOC Licensing and Product Development team with the launch of the Olympic Collection, with priority attention given to branded sport equipment and merchandising. We have also initiated human rights due diligence of the IOC's uniform supplier.</p>	<p>Partially achieved</p> <p>Will continue to be addressed by new objective #3 for 2021-2024</p>
4	<p>Achieve a measurable reduction in waste quantities</p> <p>Overall summary, 2017-2020 Efforts have been focused on our five main waste streams: plastic, food, electronic waste, waste from events/exhibitions, and paper/publications. We have been working to eliminate single-use plastics across all our facilities: most single-use items used in catering activities have been replaced with reusable ones, while the remaining single-use items are made of compostable materials.</p> <p>Progress update since November 2019 In Lausanne, the amount of non-recycled office waste produced in 2020 was relatively low compared to previous years at 29 kilograms (kg) per Full-Time Equivalent (FTE), mostly due to the low occupancy of our offices during the COVID-19 crisis. This figure compares to 84kg/FTE in 2019, the first year of occupation of Olympic House, and an average of 95kg/FTE per year during the period 2016-2018. Non-recycled office waste mostly comprises used office stationery and consumables, and non-recyclable packaging.</p>	<p>Achieved & closed</p> <p>Continual improvement will be sought and will be reported via new objective #1 for 2021-2024</p>



IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
	<p>Within OBS-OCS premises in Madrid, waste quantities have been variable from one year to another, essentially related to Games-dependent logistics.</p> <ul style="list-style-type: none"> • 2018 (Games year) – 66kg/FTE, of which 22kg/FTE of non-recycled waste • 2019 – 36kg/FTE, of which 5kg/FTE of non-recycled waste • 2020 (Games year) – 73kg/FTE, of which 8kg/FTE of non-recycled waste <p>The increase in 2020 was due to a large amount of end-of-life electronic equipment being sent for recycling.</p>	
5 Reduce the IOC's travel impact (business travel for IOC staff, Members and guests; vehicle fleet; staff commuting; freight)	<p>Overall summary, 2017-2020</p> <p>Initial measures to reduce our travel footprint in relation to international travel, staff commuting and our Lausanne-based vehicle fleet were researched and introduced during the period 2017-2019.</p> <p>Business travel: Sustainability principles have been integrated in the organisation's travel policy, such as no flights for trips shorter than four hours. We have started to communicate individual travel-related CO₂ emission statistics as an awareness-raising measure.</p> <p>Staff commuting: Staff mobility plans – including various incentives for sustainable and active mobility, such as secured bike parking spaces, subsidies for sustainable mobility, preferential access to car park for car poolers and low emission cars, e-car chargers and daily car park fees in Lausanne – have been implemented successfully in Lausanne and Madrid.</p> <p>IOC fleet: We started to record the carbon intensities of the vehicles (in CO₂ emitted per kilometre) and efforts were made to reduce carbon at each renewal of the fleet.</p> <p>While some efficiencies across all three areas were realised, the largest change has come about due to travel restrictions imposed in 2020 because of COVID-19. The effects have been to build acceptance of new ways of working, and to inform the IOC's decision on the setting of a carbon reduction target of 50 per cent by 2030.</p> <p>Progress update since November 2019</p> <p>Business travel: New ways of working, relying on digital technology, had to be implemented from March 2020 onwards in order to ensure business continuity in spite of travel restrictions.</p> <p>In June 2020, a staff survey was conducted to evaluate the feasibility and acceptability of replacing some international trips by remote working sessions and possible trends in staff mobility. This gave us the opportunity to assess the lessons learned during the pandemic from the extensive use of remote working tools, and how this could help achieve further CO₂ emissions reductions. Additionally, aside from the benefits of fewer carbon emissions, many staff appreciated the health and well-being opportunities from less frequent commuting and international travel, further incentivising new ways of working.</p>	Achieved & closed Will continue to be addressed by new objective #1 for 2021-2024



IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status																																																												
	<p>In 2020, the average carbon footprint associated with air travel for Lausanne-based staff was 2 tonnes of CO₂ equivalent (tCO₂e) per FTE, compared with 15 tCO₂e/FTE in 2018 and 11 tCO₂e/FTE in 2019.</p> <p>Staff commuting: In 2020, most staff worked from home for a large part of the year.</p> <p>IOC fleet: Total fuel consumption continued to decrease in 2019 (26,969 litres consumed); and was much lower in 2020 (9,851 litres consumed) due to less car transfers from March 2020 onwards (-55 per cent compared to 2019) and more efficient vehicles. The introduction of hydrogen cars in 2019 and the replacement of some diesel mini-vans with electric ones in 2020 helped decrease the carbon intensity of the fleet, which is now at an average of 128g CO₂/km. Unfortunately, this figure cannot be compared with past figures, as new CO₂ labels based on an updated methodology (the Worldwide Harmonised Light Vehicle Test Procedure, or WLTP) were applied from 2020 onwards.</p> <p>In addition, drivers of the IOC fleet have been trained to eco-driving techniques.</p>																																																													
6 Further increase staff diversity, in particular with regard to gender and geographical diversity	<p>Overall summary, 2017-2020</p> <p>Gender and geographical diversity data</p> <table> <thead> <tr> <th>LAUSANNE</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Female IOC Members</td> <td>29%</td> <td>31%</td> <td>34%</td> <td>38%</td> </tr> <tr> <td>Women in IOC Executive Board</td> <td>27%</td> <td>27%</td> <td>20%</td> <td>33%</td> </tr> <tr> <td>Female IOC commission members</td> <td>35%</td> <td>42%</td> <td>46%</td> <td>48%</td> </tr> <tr> <td>Overall proportion of women in IOC staff</td> <td>55%</td> <td>55%</td> <td>52%</td> <td>62%</td> </tr> <tr> <td>Women in senior management roles</td> <td>36%</td> <td>38%</td> <td>39%</td> <td>41%</td> </tr> <tr> <td>Women in IOC Board of Directors</td> <td>19%</td> <td>25%</td> <td>25%</td> <td>27%</td> </tr> <tr> <td>Number of different nationalities</td> <td>50</td> <td>54</td> <td>58</td> <td>62</td> </tr> </tbody> </table> <table> <thead> <tr> <th>MADRID (OBS-OCS)</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Overall proportion of women in Madrid staff</td> <td>39%</td> <td>38%</td> <td>36%</td> <td>37%</td> </tr> <tr> <td>Women in senior management team</td> <td>26%</td> <td>37%</td> <td>37%</td> <td>30%</td> </tr> <tr> <td>Number of different nationalities</td> <td>33</td> <td>32</td> <td>32</td> <td>31</td> </tr> </tbody> </table> <p>Progress update since November 2019</p> <p>We continued staff awareness-raising activities around gender-based bias, and a staff salary survey was carried out in 2020 in compliance with Swiss law. This survey included a review of the gender pay gap, which showed a difference of 0.2 per cent in favour of men – very close to parity. An Inclusion & Diversity action plan was developed in 2020.</p>	LAUSANNE	2017	2018	2019	2020	Female IOC Members	29%	31%	34%	38%	Women in IOC Executive Board	27%	27%	20%	33%	Female IOC commission members	35%	42%	46%	48%	Overall proportion of women in IOC staff	55%	55%	52%	62%	Women in senior management roles	36%	38%	39%	41%	Women in IOC Board of Directors	19%	25%	25%	27%	Number of different nationalities	50	54	58	62	MADRID (OBS-OCS)	2017	2018	2019	2020	Overall proportion of women in Madrid staff	39%	38%	36%	37%	Women in senior management team	26%	37%	37%	30%	Number of different nationalities	33	32	32	31	<p>Achieved & closed</p> <p>Continual improvement will be sought under objectives 1 & 2 of the Gender Equality & Inclusion Strategy</p>
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Number of different nationalities	50	54	58	62																																																										
MADRID (OBS-OCS)	2017	2018	2019	2020																																																										
Overall proportion of women in Madrid staff	39%	38%	36%	37%																																																										
Women in senior management team	26%	37%	37%	30%																																																										
Number of different nationalities	33	32	32	31																																																										



IOC sustainability objectives for 2017-2020		Overall summary, 2017-2020 / Progress update since November 2019	Final status												
7	As part of IOC@work2020, further develop a wellness programme to promote healthy and active lifestyles at the IOC	<p>Overall summary, 2017-2020</p> <p>The IOC provides numerous incentives to its staff to encourage healthy and active lifestyles, such as the offer of sport activities, subsidies for sport-related expenses, healthy food options, nutritional advice, subsidies for active and sustainable commuting practices, and a hotline for mental health and psychological assistance. The move to Olympic House in 2019 enabled us to offer staff a wider range of measures to enhance well-being at work, including ergonomic workstations, improved indoor air quality, more natural light and access to outdoor spaces. The effect of managing the COVID-19 crisis has led to greater flexibility in working hours and locations, and an even greater attention to work-life balance and healthy living.</p> <p>Progress update since November 2019</p> <p>The development of our Health@Work programme accelerated in 2020 and took on another dimension with the COVID-19 crisis. In Lausanne, five surveys were carried out during the year to evaluate staff concerns and needs in terms of well-being. A health training course was attended by 84 per cent of managers, and various webinars on health and resilience were organised for staff. Similarly, OBS provided its staff in Madrid with daily access to a variety of online classes via its health insurance company.</p>	Achieved & closed												
8	Achieve carbon neutrality by reducing direct and indirect GHG emissions, and by compensating emissions as a last resort	<p>Overall summary, 2017-2020</p> <p>Our carbon footprint is largely dominated by travel, and varies considerably depending on locations of the host countries for the Olympic Games, Youth Olympic Games and our corporate events.</p> <p>The carbon footprint data presented in the table below represent our best estimate of Scope 1, 2 and 3 emissions associated with the IOC's activities, based on currently available data, and according to the GHG Protocol methodology.</p> <p>2018 was a peak year due to the Olympic Winter Games in PyeongChang, Republic of Korea; the Olympism in Action Forum and Youth Olympic Games (YOG) in Buenos Aires, Argentina; and the construction of Olympic House in Lausanne. The construction of Olympic House also elevated the figure for 2017.</p> <p>The measures described above in relation to objectives 1-5 have contributed some emission reductions, but the impact of travel-related emissions was only reduced slightly until COVID-19 travel restrictions came into force in 2020.</p> <table border="1"> <thead> <tr> <th>ANNUAL CARBON FOOTPRINT</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Tonnes CO₂e/year</td> <td>39,070</td> <td>45,540</td> <td>60,630</td> <td>30,050</td> <td>9,820*</td> </tr> </tbody> </table> <p>*Our provisional carbon footprint for 2020 is 9,820 tCO₂e, reflecting a drastic cut in CO₂ emissions, primarily due to the postponement of the Olympic Games Tokyo 2020 to 2021. This figure will be recalculated and republished in 2022, in order to include CO₂ travel emissions which occurred in 2021 and were directly linked to the Tokyo Games.</p>	ANNUAL CARBON FOOTPRINT	2016	2017	2018	2019	2020	Tonnes CO ₂ e/year	39,070	45,540	60,630	30,050	9,820*	Achived & closed Will continue to be addressed by new objectives #1 and #2 for 2021-2024
ANNUAL CARBON FOOTPRINT	2016	2017	2018	2019	2020										
Tonnes CO ₂ e/year	39,070	45,540	60,630	30,050	9,820*										



IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
	<p>Our goal to achieve carbon neutrality was fulfilled – and even exceeded – via projects implemented as part of the IOC-Dow global carbon mitigation programme during 2017-2021 (see Dow Carbon Partnership Report 2020). The quantity of carbon savings generated by these projects largely exceeds our carbon emissions for this period, with savings currently forecast at around 2 million tCO₂e.</p> <p>Progress update since November 2019</p> <p>We used the period since November 2019 to do a comprehensive assessment to define our future carbon reduction target (50 per cent by 2030) and the associated action plan to be published in 2022.</p> <p>NB: Following the setting of our 50 per cent reduction target, CO₂ emissions from OBS' Games-time travel and from YOG athletes' flights – paid for by the IOC – have been excluded from IOC reporting. This is because they are respectively driven by a host's venue offering (the number of venues proposed to host training and competition) and the need for an inclusive and diverse athlete participation. The emissions are still accurately measured and compensated by the IOC and will continue to be regularly reviewed for reduction opportunities.</p>	
9 Include sustainability in corporate events	<p>Overall summary, 2017-2020</p> <p>Sustainability measures have been introduced into our corporate events since 2018, but the integrated management systems approach has not yet been sufficiently developed (as confirmed by an internal audit in March 2020). Our intention to seek third-party certification to the international ISO 20121 standard has been deferred until the end of 2022, by when we expect to have recommenced delivering several live corporate events. This objective will accordingly remain open until then.</p> <p>Progress update since November 2019</p> <p>Between March and December 2020, all IOC corporate events were either cancelled or replaced with virtual events due to the COVID-19 situation.</p> <p>Meanwhile, in collaboration with UEFA and The Ocean Race, we launched a project to identify more sustainable solutions for event branding and signage materials and to stimulate innovation in our supply chains. An environmental evaluation study was published in March 2021, followed by some practical guidance in April 2021.</p>	<p>Partially achieved</p> <p>Certification to ISO 20121 to be sought by the end of 2022</p> <p>Will remain a continual commitment</p>

	IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
	IOC AS THE OWNER OF THE OLYMPIC GAMES		
10	Ensure sustainability is addressed as a strategic topic with cities as early as the invitation phase and throughout all phases of the Candidature Process	<p>Overall summary, 2017-2020</p> <p>Sustainability has become an increasingly prominent aspect of selecting future Olympic Games hosts. This has become a routine feature of early discussions and evaluations of Interested Parties, backed up by continually revised supporting documentation.</p> <p>The first full application of this approach was for the candidate cities for the Olympic Games 2024, which saw Paris and Los Angeles elected to host the Olympic Games 2024 and 2028 respectively. Dedicated exchanges on sustainability were conducted with every candidate city, with climate and biodiversity experts providing additional support and guidance specific to their Olympic projects. This approach has continued in evolving steps through to the latest engagement on the host for the Olympic Games 2032.</p> <p>Progress update since November 2019</p> <p>The decision that all Olympic Games would be climate positive from 2030 onwards was relayed to all active Interested Parties in 2020. An initial climate positive concept was developed and discussed during the Targeted Dialogue phase with the Preferred Host for the Olympic Games 2032.</p>	Achieved & closed Will continue to be addressed via new objective #5 for 2021-2024
11	Reinforce sustainability commitments in the Host City Contract so that bidding for and hosting an Olympic Games edition can act as a catalyst for sustainable development within the host city and region	<p>Overall summary, 2017-2020</p> <p>Throughout the period, the sustainability content in all documentation relating to the selection of future hosts has been reviewed and updated as necessary to align with new processes and priorities. Emphasis has been placed on early engagement, along with legacy considerations, to ensure that potential risks, challenges and opportunities are fully considered from the outset.</p> <p>Progress update since November 2019</p> <p>Further revisions to the Host Contract Principles were made in late 2020 to ensure alignment with new commitments and targets relating to climate-positive Games, and to avoid impacts on protected natural areas. Along with modifications to the IOC Candidature Questionnaire for the Olympic Games 2032, these requirements were communicated to the Preferred Host team at Brisbane 2032. Following the election of the City of Brisbane at the IOC Session in July 2021, the Host Contract Principles will be finalised and the Host City Contract – Operational Requirements (July 2018) will be revised.</p>	Achieved & closed Will continue to be addressed via new objective #5 for 2021-2024
12	Strengthen support and monitoring of the OCOGs' implementation of sustainability-related bid commitments, Host City Contract requirements and IOC's recommendations, including through the provision of common methodologies and independent third-party assessments where appropriate	<p>Overall summary, 2017-2020</p> <p>This is an area that has evolved considerably in recent years, leading to a much closer and more collaborative working relationship between the IOC Sustainability team and our counterparts within OCOGs. While the element of monitoring and progress evaluation continues, our engagement with OCOGs' teams and their delivery partners is centred much more on joint problem-solving and advising on best practices. This draws upon previous Games experience and wider intelligence from the sport and events sectors.</p>	Achieved & closed Will remain a continual commitment and will be reported via new objective #8 for 2021-2024



IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
	<p>Over this period, we have also issued several important documents to help OCOGs in their work:</p> <ul style="list-style-type: none"> • Carbon Footprint Methodology for the Olympic Games (Dec 2018) • Olympic Games Guide on Sustainable Sourcing (April 2019) • The Olympic Games: A Springboard for Young Professionals (March 2020) <p>The aspect relating to independent third-party assessments requires further development and will be a focus of our work in 2021-2024. However, the requirement for OCOGs to achieve third-party certification to ISO 20121 – which has been in place for some years – continues to be applied across all current and future editions of the Games.</p> <p>Progress update since November 2019</p> <p>A joint IOC–International Labour Organization (ILO) initiative culminated in the publication of The Olympic Games: A Springboard for Young Professionals in March 2020. This document offers suggestions for future and potential Olympic Games organisers on how to put in place even greater youth employment and development opportunities.</p>	
13	<p>Facilitate exchanges between Olympic Games stakeholders (e.g. OCOGs, national partners, host city authorities, TOP partners) and build strategic partnerships with relevant expert organisations to develop innovative sustainable solutions for planning and staging of the Olympic Games</p> <p>Overall summary, 2017-2020</p> <p>Substantial progress has been made in building partnerships with global institutions, non-governmental organisations (NGOs) and some of our Worldwide Olympic Partners, all founded on the premise of sport and the Olympic Games as drivers for sustainable development. Some of these initiatives are broad agreements to work together in this field, such as with the Organisation for Economic Co-operation and Development (OECD); some are focused on a specific area, such as biodiversity conservation with the IUCN and climate mitigation with Dow; and some relate to specific projects, such as P&G collaborating with Tokyo 2020 to create medal podiums made from recycled plastic.</p> <p>Progress update since November 2019</p> <p>Several new initiatives and renewed agreements have been secured in 2019 and 2020:</p> <ul style="list-style-type: none"> • The IOC and the OECD signed a Memorandum of Understanding (MoU) aimed at strengthening our collaboration on promoting ethics, integrity and good governance, as well as peace and sustainable development in sport. As part of the collaboration, the OECD will support the IOC in protecting the integrity of sport by providing guidance to the organisers of the Olympic Games Paris 2024 on how to mitigate the risks of corruption linked to procurement. Such guidelines will also be useful for the organisers of other future Games and other major sport events. • The IOC supported the launch of a Sport for Development Coalition of Public Development Banks (PDBs) and partners. This coalition aims to leverage the power of sport for global sustainability. This will include increased investment and cooperation between development banks and agencies and the international sport movement. Coalition members have created a task force to define their common vision, principles and objectives, as well as a work programme and action plan. • The IOC, UEFA and The Ocean Race joined forces to identify more sustainable solutions for event branding and signage materials and to stimulate innovation in supply chains. An environmental evaluation study was published in March 2021, followed by a practical guide in April 2021. 	<p>Achieved & closed</p> <p>Will remain a continual commitment</p>

IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
	<ul style="list-style-type: none"> Several Worldwide Olympic Partners, such as Coca-Cola, P&G and Toyota, provided support to the sustainability programme of the Olympic Games Tokyo 2020 and the Paralympic Games Tokyo 2020 – see the announcement on 100 Days to Go for People and the Planet (April 2021). 	
IOC AS LEADER OF THE OLYMPIC MOVEMENT		
14 Provide mechanisms to ensure exchange of information and best practices between Olympic Movement stakeholders	<p>Overall summary, 2017-2020</p> <p>This is an area in which we have seen considerable progress. At the start of the 2017-2020 period, there was very limited information readily available on sport and sustainability. It was not so much a lack of material, more that it was just dispersed and hard to track down.</p> <p>Within olympics.com/ioc/sustainability, we have built up a strong portfolio of strategy guides and case studies that are proving to be a much-valued resource across the sport sector. Of particular note is the series of simple, practical guides on sustainability topics for the Olympic Movement under the banner of Sustainability Essentials. There are now five guides published in this series:</p> <ul style="list-style-type: none"> Introduction to Sustainability: The first guide in the series provides a general understanding of sustainability, how it relates to sport and what a sport organisation can do to be part of this critical endeavour. Sports for Climate Action: The second guide provides sport organisations with a general understanding of the issues related to climate change and managing carbon emissions. Sustainable Sourcing in Sport: The third guide helps sport organisations adopt more sustainable sourcing practices. Plastic Game Plan for Sport: The fourth guide helps the sport community tackle plastic and other waste, and create a more circular economy where resources are continually reused and recycled. Sustainability Management in Sport: The most recent guide helps sport organisations integrate sustainability into their operations and events, addressing issues such as climate change, biodiversity loss, economic inequality and social injustice. <p>The publication of all the guides has been widely communicated via IOC digital channels, the media as well as directly to the stakeholders. On average, each guide has been downloaded 1,192 times.</p> <p>We have also supported the GAISF in the launch of the Sustainability.Sport platform. Over 900 resources have now been published on the platform, which is intended to be used as an open-source library by sport organisations.</p> <p>Progress update since November 2019</p> <ul style="list-style-type: none"> Two Sustainability Essentials guides were published in 2020: Plastic Game Plan for Sport and Sustainability Management in Sport. In December 2019, we established the Mountain Summit, an expert group of 13 members drawn from organisations engaged in sports that are practised in or around mountains, to collaborate on the protection of fragile mountain environments. The aim is to assess and minimise the negative impact of sport activities on mountain environments and leverage the 	Achieved & closed Will remain a continual commitment and will be reported via new objectives #15 and #16 for 2021-2024



IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
	<p>power of sport to raise awareness about the importance of these environments. The group is currently working on detailed guides on how to hold more sustainable events within mountain environments, as well as a ten-step programme for all visitors.</p> <ul style="list-style-type: none"> The most recent initiative under the IOC-IUCN collaboration agreement was the publication – in collaboration with the San Francisco Estuary Institute (SFEI) – of a new guide on Sport and Urban Biodiversity (April 2021). The guide identifies key ecological criteria that city officials and sport venue developers can apply to incorporate the needs of nature into their planning. 	
15 Facilitate access to relevant expert organisations to develop guidelines and innovative solutions	<p>Overall summary, 2017-2020</p> <p>We have continued efforts to build upon existing partnerships and create new ones to provide a stronger base of expertise with which to support and guide the Olympic Movement. Key examples include the launch of the Clean Seas programme with the UN Environment Programme (UNEP); our partnerships with UN Climate Change (notably on the Sports for Climate Action Framework) and C40 on climate change issues; and our ongoing work with the IUCN on biodiversity matters.</p> <p>Progress update since November 2019</p> <p>Sports for Climate Action Framework</p> <ul style="list-style-type: none"> Between November 2018 and December 2019, close to 100 sport organisations signed up to the Framework, taking the total number of signatories to well over 200 by the end of 2020. We co-chair the working group responsible for setting targets for all signatories and for providing them with overall support. We continue to support the Olympic Movement in the implementation and delivery of the five principles of the Framework, and carried out a series of workshops specifically on climate during 2020. <p>We have also held workshops for the Olympic Movement on sustainability strategy writing, implementation and delivery, as well as on risk management within supply chains.</p> <p>During 2020, we worked on Earth School, a project to provide educational materials for school children during the pandemic on topics such as plastic pollution reduction, biodiversity and climate. This was a joint initiative with UNEP and Olympic Movement partners via the Clean Seas campaign (11 IFs, 4 NOCs and the Japanese town of Ichinomiya, home of the Olympic Games Tokyo 2020 surfing venue). The IOC supported the writing of the materials and shared them with sport organisations and their communities around the world.</p>	Achieved & closed Will remain a continual commitment and will continue to be addressed via new objectives #10, #11 and #14 for 2021-2024
16 Leverage Olympic Solidarity to assist NOCs in implementing sustainability initiatives	<p>Overall summary, 2017-2020</p> <p>The IOC Sustainability team has been collaborating with Olympic Solidarity to provide NOCs with technical assistance throughout the entire phases of their funded programmes. This has included provision of the dedicated technical support to advise NOCs on the implementation of their projects.</p>	Achieved & closed Will remain a continual commitment and will continue to be addressed via new objective #11 for 2021-2024



IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
	<p>The model developed via the European NOCs Sustainability Working Group, in which more advanced NOCs mentor other NOCs that are just beginning, is seen as the best way forward. Efforts to extend this to other regions have been limited during 2020, as remote working is not a good basis for establishing such initiatives.</p> <p>Progress update since November 2019</p> <p>The European NOCs Sustainability Working Group (created in 2017) has continued to operate virtually throughout the pandemic and has progressed into a mentor-and-protégé (or mentee) phase. A sub-group has been formed to complete a project called ASAP (As Sustainable As Possible), established with funding support from the European Union. The purpose of ASAP is to move from words to actions; from guidelines and recommendations to their strategic implementation; and, ultimately, from ad-hoc activities to integrated sustainability across the operations of NOCs.</p> <p>As a result of this European NOCs Sustainability Working Group, eight European NOCs had commenced detailed planning on sustainability strategies by the end of 2020 across their three areas of influence: their organisation, their events and their stakeholders and communities.</p>	
17 Set up an ambassador programme including athletes, in order to raise awareness on sustainability in sport	<p>Overall summary, 2017-2020</p> <p>This objective has proved difficult to develop into a specific programme. Based on the lessons learned in this period, we are planning to adapt our approach for 2021-2024.</p> <p>There has, however, been some notable progress through the support and efforts of Olympic sailing champion Hannah Mills MBE, Norwegian rower Martin Helseth, New Zealand two-time Olympic canoe slalom athlete Mike Dawson and US Olympic luge silver medallist Chris Mazder, who became our first Sustainability Ambassador in 2019. Generally, we are seeing increasing numbers of athletes across numerous sports raising their voices on environmental, social and ethical issues, and this is going to be an increasingly important angle of relationships between athletes and sport organisations, event organisers, sponsors and media.</p> <p>Progress update since November 2019</p> <ul style="list-style-type: none"> In September 2019, Hannah Mills launched the Big Plastic Pledge, with the support of the IOC. The campaign has so far united more than 3,000 athletes and sport fans in their mission to eradicate single-use plastic in sport. Chris Mazder promotes sustainability via his position on the International Luge Federation (FIL) Advisory Board, and has also been supporting the IOC Sustainability team to seek opportunities to encourage more athletes to engage in climate action. In December 2020, Hannah Mills and Martin Helseth were chosen as European Climate Pact Ambassadors, having been nominated by the IOC. Their role aims to use the power of sport to engage people and communities in action for climate and the environment. Martin Helseth has also become an IOC and FISA Clean Seas Ambassador. The second edition of the IOC Young Leaders Programme was launched in October 2020. Covering 2021-2024 and developed in partnership with Worldwide Olympic Partner Panasonic, the programme will see 25 future leaders imagine, design and realise their own sustainable 	Partially achieved Will continue to be addressed by new objective #17 for 2021-2024



	IOC sustainability objectives for 2017-2020	Overall summary, 2017-2020 / Progress update since November 2019	Final status
		<p>sport-based social business. Following the first edition of this important programme (2016-2020), one of the IOC Young Leaders, Seyi Smith, went on to become an IOC Sustainability Ambassador and a member of the IOC Sustainability and Legacy Commission – supporting and consulting with the IOC on the implementation of the Sustainability Strategy.</p> <p>We are currently working with a group of athletes, together with IFs and Worldwide Olympic Partners, on how to integrate athletes' recommendations into the Olympic Games, especially at competition venue- and Olympic Village-level.</p>	
18	Profile the role of the Olympic Movement in sustainability, through aggregation of information and collective reporting	<p>Overall summary, 2017-2020</p> <p>It is notable how much more engaged Olympic Movement organisations have become with sustainability during this period. A good illustration of this is the total of 101 Olympic Movement Sustainability Case Studies that have been published since 2016.</p> <p>Progress update since November 2019</p> <ul style="list-style-type: none">• 23 new cases studies published.• First virtual IF Forum (November 2020) with 300 attendees attending discussing climate, biodiversity and responsible sourcing.• IOC and Dow Carbon Action Awards attributed to 15 IFs and 5 NOCs. The press release, together with the communications on Olympic Movement accelerates transition to sustainability, were both published in November 2020 and each received more than 3,000 views on IOC platforms.• Supported GAISF in the launch of the Sustainability.Sport platform and in judging the Sustainability Award, which in 2020 went to World Sailing (chosen from 17 entrants).	Achieved & closed Will remain a continual commitment and will be addressed by new objectives #15 and #16 for 2021-2024



RECENT INITIATIVES

Much of the period since our previous Sustainability Progress Update in November 2019 has been devoted towards meeting and finalising as many of our 2017-2020 sustainability objectives as possible, as well as mapping out our next set of objectives for 2021-2024 (see pages 25-30).

Additionally, our team has been heavily involved in developing new initiatives, effectively bringing forward some of the key workstreams that will underpin our 2021-2024 objectives. A selection of these recent initiatives is described below.

IOC Young Leaders programme

Originally launched in 2016 with the support of Worldwide Olympic Partner Panasonic, the IOC Young Leaders programme¹ empowers young people to leverage the power of sport to make a positive difference in their communities. So far, with the support of seed-funding from the IOC and a network of mentors, these inspiring young people have delivered over 116 sport-led projects in communities across the globe, promoting themes such as education, social inclusion, sustainability and well-being, and directly benefitting more than 30,000 people. In addition, 18 IOC Young Leaders serve as IOC commission members, reinforcing the position of young people in decision-making on the future of sport.

The second edition of the [IOC Young Leaders programme](#) (launched October 2020) will see 25 future leaders imagine, design and realise their own sustainable sport-based social business during a four-year period (2021-2024). Each project will promote Olympic principles such as respect, tolerance, peace and gender equality, while also addressing a specific local problem. Over the 2020-2021 period, each participant is receiving expert guidance on myriad topics, from human-centred

design to impact measurement and user testing, as well as seed-funding and peer-to-peer learning opportunities.

The final 25 candidates were selected from among 350 applicants, all with a background in or a clear passion for sport, after an individual assessment of 80 shortlisted candidates. The 25-strong list is balanced in terms of universality and diversity, with 13 female and 12 male Young Leaders from 25 countries across five continents, and includes countries that have not yet been represented in the programme.

IOC purpose-led programme

In 2019, we conceived a strategy to make purpose-led collaborations between the IOC and the Worldwide Olympic Partners a key pillar of our partnership arrangements. This aims to leverage the capability of the Worldwide Olympic Partners to support us in strengthening the role of sport in society.

Through this process, collaboration has been facilitated between our Sustainability team and our counterparts among the Worldwide Olympic Partners, with a view to identifying and establishing partnership initiatives that would draw support from the Partners to accelerate action across the five focus areas of our Sustainability Strategy.

This initiative has realised the following outcomes to date:

1. Formalising partnership objectives and focus areas with Worldwide Olympic Partners
 - a. Coca-Cola: Address issues of plastic pollution, water waste and gender inequality across the Olympic and Paralympic Movements.
 - b. Airbnb: Shape the future of sustainable travel and tourism in the Olympic and Paralympic Movements.
 - c. Intel: Support the decarbonisation of the IOC's and the Olympic Games' digital activities.
 - d. P&G: Role-model responsible habits for consumption and waste of home plastics; drive awareness and accelerate efforts towards mitigating against climate change across the Olympic Movement via the advancement of natural climate solutions.

2. Launching co-created initiatives

a. Airbnb Sustainable Travel Tips: Best practices on travelling sustainably for the Olympic Games Tokyo 2020, promoted on IOC channels.

b. Sustainable Champions Guide: Airbnb and P&G, in partnership with IOC and UNEP, are developing recommendations to influence sustainable behaviours among fans.

Looking ahead, we aim to engage other Worldwide Olympic Partners in similar partnership projects to support our objectives for 2021-2024.

The Olympic Forest

Alongside the IOC's announcement in March 2020 that it would become a climate positive organisation by 2024, it was decided to create an Olympic Forest as part of the Great Green Wall project in Africa. The latter is an existing UN-backed initiative to combat desertification in Africa's Sahel region.

In 2020, initial discussions were held with partners already involved in the Great Green Wall (the UN, IUCN) to gain a better understanding of the project, including its progress, implementation structure, challenges and international support. This enabled us to identify and select the organisation that would implement the Olympic Forest project on our behalf.

¹ Previously known as the IOC Young Change-Makers programme, the initiative was renamed in 2019 to reflect the increasingly important role that these young people are playing at the heart of the Olympic Movement



Tree Aid will implement the Olympic Forest project on the IOC's behalf. © Tree Aid

We selected [Tree Aid](#), a non-profit organisation with over 30 years' experience working with people in the drylands of Africa to tackle poverty and the effects of the climate crisis, by growing trees and restoring and protecting land. The contract was signed in early 2021 and the foundation work is currently underway. This includes engaging with local communities to analyse their needs, identifying project areas, establishing a monitoring and evaluation plan, and setting up plant nurseries. We have also worked closely with Tree Aid to develop a 2021-2024 workplan, budget and reporting timeframe.

Our initial aim is to plant a diverse range of over 350,000 native trees in Mali and Senegal – host of the Youth Olympic Games Dakar 2026 – over the period of four years. The trees will be planted across 2,120 hectares in approximately 45 villages in each country.

The primary aim of the project is to sequester carbon in trees and soils through the restoration of degraded forest and farmland areas. This will be achieved through enrichment planting and the promotion of agroforestry systems with the planting of diverse native trees benefitting both rural communities and the environment.

The Olympic Forest project will work with communities, and particularly women, to build local capacity to regenerate and

sustainably manage forests and land. In this way, the project aims to protect ecosystems, tackle structural inequalities and raise income to strengthen climate resilience.

The Olympic Forest is expected to sequester 200,000 tonnes of CO₂ equivalent (tCO₂e), which exceeds the IOC's projected emissions over the 2021-2024 period. By compensating more than 100 per cent of the IOC's residual emissions, the Olympic Forest will help the organisation become climate positive by 2024.

The carbon savings generated by the Olympic Forest will be independently certified according to Plan Vivo, a standard that supports communities and smallholders on the forefront of the climate crisis.

Both the UN Environment Programme (UNEP) and the UN Convention to Combat Desertification (UNCCD) provide advice to the project.

Formally launched on 17 June 2021², this project will feature strongly in our work over the coming four years, in which we envisage it not simply being a means of carbon compensation for the IOC but also to extend the opportunity more widely across the Olympic Movement (see new objectives #2 and #13).

Carbon footprint of the IOC's digital activities

The digital footprint of organisations and events is an area of increasing interest as broadcasting and streaming services become more and more sophisticated. While these impacts are believed to be substantially inferior to the GHG emissions associated with travel to and from events, they are not negligible. However, little has been published on this topic and we believe it is a gap worth investigating.

Up to now, only some aspects of the IOC's digital activities have been included in our carbon footprint calculation: emissions associated with the lifecycle of purchased information technology (IT) and audio-visual (AV) equipment, and the electricity use of our buildings and of our Swiss and Italian data centres. Other sources of impact, such as remote data storage, cloud computing services or energy used by viewers of our digital content, are less easy to quantify because there are no well-established accounting methodologies to date.

Given the growing importance of digital activities for the IOC, we decided to evaluate this footprint on a wider scale – encompassing both direct and indirect impacts in order to identify material sources of impact and priority actions that could be taken in the coming years. This assessment, which is still a work in progress, will go beyond impact areas over which we have control and will encompass aspects where we can exert some influence, such as through collaborating with Worldwide Olympic Partners – particularly those in the technology space, such as Alibaba, Atos and Intel.

Climate positive Games

The commitment that all future Olympic Games from 2030 would be climate positive was announced in March 2020. While this will be a major focus of our work in the next four-year period, we have already started mapping out a definition and potential implementation methods. These have been discussed with the Paris 2024 Sustainability team – who have already pledged to deliver climate positive Games, six years ahead of the IOC target – and with experts from the Brisbane 2032 team, who are the first to be awarded the Games with this new target as a contractual requirement.

². <https://olympics.com/ioc/news/ioc-reveals-details-of-its-olympic-forest-project>

Our current working definition for climate positive Games includes the following principles:

- Use science-based targets to inform a carbon budget for each edition of the Games in line with the Paris Agreement.
- Use the carbon budget to drive substantial GHG emissions reductions from the chosen baseline*.
- Implement emissions avoidance and reduction measures throughout the lifetime of the project – these should go above and beyond current best practices.
- Use verifiable, high-quality carbon offsets to neutralise more than 100% of remaining residual emissions within the scope of the Games' footprint.
- Ensure Organising Committees use their influence on public authorities, businesses and other partners to drive additional climate action benefits, especially within the host territories, to leave a positive legacy.

* To respect the universality of the Olympic Games and recognising the unique context of each future host (location, geography, environmental and regulatory situation), it is not realistic to draw a direct comparison from Games to Games. Therefore, the baseline for measuring the estimated carbon footprint and setting a credible carbon budget must be based on data relevant to the host context.

Challenges

In any fast-growing area like sustainability, demand typically outpaces supply. This applies within the IOC, and among OCOGs and other sport organisations that are leading the way in sustainability. There is only so much that specialist teams can do; sustainability must be a shared responsibility.

The solution to this is ultimately to achieve greater integration of sustainability principles and practices within the day-to-day decision-making and working practices of organisations. This is a matter of internal capacity-building, further awareness-raising and building confidence in being able to execute requirements.

Changing working habits, and re-evaluating what is necessary versus nice-to-have, is always a massive challenge in an established organisation. The enforced restrictions imposed

due to COVID-19 have fast-tracked many changes and made possible things that would previously been unthinkable, or at least very difficult to justify. The challenge ahead will be to ensure we do not slip back to pre-COVID levels and fail to draw any lasting advantage from the new opportunities that arose. Specific areas will be travel versus virtual meetings, remote versus office-based working, and the re-evaluation of service levels and the extent of facilities and materials required for events.

The IOC purpose-led programme is an important recent initiative. However, from experience to date, it is one that will require more focus, time and effort in order to achieve meaningful and concrete actions for all parties involved. It is an area that will need to be reinforced during the new four-year period.

Other areas of challenge that we plan to strengthen relate to gender equality and inclusion, and to human rights, for which new dedicated teams have been established. The development

of a procurement risk analysis framework and further training and education of staff and our network of advisors are additional key areas that will facilitate our sustainability principles and practices being applied consistently across all our operations.

Regarding our role as leader of the Olympic Movement, the main challenge is to be able to provide meaningful support across such a diverse range of IFs and NOCs. This is a result of multiple factors, including the geographical spread of NOCs, their different sizes and hence their different levels of capacity and resources to engage with sustainability issues. To overcome such obstacles, we have successfully piloted an approach with the European NOCs Sustainability Working Group, including instigating a support mechanism whereby more advanced NOCs mentor others that are less equipped in this area. We plan to extend this concept during the next four-year period.



THE IOC'S CLIMATE POSITIVE COMMITMENT

From 2024 onwards, the IOC will become climate positive by removing more CO₂ from the atmosphere than our organisation emits.

We will achieve this by:



REDUCING OUR EMISSIONS IN LINE WITH THE PARIS AGREEMENT

50% reduction of direct and indirect carbon emissions by 2030



Reducing air travel



Phasing out the few remaining uses of fossil fuels



Continually
improving the
energy efficiency
of our buildings



Increasing the proportion of zero and low carbon products and services used



COMPENSATING MORE THAN 100% OF OUR RESIDUAL EMISSIONS

200,000 tonnes of CO₂
equivalent sequestered through
the Olympic Forest



USING OUR INFLUENCE TO ENCOURAGE STAKEHOLDERS AND OLYMPIC FANS TO TAKE ACTION AGAINST CLIMATE CHANGE



Providing tools and advice
to OCOGs on climate
positive Games



Supporting innovative low or zero carbon solutions relevant to sporting events



Supporting IFs and NOCs in reducing their carbon emissions through the UN Sports for Climate Action Framework



355,000 native trees
planted in Mali and Senegal



2,120 hectares covered



IOC SUSTAINABILITY OBJECTIVES FOR 2021–2024

Introduction

The implementation our Sustainability Strategy over the last four and a half years has been an excellent learning experience. We consider that we have made strong progress across most objectives while at the same time appreciating many of the challenges involved in this work, and identifying new opportunities and areas requiring attention. These have been important considerations for developing our new set of sustainability objectives for the period 2021-2024.

Sustainability was one of the three pillars of Olympic Agenda 2020. It was embedded across several recommendations, and these were foundational points for setting our original sustainability objectives. This relationship between the overall IOC direction and our sustainability programme has become even closer through the development of Olympic Agenda 2020+5.

Olympic Agenda 2020+5

The [Olympic Agenda 2020 Closing Report](#) (January 2021) details how sustainability has been such a vital part of the success of this first strategic plan. The successor strategic plan, [Olympic Agenda 2020+5](#), comprises 15 recommendations for 2025. Its intention is to secure greater solidarity, further digitalisation, increased sustainability, strengthened credibility and a reinforced focus on the role of sport in society.

The 15 recommendations are based on key trends that have been identified as likely to be decisive in the post-coronavirus world. They are also areas where sport and the values of Olympism can play a major role in turning challenges into opportunities. One of the key trends highlighted is the urgency of achieving sustainable development and the role of sport as an important enabler in this regard.

Three of the 15 new recommendations specifically relate to the theme of sustainability:

2. Foster sustainable Olympic Games
10. Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals
13. Continue to lead by example in corporate citizenship

Our 17 new sustainability objectives have therefore been derived both from the experience of the last four years, including lessons learned through “doing sustainability”, and through the new focus of Olympic Agenda 2020+5, with specific reference to these three recommendations.

In addition, we carried out a detailed exercise of stakeholder engagement throughout 2020. This served to test the robustness of our strategy, validate our proposed objectives, and assess wider issues and expectations raised by stakeholders. Like our approach for the original IOC Sustainability Strategy, we engaged with a wide cross-section of Olympic Movement partners, institutions, NGOs, businesses, sport bodies and academics, experts and our staff. Over 50 individuals took part in this consultation. This time around, however, we had the benefit of our track record over the preceding four years, coupled with much deeper relationships with many of these organisations. This has given us a sense of more constructive, honest and committed interaction with our stakeholders.

As noted, over the past four years we have developed a substantial resource of sustainability-related educational guides, conducted workshops and developed partnerships with internationally recognised organisations to help the Olympic Movement understand the importance of sustainability. Going forward, the focus will be on transforming this knowledge into tangible action and amplifying its reach.

Furthermore, to facilitate our work in these areas, we have undertaken some important restructuring within our organisation to bring together the key themes of sustainability, legacy, gender equality and inclusivity, and human rights into one department of Corporate and Sustainable Development.

IOC sustainability objectives for 2021–2024

The new 2021-2024 sustainability objectives have been chosen to meet five criteria:

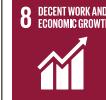
1. contribute to Olympic Agenda 2020+5 and align with our strategic intents for 2030, as defined in the IOC Sustainability Strategy;
2. reflect the IOC's commitment to be a climate positive organisation by 2024 and for all Games to be climate positive from 2030 onwards;
3. reflect the result of a comprehensive stakeholder consultation process with both internal and external stakeholders;
4. address the global context, notably the challenge of climate change and loss of biodiversity, the impact of COVID-19 on sport, and contributing to relevant UN Sustainable Development Goals (SDGs); and
5. address the contextual environment in which we operate and the stakeholders and partners with which we work.

In line with our sustainability objectives for the previous four-year period, we have divided our new objectives according to our three spheres of responsibility: the IOC as an organisation, the IOC as owner of the Olympic Games, and the IOC as leader of the Olympic Movement. We have defined 17 objectives for 2021-2024:

Objective	Link to Olympic Agenda 2020+5 recommendations and UN SDGs	Preliminary non-exhaustive measurement criteria (subject to change)
THE IOC AS AN ORGANISATION – FOUR OBJECTIVES		
1 Reduce our CO ₂ emissions in line with the Paris Agreement, with a 30 per cent reduction in our travel emissions by 2024 and additional measures targeting our digital activities, buildings and catering	Specific link to Olympic Agenda 2020+5 Recommendation 13  	<ul style="list-style-type: none"> Percentage reduction of overall CO₂ emissions Percentage reduction of CO₂ emissions related to travel
2 Create an Olympic Forest to support our climate positive objective while delivering long-term social and biodiversity benefits	Specific link to Olympic Agenda 2020+5 Recommendation 13   	<ul style="list-style-type: none"> Scale of the Olympic Forest (area and number of trees planted) Quantity of carbon saved by the trees, and the associated Plan Vivo certificates delivered Evidence of basis for long-term social and biodiversity benefits to be achieved
3 Ensure that the IOC Sustainable Sourcing Guidelines are fully implemented across our supply chain while promoting respectful, sober, circular and regenerative models	Specific link to Olympic Agenda 2020+5 Recommendation 13  	<ul style="list-style-type: none"> Evidence of a formal process in place to assess commercial deals according to their environmental and social risks/opportunities and to apply the relevant level of due diligence, engagement and verification (conventional suppliers, official licensees and commercial partners)
4 Develop a comprehensive training programme, across all levels of responsibility, to increase staff competency in implementing the IOC Sustainability Strategy	Specific link to Olympic Agenda 2020+5 Recommendation 13	<ul style="list-style-type: none"> Uptake of training programme by staff (number and type of activities, attendance by level of responsibility) Feedback from regular staff surveys assessing level of engagement and actions being implemented across the organisation
THE IOC AS OWNER OF THE OLYMPIC GAMES – FIVE OBJECTIVES		
5 Assist and accelerate the transition to climate positive Olympic Games through the development of guidance and expertise for Interested Parties, Preferred Hosts and OCOGs, and the revision of relevant existing operational requirements	Specific link to Olympic Agenda 2020+5 Recommendation 2 	<ul style="list-style-type: none"> Production of climate positive Games methodology and guidance document Initial carbon inventory of Preferred Host(s) submitted for the Olympic Games 2030 and 2032 Paris 2024 carbon footprint results

	Objective	Link to Olympic Agenda 2020+5 recommendations and UN SDGs	Preliminary non-exhaustive measurement criteria (subject to change)
6	Require that no permanent Olympic construction occurs in statutory nature and cultural protected areas and UNESCO World Heritage Sites and that the IOC, OCOGs and IFs work together to protect and enhance biodiversity within the host city/region and/or Games venues	Specific link to Olympic Agenda 2020+5 Recommendation 2   	<p>In many respects the first part of this objective has already been achieved since there are no statutory nature and cultural protected areas scheduled for permanent construction by any of the current hosts from the Olympic Games Paris 2024 onwards. However, this remains an area for vigilance in case of any changes to venue plans and for the evaluation of Interested Parties and Preferred Hosts for future Games still to be awarded.</p> <p>The major focus under this objective will be to achieve measurable improvements to biodiversity in and around venues and the host territory, and to avoid ecological impacts from Olympic Games operations on outdoor sites.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Incidents of non-compliance • Specific collaborative actions to conserve biodiversity attributable to the Olympic Games • Area of created or enhanced publicly accessible urban green space
7	Conduct a gap analysis across all the IOC's Olympic Games and Youth Olympic Games functional areas – and all Olympic Games phases – to identify areas where sustainability needs to be reinforced and formalised	Specific link to Olympic Agenda 2020+5 Recommendation 2	<ul style="list-style-type: none"> • Completion of gap analysis and detailed recommendations • Adoption of policies and processes to fulfil recommendations
8	Support OCOGs and their partners in developing monitoring oversight of Olympic Games supply chains and construction workers' rights as part of their human rights approach	Specific link to Olympic Agenda 2020+5 Recommendation 2  	This objective will be addressed as part of the IOC's Human Rights Strategy, which is currently being developed and will be published in 2022.
9	Work with OCOGs and partners to promote sustainable tourism and responsible consumption for Olympic Games participants, spectators and visitors to educate, create awareness and incite action on the ground	Specific link to Olympic Agenda 2020+5 Recommendation 2  	<ul style="list-style-type: none"> • Use of IOC communications channels to support sustainable tourism linked to the Games • Examples of IOC supported and/or facilitated campaigns developed in partnership with OCOGs and host authorities

Objective	Link to Olympic Agenda 2020+5 recommendations and UN SDGs	Preliminary non-exhaustive measurement criteria (subject to change)
THE IOC AS LEADER OF THE OLYMPIC MOVEMENT – EIGHT OBJECTIVES		
10 Work with IFs whose sports are on the Olympic programme to have a sustainability strategy in place by 2024 that sets goals, prioritises actions and tracks progress	Specific link to Olympic Agenda 2020+5 Recommendation 13 	<p>We have been working with and supporting IFs in the development and implementation of their sustainability strategies and will continue throughout the next reporting period. Some IFs have managed to integrate sustainability into their business practices, however many still treat this theme on an ad hoc basis as stand-alone projects. This means ongoing support is needed to assist them put in place meaningful sustainability programmes within their organisations.</p> <p>There were 32 IFs with sports on the Olympic programme at the Olympic Games Tokyo 2020, and seven Olympic winter IFs. Of these Olympic IFs, 21 have a publicised strategic commitment to sustainability, and several more are working behind the scenes with the IOC to develop a new strategy. Few IFs are currently monitoring and reporting their progress publicly.</p> <p>Measures:</p> <ul style="list-style-type: none"> Number of IFs with a sustainability strategy* in place that includes goals and timelines Number of IFs that monitor and publicly disclose their progress <p>[* A sustainability strategy must cover environmental, social and governance issues]</p>
11 Develop a sustainability strategy template appropriate for all NOCs to use, and in collaboration with Olympic Solidarity support NOCs in the implementation of sustainable practices	Specific link to Olympic Agenda 2020+5 Recommendation 13 	<p>The first part of this objective has already been progressed in partnership with the European NOCs Sustainability Working Group. Once the template has been tried and tested, our main task will be to roll out its application across all NOCs.</p> <p>Measures:</p> <ul style="list-style-type: none"> Production of a global template Number of NOCs establishing sustainability strategies Creation of a sustainability monitoring and evaluation system for NOCs, in collaboration with Olympic Solidarity

Objective	Link to Olympic Agenda 2020+5 recommendations and UN SDGs	Preliminary non-exhaustive measurement criteria (subject to change)
12 Work with IFs whose sports are on the Olympic programme and NOCs for them to join the UN Sports for Climate Action Framework	Specific link to Olympic Agenda 2020+5 Recommendation 13 	<p>By July 2021, a total of 21 IFs (17 Olympic Summer IFs and four Olympic Winter IFs) and eight NOCs had signed up to the UN Sports for Climate Action Framework. This leaves a further 15 Olympic Summer IFs and three Olympic Winter IFs to sign up in order to achieve full participation.</p> <p>Measures:</p> <ul style="list-style-type: none"> Number of IFs on the Olympic programme and NOCs signed up to the UN Sports for Climate Action Framework Number of IFs and NOCs actively participating in the target and reporting requirements of the UN Sports for Climate Action Framework
13 Work with partners, including UNEP, to develop a framework that will enable the Olympic Movement, athletes and fans to contribute to the development of the Olympic Forest	Specific link to Olympic Agenda 2020+5 Recommendation 13   	<p>The focus of this objective is to develop the framework that will enable wider participation. This will include establishing the practical operational working between the agencies involved in delivering the Olympic Forest and assessing its long-term viability, before opening up to other parties. At present, we anticipate being able to include other participants from late 2023/early 2024.</p> <p>Measures:</p> <ul style="list-style-type: none"> Production of Olympic Forest participation criteria Uptake of opportunity to contribute to the Olympic Forest project (depending on when the framework is completed)
14 Work with IFs whose sports are on the Olympic programme and NOCs for them to apply, as a minimum, the basic level within the IOC Sustainable Sourcing in Sport guidelines to all procurement associated with the Olympic Games and Youth Olympic Games	Specific link to Olympic Agenda 2020+5 Recommendation 13  	<p>Sourcing is one of the most effective means for an organisation to implement sustainability measures and it has a wide impact on stakeholders up and down the supply chain. By focusing this on Olympic IFs and NOCs, the effect of its adoption will make an important contribution to supporting the delivery of climate positive Olympic Games.</p> <p>Measures:</p> <ul style="list-style-type: none"> Creation of basic level criteria for IFs and NOCs Number of IFs and NOCs applying the basic-level sustainable sourcing criteria Number of IFs and NOCs going beyond the basic level

Objective	Link to Olympic Agenda 2020+5 recommendations and UN SDGs	Preliminary non-exhaustive measurement criteria (subject to change)
15 Develop an expert network and regular forum to showcase best practice in sustainable innovation in sport infrastructure to inspire the Olympic Movement	<p>Specific link to Olympic Agenda 2020+5 Recommendation 13</p> 	<p>This objective builds on preliminary work started in 2019 that was put on hold because of the impacts and restrictions of COVID-19. It reflects the significant impact of infrastructure, both temporary and permanent, on areas such as climate, biodiversity and circular economy.</p> <ul style="list-style-type: none"> • Establishment of expert network • Establishment of forum/communications platform
16 Work with and assist the Olympic Movement to leverage the information, best practices, guidelines and human capacity to implement sustainable actions through sport	<p>Specific link to Olympic Agenda 2020+5 Recommendations 10 and 13</p> 	<p>This objective reflects the unique opportunities the sport sector has to reach people and communities. Through educational information, best practices and guidelines, we will work with and support the Olympic Movement to increase skill sets and human capacity to implement sustainable actions through sport at all levels.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Number of views and downloads of documents published on https://olympics.com/ioc/sustainability • Number of IFs and NOCs publishing information on sustainability both publicly and to their own stakeholders • Number of projects/actions undertaken by Olympic Movement organisations within their communities and grassroots organisations
17 Work with and support role models and influencers to raise awareness, educate and give visibility to sustainability through sport	<p>Specific link to Olympic Agenda 2020+5 Recommendation 13</p> 	<p>This is an amplification of the Sustainability Ambassadors concept we initiated in the previous four-year period. An increasing number of present and past athletes and sport industry personalities are taking an active interest in sustainability issues, and it is important to be able to help channel this most effectively.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Number of athletes and young leaders supported by the IOC in sustainability projects • Number of Olympians, role models and influencers supported by the IOC in sustainability projects and education

Feedback and continuous dialogue

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



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