



ANNUAL REPORT

ANNUAL REPORT 2022

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INTRODUCTION



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EDITORIAL BY THE PARIS 2024 PRESIDENT



“GAMES WIDE OPEN”

One of the key moments in 2022 was when we revealed our slogan in July, marking the two-year countdown to the start of the Paris 2024 Games. This slogan is an invitation to the whole world to come and celebrate the greatest athletes on the planet. Each day, it also guides our actions and our programmes in all areas.

“Games wide open for outstanding celebrations and emotions” means taking sport out of stadiums and offering events at the heart of the city, at spectacular venues, in Paris, in the Île-de-France region and throughout France. This year invited members of the public to look ahead to what awaits them, as the Olympic and Paralympic competition schedules were unveiled and registrations for the ticketing programme were launched. The unveiling of the route for the Marathon pour Tous, which is the same as the Olympic marathon, also highlighted this commitment to sharing the experience of the Games with as many people as possible.

“Games wide open to give everybody a part to play” means continuing to put in place engagement initiatives that enable all stakeholders to be part of the Games with us. Thanks to the “Terre de Jeux 2024” label, the communities are already enjoying being part

of key moments like the Olympic and Paralympic flags Tour, while the first Terre de Jeux 2024 Awards were a great success, recognising 24 projects that are working to develop the position of sport throughout France.

The “Club Paris 2024” community also continues to grow, making it possible to experience the Games from the inside thanks to meetings with athletes, various activities and events, as well as a Venue Tour, inaugurated in 2022, offering opportunities for several of its members to discover before everyone else what awaits us in 2024.

Lastly, “Games wide open to society’s challenges” means continuing to incorporate sport into the day-to-day lives of people throughout France—at school, at work, at the heart of our cities—with a view to tackling sedentary lifestyles. This is perfectly illustrated by the widespread rollout, from the start of the new academic year in autumn 2022, of the initiative for 30 minutes of daily exercise in primary schools. This programme, developed as part of an initiative led by Paris 2024 and supported by the French Ministry of National Education, Youth and Sport, and the sixth Olympic and Paralympic Week are helping make our young people more active.

EDITORIAL BY THE PARIS 2024 PRESIDENT

Alongside this, thanks to the Paris 2024 Endowment Fund, more than 700 projects using sport as a social impact tool focused on health, education, inclusion and the environment have been supported since 2020, with nearly half in 2022.

With the first ever Paralympic Day, tens of thousands of people were brought together at Place de la Bastille around the Paralympic athletes. There will be even more people, on 28 August 2024, for the Paralympic Games opening ceremony, which promises to feature some magic moments. The concept for an opening ceremony at the heart of the city and the choice of a Paralympic mascot with a visible disability illustrate our ambition: capitalising on the first Paralympic Summer Games held in France to drive change and transition towards a more inclusive society.

2022 marked a turning point from an operational perspective. The planning of all the services and operations for the Games (transport, security, catering, accommodation, etc.) was stabilised. This was reflected new contractual frameworks with the venue owners; key contracts (energy, cleaning, waste management for the Village) being signed; as well as half of

the tenders for the Games to be awarded by Paris 2024 being launched. With one core focus guiding our actions: delivering on our commitments to open up economic opportunities for all businesses, as well as in terms of corporate social responsibility. For instance, our sustainable food and beverage strategy, adopted in 2022, will enable us to serve 13 million meals and snacks during the Games, combining sustainable food and French know-how.

Lastly, 2022 ended with Paris 2024's Executive Board adopting the revised multi-year budget. This revised budget consolidates the project's ambition and the resources put in place to deliver on our commitments, while enabling us to move forward into the Games delivery phase with confidence.

For this new phase that is opening up, as for the planning phase before it, we can count on an outstanding level of collective commitment and engagement: the 8 private partners that joined us in 2022 alongside the 14 Worldwide Partners and 14 Domestic Partners already on board, the French and international sporting movement—including the IOC, IPC, CNOSF and CPSF, the Federations and the athletes—,

the French public stakeholders—City of Paris, French State, Île-de-France Region, Seine-Saint-Denis Department, Métropole du Grand Paris, and all the host communities and the local and regional authorities awarded the Terre de Jeux 2024 label—, as well as the members of our Executive Board who enable Paris 2024 to benefit from their expertise, advice and ideas. I would like to thank them for their dedication and their work alongside us each day.

The Games are drawing nearer and 2023 will further strengthen this feeling of “being there”. With the opening of ticketing for the Olympic Games then the Paralympic Games, the launch of the volunteers programme, the unveiling of the event’s visual identity and the Torch Relay route, as well as the first test events this summer, we will continue working towards the Games and inspire members of the public to look ahead to this major event. The home straight is in sight, and we are ready!

Tony Estanguet, Paris 2024 President

ANNE HIDALGO - MAYOR OF PARIS

THE COUNTDOWN BEGINS

Paris is ready to stage the 2024 Olympic and Paralympic Games.

Everything is being prepared under the best conditions and in line with the deadlines set to make this international event a major celebration of sport. This major popular celebration will benefit Parisians before, during and after the Games thanks to the transformation of our city, which is being accelerated by the staging of this unique event. In terms of both our habits and our imaginations, the Olympic

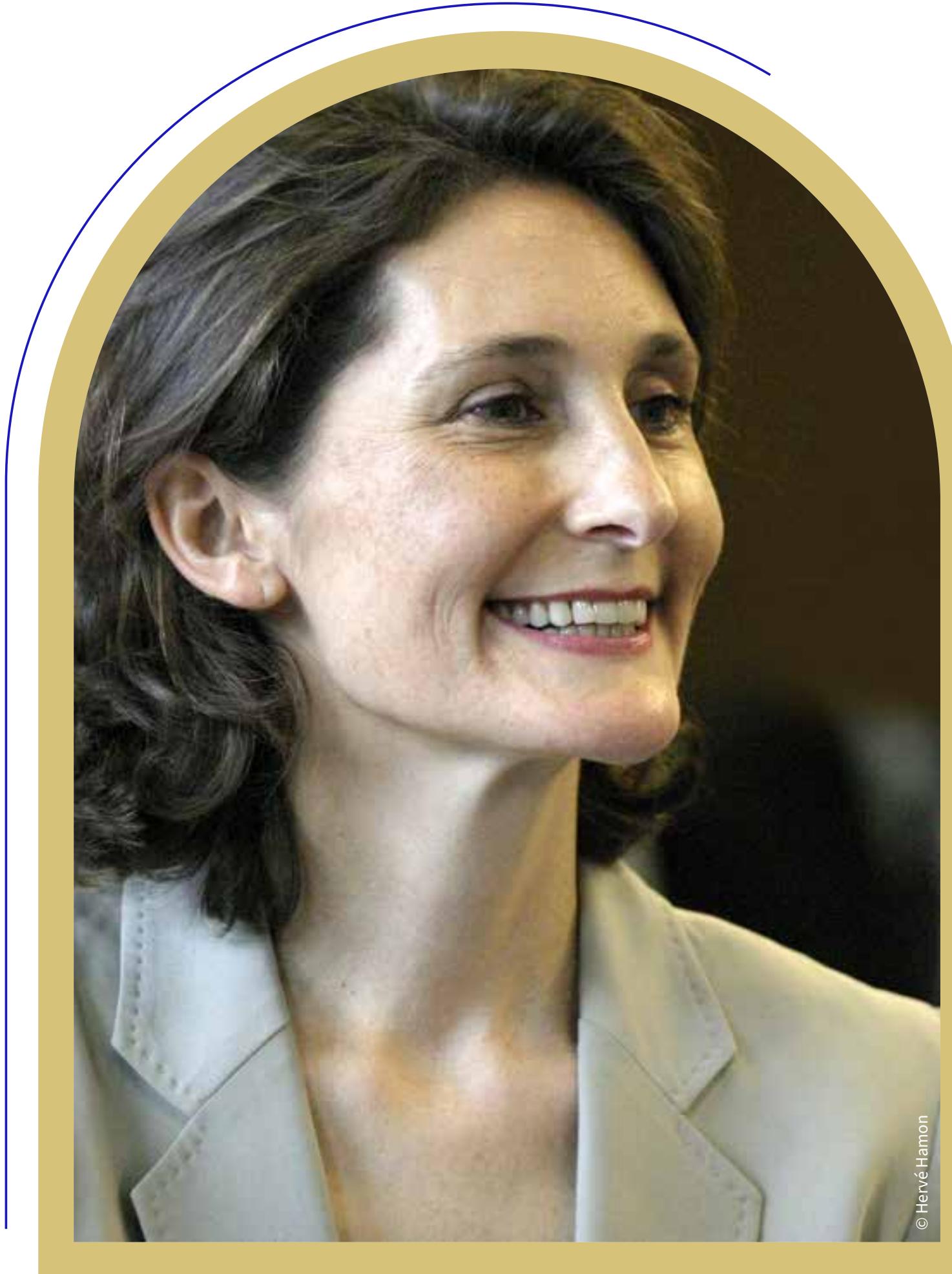
and Paralympic Games will be an outstanding opportunity to rethink the way we live in our city, the way we move, the way we consume, and the way we do sport in our streets.

The countdown is underway: soon, the world's eyes will be turning to Paris for these Games that will be fit for a new era, respecting our planet, accessible and open to everyone, feminist and focused on solidarity.

We are looking forward to it!



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INTERVIEW AMÉLIE OUDÉA-CASTÉRA

FRANCE'S MINISTER OF SPORT AND THE OLYMPIC AND PARALYMPIC GAMES

WHAT WERE THE KEY DEVELOPMENTS FROM 2022 AND HOW DID THEY CONTRIBUTE TO THE MOMENTUM THAT IS BUILDING AROUND THE PARIS 2024 GAMES?

This was a very good year for French sport, confirming our country's ramp-up as we move towards the Games.

Thanks to our athletes who, through their excellent results, especially in team sports, are showing that their dream of winning medals in Paris is within their reach. In terms of organisation aspects, we are moving forward on schedule following an end of year that was also marked by the revision of the multi-year budget for the Games, while our compatriots are already showing their enthusiasm, as illustrated in particular by the great success of the first ever Paralympic Day. Lastly, we are already mapping out tomorrow's "Sporty Nation", with the widespread deployment of the initiative for 30 minutes of daily exercise in all primary schools from the start of the new academic year in September 2022, as well as the

launch of the trial for two additional hours of sport per week for middle school students, the creation of **3,000** inclusive clubs and the continued progress made with the plan for **5,000** sports pitches.

WHAT ARE THE MAIN CHALLENGES AND STAKES FOR 2023?

In this final pre-Olympic year, we are now fully in the home straight.

SOLIDEO has started to deliver, including sports facilities and the buildings for the Athletes' Village and Media Village, on budget and on schedule. In terms of sport, it is time for the general rehearsals to get underway, with the test events that are starting up from this summer and will continue into the autumn. Lastly, in terms of popular celebration aspects, levels of interest will continue to ramp up, with the various activities and events planned as part of the "Terre de Jeux 2024" initiative or the Cultural Olympiad. We are really looking forward to 2024!

KEY MILESTONES OF THE PREPARATION REACHED



2017

Awarding of the 2024 Games to Paris (13 September 2017)

2018

Paris 2024 Organising Committee being structured

- First two sessions of the Paris 2024 Executive Board meeting (March and July) and initial review of the project
- First meeting of the Athletes' Commission (April)
- Paralympic Games orientation seminar with the IPC (April)
- Publication of the Paris 2024 Social Charter (June)
- Announcement of the first national partner: Groupe BPCE (September)

2019

Strategic directions being defined

- Approval of the legacy and sustainability strategy by the Executive Board (January)
- Presentation of the first version of the competition venue map (February)
- Launch of the ESS 2024 and Entreprises 2024 programmes for local economic stakeholders (April)
- Launch of the "Terre de Jeux 2024" label (June)
- Opening of the Vaires-sur-Marne Nautical Stadium, the first newly built Olympic facility (June)
- Unveiling of the new Paris 2024 emblem (October)
- IPC approval of the Paralympic competition venues (November)
- Start of deconstruction work at the Olympic and Paralympic Village (November)
- Announcement of two new national partners: EDF (November), FDJ (December)
- Presentation of the main elements of the Paralympic legacy strategy

2020

Games preparation

→ CELEBRATION

• Approval of the revised Games concept:

- Revised competition venue map approved by the Executive Board with fewer temporary competition venues
- Increased number of shared Olympic and Paralympic venues
- Confirmation of the four new sports by the IOC Executive Committee
- Appointment of stadiums to host football events

• Securing of Games operations:

- Approval of the accommodation plan with hotel sector representatives (45,430 rooms required during the Games)
- French State and Paris 2024 signed MoU on Games safety and security (scopes and responsibilities)
- Launch of working groups with public authorities and all stakeholders concerning the transport plan in order to provide optimal transport services

→ PARTICIPATION

- Launch of the Paris 2024 Club (July)
- Announcement of two new national partners: Le Coq Sportif (March), Orange (October)
- Announcement of the first group of Games Preparation Centres
<https://prepare.paris2024.org>

→ LEGACY AND SUSTAINABILITY

- Launch of first Impact 2024 call for projects (August)
- Adoption of responsible procurement Strategy by the Executive Board (September)
- Launch of the incubator with the Agence Française de Développement (French Development Agency-AFD)

→ INFRASTRUCTURE

- Deconstruction work started at the site where the Aquatics Centre will be built (April)



2021

Games preparation

→ CELEBRATION

- Olympic and Paralympic flag Handover Ceremonies between Tokyo and Paris
- Presentation of the concept for the Paris 2024 Olympic Opening Ceremony of the Game

→ ENGAGEMENT

- Announcement of new Domestic Partners: Cisco, DXC Technology, Atos, PwC, Sanofi, Decathlon, Sodexo, Accor and Optic 2000
- Presentation of the guiding principles for the volunteers programme
- Presentation of the guiding principles for the Torch Relay and the strategy for selecting the stopover cities

→ LEGACY AND SUSTAINABILITY

- Adoption of the Paris 2024 Climate Strategy
- Launch of the second Impact 2024 call for projects and the first Impact 2024 international call for projects
- Launch of the "1,2,3 Nagez avec Paris 2024" programme (formerly Savoir Nager)

→ OPERATIONS AND INFRASTRUCTURE

- Launch of the Games debriefing and Observer Programme
- Organising Committee set up in its new headquarters
- Inauguration of the Grand Palais Éphémère (Arena Champ-de-Mars)
- Start of construction works for more than half of the projects coordinated by SOLIDEO, including the Olympic and Paralympic Village, the Aquatics Centre, the Porte de La Chapelle Arena and the Marseille Marina

2022

Operational planning stabilised and deployed

→ CELEBRATION

- Olympic and Paralympic competition schedules revealed;
- Olympic Marathon and Marathon pour Tous (10km and 42.195km) route revealed;
- Test programme strategy presented to the Executive Board;
- Opening and closing ceremonies and Paris 2024 Paralympic Games opening ceremony concept approved by the Executive Board;
- First ever Paralympic Day organised;
- National strategy for celebrations in the city adopted by the Executive Board;
- Paris 2024 Games ticketing programme's core principles adopted by the Executive Board.

→ ENGAGEMENT

- Paris 2024 Games slogan presented;
- Mascots revealed: the Olympic Phryge and the Paralympic Phryge;
- Conditions for being part of the

volunteers programme revealed;

- Second intake for the athlete entrepreneurs incubator with the French Development Agency (AFD) presented;
- Games Food Vision adopted by the Executive Board;
- Circular economy strategy adopted by the Executive Board;
- ISO 20121 certification obtained for event organisers that adopt best practices to ensure effective control over their economic, environmental and social impacts.

→ OPERATIONS AND INFRASTRUCTURE

- Construction of the Olympic Marina (Marseille) officially launched, and continued progress with SOLIDEO's work to build various facilities on schedule;
- Nearly 50% of the contracts for the Games to be awarded by Paris 2024 launched;
- Collaboration announced with Île-de-France Mobilités to implement the Paris 2024 Games transport plan.

CHAPTER 2

OUR ACHIEVEMENTS AND AMBITIONS



IN THIS CHAPTER

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in line with our commitments p.74





“GAMES WIDE OPEN”

Unveiled in July 2022, to mark the two-year countdown to the Paris 2024 Olympic Games opening ceremony, the slogan is an invitation issued to the whole world to come and share new emotions and innovative experiences. Shared by both the Olympic Games and the Paralympic Games, this slogan reflects the various programmes and actions rolled out since the start of the Paris 2024 project around each of the three priority pillars, namely celebrations, engagement and legacy: “Games wide open for outstanding celebrations” thanks to venues and ceremonies at the heart of the city; “Games wide open to give everybody a part to play” by mobilising everyone nationwide; “Games wide open to rising to the challenges we face today” by using sport as a vehicle for change supporting the fight against sedentary lifestyles, promoting inclusion and ensuring sustainability. Further concrete progress was made with these commitments in 2022, a year that marked a gradual transition between a planning phase and a Games delivery phase. There were several key moments in 2022, enabling members of the public to look ahead to 2024, including the unveiling of the mascots.

GAMES WIDE OPEN FOR OUTSTANDING CELEBRATIONS

Through its iconic venues at the heart of Paris and across the Île-de-France region, the Olympic and Paralympic opening ceremonies that will be organised for the first time outside the confines of a stadium, and the events that everyone will be able to attend, Paris 2024 is opening up the celebration of the Games as widely as possible. To make this ambition a reality, the Organising Committee continued moving forward with its work in 2022 to stabilise the operational planning for the delivery of the Paris 2024 Games.



Paris 2024/Florian Hillel



SHARED INSIGHTS

What are the most significant achievements in 2022 regarding the Paris 2024's project according to you? What image(s) do you keep in mind?

Paris 2024 is on track to deliver a new era of Olympic and Paralympic Games, fully in line with the reforms of Olympic Agenda 2020 and Olympic Agenda 2020 + 5. By embracing France's rich cultural heritage in their 'Phryges' mascots, the commitment to sustainability and innovation in their venue masterplan, and the principle of inclusivity incorporated into the "Games Wide Open" slogan, the Organising Committee is truly embracing Olympic values in their preparations. Together, such momentum is generating growing excitement among athletes and fans, underlined by the success of their ticketing and hospitality programmes so far."



ANDREW PARSONS
PRESIDENT OF THE INTERNATIONAL PARALYMPIC COMMITTEE

What are the most significant achievements in 2022 regarding the Paris 2024's project according to you? What image(s) do you keep in mind?

Paris is a city where history effortlessly blends into the future. I was conscious of this juxtaposition on 8 October 2022 when Paris 2024 celebrated its very first Paralympic Day in the Place de la Bastille. We had 40,000 people, and thousands were persons with disabilities.

A Games Wide Open was reinforced by the exciting announcement in October that it would be the first Paralympic Games Opening Ceremony outside a stadium, and it will be fully accessible.

The inclusion continued with the launch of Paralympic Phryge mascot, the first ever with an impairment. They are based on the Phrygian cap, a historic symbol of liberty worn by French revolutionaries who stormed the Bastille. History has come full circle.

SHARED INSIGHTS

THOMAS BACH

PRESIDENT OF THE INTERNATIONAL OLYMPIC COMMITTEE

What are you looking forward to in 2023?

On 26 of July we will celebrate the start of the final countdown towards Paris 2024. This will add to the excitement being generated at thousands of qualification events already underway across the world, and test events that will be taking place in many of the Games-time venues. The milestone will also be another spark in the already vibrant city of Paris, pushing anticipation for the Games even further. ■



© IOC/Greg Martin



© IOC/Greg Martin

What are you looking forward to in 2023?

The number one priority for 2023 is to engage the people of France. The Paralympic Games are one of the biggest sport events on earth, but our affordable tickets mean that it's the only one where a family can afford to attend, where there is outstanding competitive sport featuring athletes with remarkable stories. Together with Paris 2024 we are creating a new revolution. *Allons-y!* ■

ANDREW PARSONS

PRESIDENT OF THE INTERNATIONAL PARALYMPIC COMMITTEE



2021

GAMES WIDE OPEN FOR OUTSTANDING CELEBRATIONS

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SPORT AND COMPETITION: NEW MILESTONES SUCCESSFULLY PASSED

↓ FULL GAMES SCHEDULES REVEALED

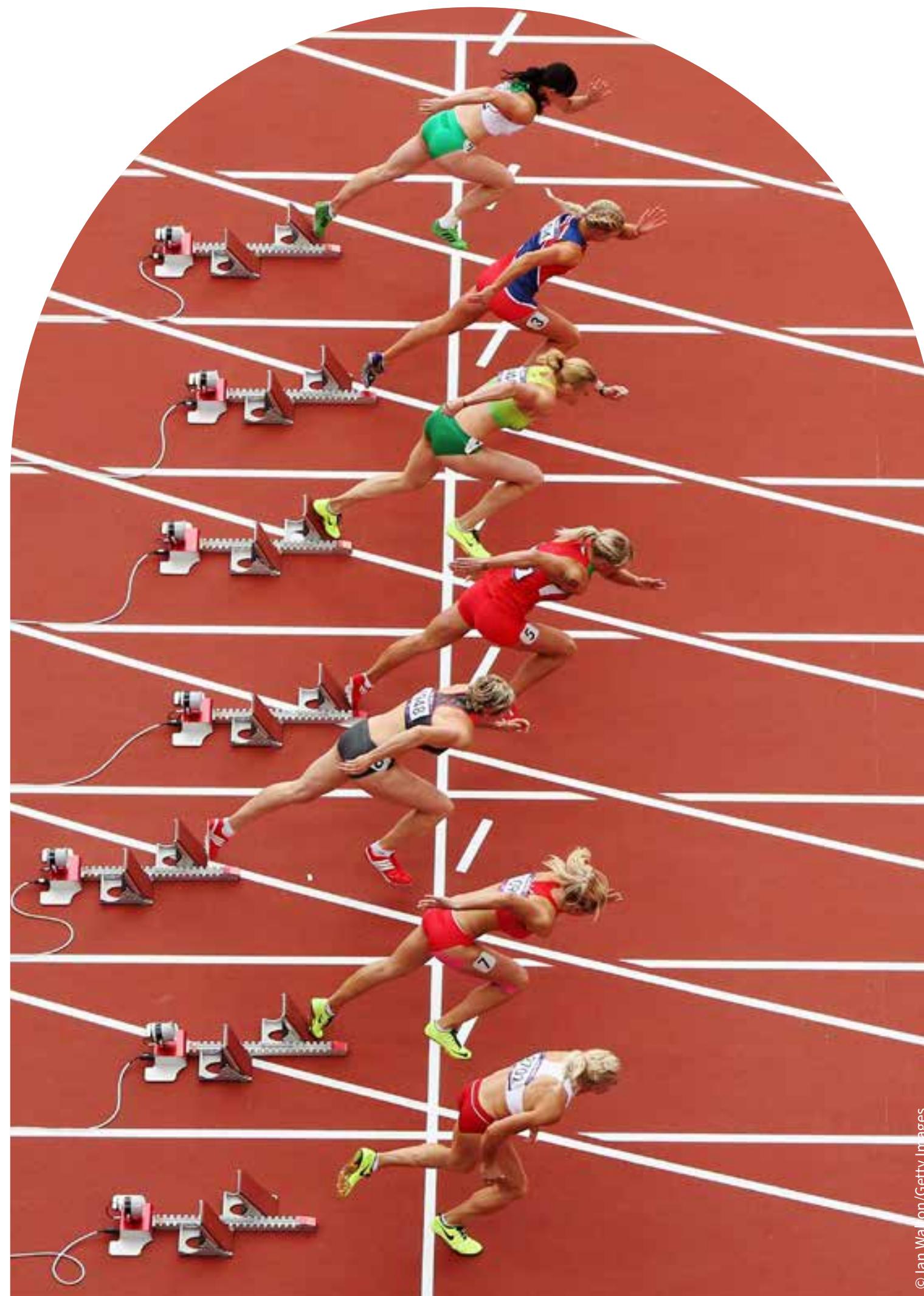
On 25 July, two years before the opening ceremony for the Paris 2024 Olympic Games, the Organising Committee unveiled the Olympic competition schedule for each event. A few months earlier, on 1 April, the International Olympic Committee (IOC) Executive Board approved the competition schedule for each session, following extensive work carried out together involving the international sporting movement (International Federations, IOC), Olympic Broadcasting Services (OBS) and public-sector stakeholders (Interministerial Delegation for the Olympic and Paralympic Games and Île-de-France Mobilités) alongside Paris 2024. On 7 July 2022, the competition schedule for the various sessions was also revealed for the Paralympic Games,

once again following intense collaboration between the same stakeholders united around Paris 2024 and the International Paralympic Committee (IPC).

The unveiling of the programme for the Paris 2024 Olympic Games and the Paralympic Games, day by day and sport by sport, was a key milestone, enabling members of the public to look ahead to 2024 even before the ticketing phase opened and to imagine themselves already at the heart of the action. These schedules were created with a view to offering the best possible experience for both athletes and spectators.*

* These provisional schedules are subject to change until the end of the Games.





© Ian Walton/Getty Images

32

sports

18days of competition from
Wednesday 24 July to
Sunday 11 August 2024

329events across
762 sessions

OLYMPIC SCHEDULE

The Olympic schedule includes 32 sports, taking place over 19 days of competition from Wednesday 24 July to Sunday 11 August 2024, with a total of 329 events across 762 sessions. It is balanced and alternates between the men's and women's events for the team sports finals. It also ensures a gender balance for prime-time sessions, covering the judo, canoe, athletics and table tennis events. The final day, Sunday 11 August, will ensure a particularly strong focus on women, with the wrestling, powerlifting, cycling track and basketball finals, while, for the first time since this race was included in the Games programme, the women's marathon will bring the athletics events to an end, just a few hours before the closing ceremony.

THIS OLYMPIC SCHEDULE'S OTHER KEY FEATURES INCLUDE:

- Team sports will be showcased (handball, rugby and football) as they will start up from 24 July.
- Various medals will be awarded from the very first day, with the finals of eight disciplines
- All of the swimming and athletics finals will be held in the evening.
- There will be an incredible middle weekend (Saturday 3 and Sunday 4 August) with the finals of 14 sports.

PARALYMPIC SCHEDULE

The programme drawn up is dense, with a number of key moments, and is close to achieving gender parity.

There are no competitions planned for 28 August so that all the para athletes are free to take part in the opening ceremony.

There will be various medals from the very first day in three para sports (para swimming, para taekwondo, para cycling track) out of the 11 included in the programme for this day.

The weekends will be action-packed, with 16 para sports scheduled and the finals of the wheelchair basketball, para canoe and para powerlifting, while the para marathon will take place on the final day.

The competition format is more consistent and clearer for the para team sports, with eight teams per event.



OLYMPIC & PARALYMPIC SCHEDULES →

22

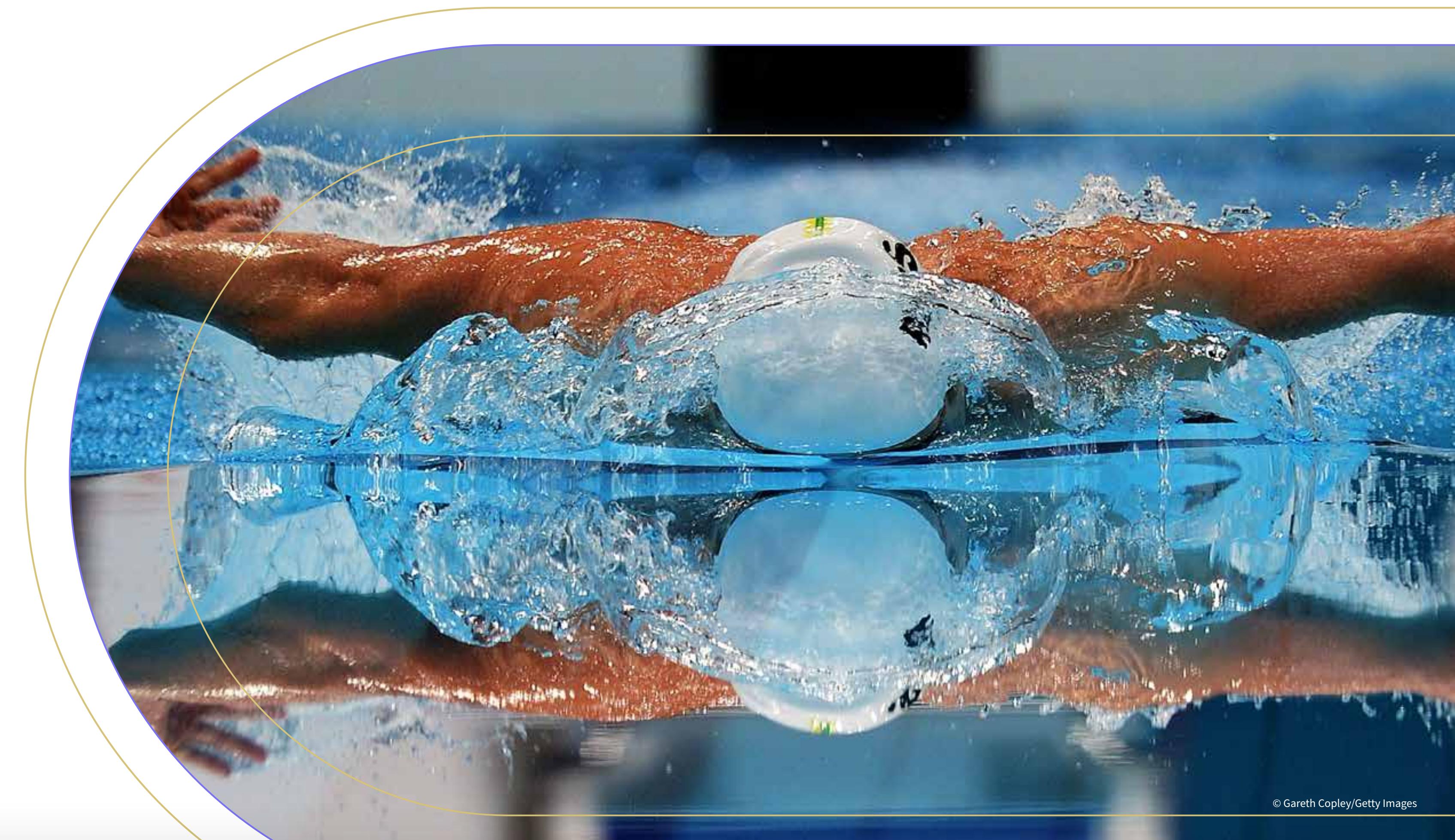
para sports

11

days of competition,
from Thursday 29
August to Sunday 8
September

549

events across
269 sessions



© Gareth Copley/Getty Images

SHARED INSIGHTS

How was 2022 an important year for the CNOSF in terms of preparing for the 2024 Games?

For the CNOSF, 2022 got underway with the Winter Olympic Games in Beijing. For the first time in its history, a unified Team France featured the same emblem! Following on from this, the creation of the Gagner en France – Winning in France – initiative with all the institutions that are working to support high-performance sport represents a new asset to prepare our athletes for the Olympics. The CNOSF is positioned to lead the way forward in terms of mobilisation and consultation with high-level athletes. We are therefore committed to guiding this community to progress, further strengthening the team spirit and sense of belonging within the unified Team France. With this in mind, we created the Blue Weekends, these opportunities for building unity and sharing experiences that we organise several times a year. We also designed a dedicated mobile app for the athletes that will make it possible to provide them with information and mobilise them before, during and after the Games. We are working to ensure the best conditions for the athletes, in addition to supporting our federations and regions so that they can be fully part of this major popular and sporting celebration, and are able to benefit from a sustainable legacy through these Games.



© Paris 2024/Philippe Millereau/KMSP



© G. MIRAND - CPSF

MARIE-AMÉLIE LE FUR
PRESIDENT OF THE FRENCH PARALYMPIC AND SPORTS COMMITTEE (CPSF)

How was 2022 an important year for the CPSF in terms of preparing for the 2024 Games?

2022 was a year focused on performance. Performance in Beijing, where our French team, despite the geopolitical and health conditions, continued building on the good results achieved in PyeongChang in 2018, securing fourth place in the country rankings. These exceptional Games were nevertheless a source of inspiration for young people with disabilities thanks to the extensive media coverage, particularly faced with the context at the time, around the French athletes. This great trend continued throughout 2022. The French team performed well, and we have positive hopes for the future. Looking beyond the athletes themselves and their support teams, the work accomplished by the federations deserves recognition, highlighting their commitment, dedication and know-how. We must also pay tribute to the work of the French National Sports Agency (ANS), a key performance partner.

BRIGITTE HENRIQUES

PRESIDENT OF THE FRENCH NATIONAL OLYMPIC AND SPORTS COMMITTEE (CNOSEF)

SHARED INSIGHTS

For you, what were the standout features of the Olympic Day?

The Olympic Day is a key moment for promoting exercise and sport, in line with the values of Olympism. This is a major event that celebrates the date when the IOC was founded and the Olympic Games were revived. We were delighted to see how the operation organised in June 2022 around the Stade de France brought together so many participants, who were able to take part in taster sessions to discover more than 30 different sports and meet more than 100 high-level athletes who mobilised to support this event. ■



© G. MIRAND - CPSF



© Paris 2024/Philippe Millerau/KNSP

For you, what were the standout features of the Paralympic Day?

With Paris, the French State and the City of Paris, we organised our first ever Paralympic Day on Place de la Bastille on 8 October, and it really was a popular success. It brought together tens of thousands of people, which was incredible! Parents and children, athletes and non-athletes, people with disabilities and people who were simply curious and wanted to find out more ... this day was an outstanding illustration of the dynamics that are taking shape around the Paralympic Games in our country and showed that, together, we can generate very strong levels of interest in para sport. ■

MARIE-AMÉLIE LE FUR

PRESIDENT OF THE FRENCH PARALYMPIC AND SPORTS COMMITTEE (CPSF)



© Laurence Griffiths/Getty Images

↓ COMPETITION VENUE MASTER PLAN FURTHER OPTIMISED

The Organising Committee continued with its work to adjust the competition venue master plan for the Paris 2024 Games.

Initially approved by the Executive Board on 23 June 2022, this latest optimisation was approved by Paris 2024's Executive Board on 12 July. Several solutions were mapped out to further strengthen this plan and optimise conditions for the various competitions, while ensuring effective control over the budget and safeguarding the legacy of the Games for the communities. The work with the stakeholders concerned – including the International Federations – and Paris 2024 then continued to move forward.

APPENDICE

OLYMPIC AND PARALYMPIC COMPETITION MAPS →

THE FOLLOWING SOLUTIONS WERE PROPOSED AND APPROVED BY THE EXECUTIVE BOARD:

Châteauroux was identified as a venue for the Shooting and Shooting Para Sport events.

The Terrain des Essences in La Courneuve, which was initially planned as the location for these events, will be kept as a competition venue: it will serve as the starting point for the para marathon and the road cycling event open to the public.

The Villepinte site, in Seine-Saint-Denis, will host the boxing preliminaries, the fencing ranking round of the modern pentathlon, and the sitting volleyball events (Paralympic Games).

The Pierre-Mauroy Stadium in Lille was identified for the preliminary basketball rounds, while the handball preliminaries will be held in Hall 6 of the Paris Expo exhibition centre at Porte de Versailles, offering the possibility for the handball teams to compete in Paris. This new configuration offers a more coherent approach between the different indoor team sports.

With the Villepinte venue and the para cycling events held in Clichy-sous-Bois, in addition to all the competition venues that have already been confirmed, Seine-Saint-Denis will more than ever be at the heart of the Paris 2024 Games.

↓ OLYMPIC MARATHON: A SPECTACULAR AND DEMANDING ROUTE

A legendary event, the Olympic marathon fascinates both athletes and fans around the world. The marathon route for the Paris 2024 Olympic Games was revealed on 5 October 2022, enabling the athletes to get a clearer idea of the challenge that awaits them and the fans to look ahead to the moments shared with spectators that are so unique to this event. To map out this groundbreaking route, Paris 2024

took inspiration from the Women's March on Versailles of 5–6 October 1789.

Setting out from the square in front of the Hôtel de Ville in Paris and finishing on the Esplanade des Invalides, the 42.195km route will be spectacular and demanding. A legendary event, the Olympic marathon fascinates both athletes and fans around the world.



The men's marathon will set out on Saturday 10 August 2024 at 8 am, while the women's marathon, at the same time the following day, will bring the athletics programme to an end a few hours before the closing ceremony.

SOME OF PARIS' MOST ICONIC MONUMENTS:
Palais Brongniart to Opéra Garnier, Louvre Pyramid, Place de la Concorde, Grand Palais, Trocadéro Gardens, Palace of Versailles and the Eiffel Tower.

PASSING THROUGH NINE CITIES:
Paris, Boulogne-Billancourt, Sèvres, Ville-d'Avray, Versailles, Viroflay Chaville, Meudon and Issy-les-Moulineaux

+ **438M** climb
and **-436M** descent along the route

TENS OF THOUSANDS
of spectators along the route

+ MORE THAN 7,000 SPECTATORS
expected in the stands at the finish line



MARATHON OLYMPIQUE ROUTE →



↓ "MARATHON POUR TOUS": FOLLOWING IN THE ATHLETES' FOOTSTEPS TO BE PART OF THE GAMES

At the same time as this reveal, the routes for the two events open to the public with the Marathon pour Tous were also presented: the 42.195km and the 10km. **For the first time in history**, there will be an opportunity for anyone (aged 20 and over for the Marathon, 16 and over for the 10km) and over to follow in the athletes' footsteps and run the same route as the Olympic marathon.

For this incredible experience to be open to as many people as possible, covering all different profiles, from beginners to experienced runners, a 10km route will also be offered, in addition to the legendary 42.195km race.

Ensuring parity, the Marathon pour Tous will be open to all profiles and to people with disabilities. Exactly the same as the Olympic marathon, the route will follow a loop between Paris and Versailles, while the 10km event will be held in central Paris. Athletes and leading figures will run alongside the participants, ensuring an even more celebratory dimension for this sports experience.

20,024

participants for the 42.195km

20,024

participants for the 10km

2/3

of the race bibs to be won for the general public through Paris 2024 and its partners

≈ 3,000

race bibs already awarded at the end of 2022



MARATHON POUR TOUS COURSES →

" The Paris 2024 Marathon will be in a class by itself. Performing in such an impressive setting, full of history and symbols, will be a truly unique experience. I could not have hoped for a more beautiful race for the Games.

ELIUD KIPCHOGE

two-time Olympic marathon champion and marathon world record holder

" Paris 2024 is offering us an extremely rich route, packed with symbols, spectacle and sporting challenges. Rising to these challenges here, in my country, is a lifelong ambition!

YOHAN DURAND

Member of the French national marathon team

" With its innovative profile, the Paris 2024 Marathon represents a beautiful sports challenge for the athletes, in a magnificent setting. This race, more uncertain than ever, promises to be legendary!

PAULA RADCLIFFE

Women's world record holder from 2003 to 2019



© Paris 2024 / mihailomilovanovic

Already launched in 2021, the race to win a bib for the Marathon pour Tous accelerated in 2022. Three platforms are offered for anyone who would like to try their luck:

Club Paris 2024, the Marathon pour Tous mobile app (running challenges to win bibs exclusively for the 42.195km event) and **Team Orange Running**. Orange, a Premium Partner of the Paris 2024 Olympic and Paralympic Games and Official Sponsor of the Marathon pour Tous, has created a dedicated team of coaches and ambassadors who share tips and content with its community of followers on the **@teamorangerunning** Instagram account, offering them opportunities to win race bibs through competitions and games.

The "Terre de Jeux 2024" collectivities are also offering opportunities to win bibs race.

MORE THAN **62,000**

users of the mobile app
Marathon Pour Tous

“ The Île-de-France region is incredibly proud to be welcoming this legendary event with the 2024 Olympic marathon, which will enable the whole world to discover our magnificent communities. Sport will help build bridges between our history and our heritage. The spirit and legacy of the Games must fan out to cover the entire Île-de-France region. The Marathon pour Tous is a great opportunity to actively engage our communities around the Games, offering them the chance to run the same route. This is a beautiful symbol of a region and a nation that are focused on sport

Valérie Pécresse
Île-de-France Region President



↓ MAKING HISTORY FOR SURFING

By choosing Tahiti for the surfing events, Paris 2024 set out its ambition to open up the celebration of the Games to all regions and their communities.

In August 2022, Tony Estanguet's first visit to French Polynesia and the Teahupo'o site brought together all the stakeholders involved in the organisation of these events, taking stock of any adjustments or developments needed, and looking ahead to build stronger collaboration between the Polynesian government, the High Commission (French State) and Paris 2024. This trip was an opportunity to sign a number of key commitments that will enable these events to run smoothly. During this visit, Paris 2024 was able to observe the Teahupo'o site hosting a competition, the Tahiti Pro stage, and presented the arrangements put in place to support the legacy of the Games for this region and its communities.

© Paris 2024 / Manea Fabisch/Tahiti Tourisme

“ I would like to once again confirm our government’s commitment to working alongside the French State, Paris 2024, the districts and our non-profit organisations supporting sports and young people to ensure that the Olympic Games are a truly memorable event for Polynesians and enable them to benefit from the legacy that will be left by these Games, aligned with the Olympic values.

EDOUARD FRITCH

President of French Polynesia

PARIS 2024 AND INSEP JOIN FORCES TO SUPPORT EXPERTISE AND PERFORMANCE

Paris 2024 and France's National Institute of Sport, Expertise and Performance (INSEP) signed a cooperation agreement on 27 October 2022, building on their collaboration developed since the bid phase. The Organising Committee and this French sports institution, a leading training centre and talent development hub, are committed to implementing joint projects that will help optimise the athletes' experience during the Games, while supporting performance and participation in sport in France.



↓ TEST EVENTS: A THREE-WAVE STRATEGY

Another key development in 2022 helped stabilise the operational planning for the Games: the strategy for Paris 2024's test programme was presented during the Executive Board meeting on 12 July. Drawn up as agreed with the IOC, IPC and International Federations, the bespoke approach proposed by the Organising Committee aims to test the venues and operations that involve operational risks in order to be able to deploy solutions to address them. The schedule of test events was also approved: it will run from July 2023 to June 2024, in three waves.

THREE TYPES OF TESTS IN THREE WAVES

1 - PARIS 2024 TEST EVENTS

Testing a number of operations.

2 - TESTS DURING EVENTS ORGANISED BY ANOTHER ENTITY

(International Federation/National Federation): collaboration with Paris 2024 to test certain operations.

3 - OPERATIONAL TESTS

Targeted test activities organised by Paris, including specific tests under closed-door conditions or with a limited number of local athletes invited.



2023 STRATEGIC PILLARS

TRANSITIONING FROM PLANNING TO OPERATIONAL READINESS

2023 will be a crucial period for the Paris 2024 project. It will see the transition from the planning phase to the operational preparation phase (or **readiness** phase to use the IOC term). The aim will be to stabilise the key success factors for the delivery of the Games and look ahead to the Games Time operations. This transition will be illustrated by the delivery of the first Games operations, including the first two test phases and the first exercises from the readiness programme.

CELEBRATIONS & CEREMONIES

↓ OLYMPIC DAY

SEINE-SAINT-DENIS ALREADY DRIVEN BY THE ENERGY OF THE GAMES

With Olympic Day, Paris 2024 set out its commitment to taking sport outside of the stadiums to reach as many people as possible, without waiting for 2024. After being held at the heart of Paris the previous two times (Quais de Seine then Place de la Concorde), Olympic Day brought its energy to Seine-Saint-Denis on 26 June 2022. For this event, the areas around the Stade de France were transformed into a vast open-air playing field, where tens of thousands of people were able to enjoy, with their family and friends, the wide range of sports and artistic demonstrations and introductory sessions offered.

They were also able to meet and talk with the many French champions who were present in order to get a taster of the Games while enjoying the celebratory atmosphere and learning.

This Olympic Day 2022 turned the spotlight on Seine-Saint-Denis, an area that will be at the heart of the Games and their legacy. From athletes (Diandra Tchatchouang, Anita Blaze, Lauren Rembi, local breakdancing groups, etc.) to rap and hip-hop artists, a number of talents from this department helped make this day such a widely enjoyed success.



© Paris 2024

“ Seine-Saint-Denis was delighted to finally host the Olympic Day events. This was a taster of everything that awaits us in 2024, and showed that the Games are being built by and for our communities. This event symbolically marked our transition into a new phase of preparations for the Games: mobilising all our residents. We are supporting this on all levels: in terms of the local economy, integration, participation in sport, the development of volunteering, culture, education, inclusion ... and we want to bring everyone on board.

STÉPHANE TROUSSEL

Seine-Saint-Denis Departmental Council President

40,000 SQM

of sports tracks and pitches created

30

Olympic sports and a selection of Paralympic sports

100

athletes involved, including a number of French champions: Camille Lacourt (Swimming), Béatrice Hess (Para Swimming), Diandra Tchatchouang (Basketball), Souleymane Cissokho (Boxing), Anne-Cécile Ciofani (Rugby Sevens), Sofyane Mechiaoui (Wheelchair Basketball), Cécilia Berder and Ysaora Thibus (Fencing), and Michaël Guigou (Handball)

45

Paris 2024 ambassadors present



↓ PARALYMPIC DAY: A HISTORIC FIRST

On 8 October 2022, Paris hosted the first ever Paralympic Day.

And what better venue than the famous Place de la Bastille, a symbol of the French Revolution, to stage an event designed to leave a lasting memory and showcase the Paralympic athletes? With this exceptional day, Paris 2024 wanted to showcase how the Paris 2024 Paralympic Games will be able to mobilise and change the way our society views disabilities, without waiting any longer. Two years before the opening ceremony, which will be held at another of Paris' iconic squares, tens of thousands of people took part in this Paralympic Day, organised jointly by Paris 2024, the French Ministry of Sport and the Olympic and Paralympic Games, the French Paralympic and Sports Committee (CPSF) and the City of Paris, in the presence of Andrew Parsons, International Paralympic Committee (IPC) President.

3

pitches created

8.04 M

is the distance jumped by Markus Rehm, three-time Paralympic long jump champion (T64)

102

Club Paris 2024 members won an entry for the Marathon pour Tous in the annual qualifying race organised alongside this day

NEARLY 20

Paralympic sports showcased by the sports federations concerned

The Paralympic athletes took over Place de la Bastille, transformed into an open-air playing field where they gave demonstrations and took part in sports activities throughout the afternoon. A number of medal winners, including Sandrine Martinet (Para Judo, French flag bearer in Tokyo), Nelia Barbosa (Para Canoe), Arnaud Assoumani (Para Athletics: long jump and triple jump) and Perle Bouge (Para Rowing) were present, along with two Olympic athletes, Martin Fourcade (Biathlon) and Florent Manaudou (Swimming). The spectators around the central stage were also able to enjoy a range of artistic and sports performances (dance with Fauve Hautot and Sami El Gueddari, humour with Artus, breakdancing with Bboy Haiper and Bboy Caesar, acrobatics with Karim Randé).

MORE THAN 15,000 SQM

fitted out for participation in sports activities

12

partners involved

150

para athletes

58

Paris 2024 ambassadors present

This first ever Paralympic Day was a major popular success, marked by the enthusiasm of the Paralympic athletes and the spectators, who came along with family or friends, giving a perfect taster of what awaits us in 2024.



© Paris 2024





RECORD MEDIA COVERAGE IN THE HOST COUNTRY

300 hours of live broadcasts covering the Paris 2024 Paralympic Games events (three times more than during the Tokyo 2020 Paralympic Games). For the first time, the TV coverage will include all the sports from the programme.

This is the commitment made by France Télévisions after Paris 2024 awarded it, on 17 January 2022, exclusive audiovisual and digital rights in France for the Paralympic

Games. This audiovisual group will show the event on its main channels (France 2 and France 3), with dedicated prime-time slots every evening. France Télévisions has set out its commitment alongside Paris 2024 to open up the Games as widely as possible, by enabling all TV viewers to follow this event and showcasing the Paralympic athletes and their performances.

“ *This day was an opportunity, outside of the Paralympic Games period, to turn the spotlight on Paralympism and the various para sports, enabling as many people as possible to discover them. The athletes were present to talk and share with the spectators, give demonstrations and introduce people to their different sports.*

SANDRINE MARTINET
Four-time Paralympic para judo medallist

“ *Everyone who took part in the first ever Paralympic Day, in October last year, will have great memories of this event. The unbelievable performances by the athletes, the inspiring energy of the spectators, the organisation put in place to benefit as many people as possible: all of this helped make this moment a major popular celebration. There is no doubt that this will add further motivation for our para athletes to deliver inspiring performances in the stadiums. In terms of the spectators, they left with a new perspective on disabilities: it was great to see the reactions of the children, who were fascinated by this spectacle. Congratulations!*

GENEVIÈVE DARRIEUSSECQ
Secretary of State for People with Disabilities

“ *This was the first Paralympic Day in history, so it was important for me to be part of this, and we had some beautiful weather in Paris as well. Place de la Bastille was the stage for this event, which attracted huge numbers of people. This was an outstanding moment for Paralympic sport.*

FLORENT MANAUDOU
Four-time Olympic swimming medallist

WITH THE FIRST EVER PARALYMPIC DAY, ORGANISED ON PLACE DE LA BASTILLE IN PARIS, TENS OF THOUSANDS OF PEOPLE WERE ABLE TO DISCOVER THE PARALYMPIC MOVEMENT. THE PARTNERS MADE KEY CONTRIBUTIONS TO THE IMMERSIVE EXPERIENCE OFFERED TO VISITORS AND HELPED ENSURE THE SUCCESS OF THIS GROUNDBREAKING DAY.

For instance, **12 partners** set up spaces with a range of activities and events and offered opportunities to take part in para sports, with the participation of a number of athletes from their Teams.



ALLIANZ

Elite athletes gave performances and demonstrations on the long-jump track, which was also open to the general public for taster sessions.



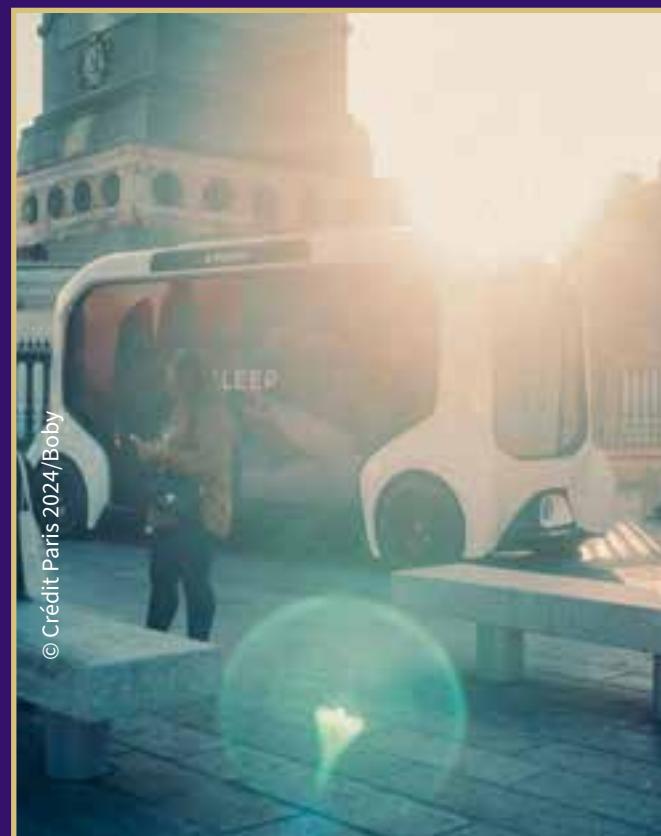
TOYOTA

With the Toyota Wheel Park Experience, a hybrid skatepark accessible for everyone, Toyota helped promote and showcase disabilities through urban board sports, including variations adapted for people with disabilities. The brand also provided information for visitors on the schedule for this day using the e-Palette LED screens.



CRÉDIT COOPERATIF

A table tennis attraction invited participants to take on Paralympic champions, with a system transforming points won into donations to charities working to promote inclusion for people with disabilities.



BRIDGESTONE

Paralympic partnership and mobility solutions were showcased through a video shown on the Toyota e-Palette to all the participants.



VISA

A collaborative mural was created with the renowned street artists Nasty and The Blind to celebrate the diversity of the Paralympic and Olympic disciplines and raise awareness of disabilities. A range of content was produced to promote this latest stage in "the Pas Sans Vous" (Not without you) programme, an activation initiative rolled out by Visa for the Paris 2024 Games.



CARREFOUR

Participants were welcomed in French sign language and a calm space was made available for people with autism or hypersensitivity.



EDF

Wheelchair races were organised with a virtual reality simulation, while there were also opportunities to meet Team EDF athletes to discover their sports, and exchanges on the Group's commitment.



ALL – ACCOR LIVE LIMITLESS

A presentation was given of the "Smart Room", an adapted hospitality solution deployed in the group's hotels, and blind football taster sessions were organised with the Bondy club, supported by Accor.



LE COQ SPORTIF

Athletes from Team Le Coq Sportif were present throughout the day to take part in taster sessions with the general public and discussions.



ORANGE

Various activities and events were organised for the general public and for everyone taking part in the Marathon Pour Tous qualifying race to round off Paralympic Day.



DECATHLON

Taster sessions were offered in various sports, along with an adapted sports project, a disability-focused mission and talks with athletes, as well as a presentation of the group's initiatives to support professional integration.



OTTOBOCK

An obstacle course was set up to try using a wheelchair and wheelchair basketball sessions were held, giving people insights into life with a disability.

↓ PARALYMPIC GAMES: A MAGICAL OPENING CEREMONY AT THE HEART OF THE CITY

A few days after Paralympic Day, on 20 October 2022, Paris 2024's Executive Board approved the Paralympic Games opening ceremony concept, with this decision ratified by the IPC. In line with its ambition to give the Paralympic athletes centre stage and build close connections with the public, Paris 2024 chose to propose a ceremony at the heart of the city. While the River Seine will be the stage for the delegations parade during the Olympic Games, the lower section of the Champs-Elysées and

Place de la Concorde will offer a magnificent setting for the 4,400 Paralympic athletes on 28 August 2024. Another major innovation to open up this magical moment as widely as possible and offer a unique experience: 30,000 people will be able to freely access the lower section of the Champs-Elysées and celebrate the athletes. With this pioneering and spectacular ceremony, Paris 2024 wants to share a strong message with the world supporting inclusion. This message will be championed throughout the Games.

“On 28 August 2024, Paris and France will host the Paralympic Games for the first time. Between the Champs-Elysées and Place de la Concorde, symbolising the Nation's unity at the heart of the capital, the opening ceremony will be a truly magical moment.

“It will help make further progress to change perspectives on disabilities and promote strong messages of inclusion, openness and equality. In this magnificent and groundbreaking setting, these para athletes from around the world will come together for 11 days to share their achievements with us and promote the values of the Paralympic movement. Paris is incredibly proud to be welcoming them!

EMMANUEL GRÉGOIRE
Deputy Mayor of Paris

“The city of love will get each Paralympian's heart beating. What an incredible moment for our athletes, who will be part of a historic opening ceremony, on the world's most famous avenue, surrounded by all the charm of Paris. The Paris 2024 Games will be an exceptional showcase to celebrate Paralympic sport in the eyes of the whole world.

JITSKE VISSER
Paralympic Wheelchair Basketball medallist,
IPC Athletes' Commission President

65,000

persons will be able to attend this ceremony

30,000

persons with free access to the lower section of the Champs-Elysées

4,400

athletes

2,500

support team members

184

delegations



“Pride, impatience, determination: this is what we felt when we discovered the concept for this opening ceremony. I am really looking forward to being there and sharing these intense emotions with thousands of spectators.

PERLE BOUGE
Two-time Paralympic Para Rowing medallist, member of the Paris 2024 Athletes' Commission



← →

↓ ARTISTIC DIRECTION FOR THE CEREMONIES: BLENDING A DARING AND COHERENT APPROACH

In addition to the approval of the venues for the Games ceremonies, work was launched on their creative concept. Paris 2024 is planning a groundbreaking concept for the opening ceremonies: organising them for the first time outside the confines of a stadium, in the heart of the city. To implement this daring creative ambition, the Organising Committee, at the end of September 2022, liaising with the project's stakeholders, chose Thomas Jolly as the artistic director for the Olympic and Paralympic Games ceremonies. This leading director, renowned for his performing arts expertise for the theatre and opera, is at the forefront of France's young artistic scene. His artistic approach, aiming to address everyone and create a strong connection with the audience, while exploring new formats, is perfectly aligned with Paris 2024's desire to offer innovative ceremonies that can be enjoyed by large numbers of people. To bring Paris 2024's celebratory ambition to life, he will be surrounded by a multidisciplinary artistic team who will represent, by his side, the best of the French and international scene.

Last summer, Paris 2024 selected the group of French agencies that will be responsible for the Olympic opening ceremony's executive production, following a call for tenders issued at the start of 2022. The executive production selection procedure for the other three ceremonies was also launched.

“ By opening up the Games as widely as possible, Paris 2024 champions values that I fully recognise myself in. I am convinced that, today, we need to look ahead to the future together around shared ideals. The Ceremonies will be an outstanding opportunity to share a collective story, setting out the possibility for one ‘us’ when welcoming nations from around the world.

I would like the Paris 2024 ceremonies to be a celebration of life, with a groundbreaking approach to showcase the coming together of all cultures. As well as an exceptional spectacle, at the heart of Paris, embodying the most beautiful, outrageous and moving things that France can offer.

See you in 2024 to experience this unique moment together!

THOMAS JOLLY
Artistic Director for the ceremonies



↓ PLANNING CELEBRATIONS IN THE CITY

Paris 2024 has finalised its detailed planning for the celebrations around its ambition to bring the Games to the heart of the city.

The national strategy was adopted on 12 July 2022 by the Paris 2024 Executive Board and will be rolled out from the first day of the Torch Relay through to the end of the Paralympic Games. Its goal: sharing the emotions of the Games beyond the competition venues. It therefore includes two sections:

- **The celebration venues or Live Sites**, with activities, events and big screens showing the Games;
- **The activities in the city**, with all the events and attractions (introductions to sports, cultural activities, etc.) that will take place during the Games.

The success of the Live Sites in summer 2021 during the Tokyo 2020 Games provided a solid basis for reviewing these aspects with all the stakeholders concerned, brought together around Paris 2024. This work continued in 2022 through regular meetings, particularly with the City of Paris, the Seine-Saint-Denis Department, Plaine Commune, the Île-de-France Region, Métropole de Lille and the City of Marseille. "The Terre de Jeux 2024" local and regional authorities were also consulted through a questionnaire and a meeting to discuss the celebrations. Alongside this, local stakeholders from the catering, events, education and sports sectors were also called on. Thanks to these exchanges, a number of turnkey tools were developed and will be made available to the communities to support them with organising their celebration spaces.



2023 STRATEGIC PILLARS : FINALISING THE CREATIVE CONCEPT FOR THE CEREMONIES

The Games ceremonies will represent a priority for Paris 2024, which will continue working to finalise the creative concept for each ceremony. Alongside this, the multidisciplinary artistic team that will be responsible for implementing this concept will be set up around Thomas Jolly. The celebrations in the city programme will be consolidated and detailed.



↓ TICKETING FOR THE PARIS 2024 GAMES OU PARIS : UP AND RUNNING!

2022 saw a number of key milestones for ticketing, one of the major programmes for the Paris 2024 Games, through to its official launch on 1 December. A first milestone was passed on 21 March 2022 with Paris 2024's Executive Board, then the IOC and IPC adopting the ticketing programme's core principles, with the schedule for sales and certain prices revealed at this time.

With later in 13 million tickets on sale – around 10 million for the Olympic Games and 3 million for the Paralympic Games – Paris 2024 will set a new record in the history of the Games.

This programme aims to offer tickets at varied and affordable prices (for the Olympic Games, nearly half of the general public tickets will be available for €50 or less), while making it possible to achieve the budget targets set.

Paris 2024 is innovating by selling all of the tickets for the Olympic and Paralympic Games worldwide (tickets only) on one dedicated official sales platform and by offering

100% digital tickets. Another innovation compared with previous Games: the use of a draw to allocate timeslots for purchases opening up access to the first two sales phases, covering custom packs then unit tickets. A third phase, which will not be based on a draw, will be rolled out later in 2023.

On the symbolic date of two years before the Games, Paris 2024 unveiled new elements from its programme, with further details on the pricing scale offered and the launch of ticketing for the Olympic Games.

On 1 December 2022, entries were opened up for the draw to access pack sales, the day after a press conference held at the Eiffel Tower. Following a two-month registration period (through to 31 January 2023), Paris 2024 will carry out a draw to award timeslots for access to this sales phase.

The lucky people chosen in the draw will be able to build their own Olympic experience.

€24

entry price for the 32 Olympic sports* on the programme

€15

entry price for the 22 Paralympic sports on the programme

*With the exception of Surfing, which will not be covered by ticket sales



VISA
Partenaire Mondial



In recognition of Visa's long-standing partnership with the Olympic and Paralympic Games, Visa is the Official Way to Pay.

In September, Paris 2024 launched its ticketing programme covering the project's various stakeholders (sporting movement in France and around the world, host communities, worldwide and national partners, and official Games broadcasters).

A CHARITABLE TICKETING INITIATIVE IN ASSOCIATION WITH SECOURS POPULAIRE FRANÇAIS

Paris 2024 has launched a charitable ticketing initiative developed in consultation with French entrepreneur Alexandre Mars and in partnership with Secours Populaire français, a non-profit organisation dedicated to fighting poverty and discrimination. At the time of completion of each order (both 'Make your Games' packs and single tickets), buyers have the option of making a donation of €2 to Secours Populaire français. Each donor thus contributes to achieving the ambition of "Games Wide Open", as the funds raised will make it possible for Secours Populaire Français to enable people living in low-income households to experience the magic of the Games themselves by attending events.



1M

tickets on sale
reserved for host
communities:



500,000
for the Olympic Games

500,000
for the Paralympic Games

OVER 13M

tickets released for sale,
with 80% through direct
sales to the general public

NEARLY 4M

tickets at €50 or less

NEARLY
HALF

of the tickets at €25
or less

↓ PARIS 2024 HOSPITALITY PROGRAMME: A SINGLE PROVIDER FOR THE PUBLIC AT LARGE

The official Paris 2024 Hospitality and Travel packages, combining competition tickets, accommodation and immersive experiences, are developed and operated by On Location, the exclusive Official Hospitality Provider for the Paris 2024 Olympic and Paralympic Games.

The first packages, including prices and available experiences, were designed in 2022 before going on sale to stakeholders from September onwards and to businesses from October via dedicated application platforms. The Hospitality packages for the general public have also been finalised and will be made available on a single global e-commerce platform in early 2023. From the most affordable packages (starting at €102 inclusive of tax) to the most premium, the Paris 2024 Hospitality and Travel packages cater for all budgets and needs.



↓ SPECTATOR EXPERIENCE: MAKING THE GAMES EVEN MORE MEMORABLE

Paris 2024 has consolidated the development of its strategy aimed at supporting ticket holders throughout their Olympic and Paralympic adventure.

This encompassed a number of major initiatives:

- The global opening of ticketing has enabled communication with all ticket buyers, launching a digital spectator experience by which they can discover the universe of the Paris 2024 Games, and moreover building the excitement while also providing information and enabling ticket holders to be as ready as possible for their arrival at the competition venues.
- The strategy at the competition venues themselves is based on identification of the risks and opportunities of each venue (e.g. access, intermissions, spaces, etc.). At the same time, a programme dedicated to partners and Federations has also been put together to enable them to contribute to enhancing the spectator experience.



GAMES WIDE OPEN FOR EVERYONE TO TAKE PART

For the general public

Across all regions and their communities

p41

p.48



GAMES WIDE OPEN FOR EVERYONE TO TAKE PART

They make it possible to share the energy of the Games throughout France with all stakeholders: the Paris 2024 engagement programmes were ramped up in 2022 and united all the project's various stakeholders around them



FOR THE GENERAL PUBLIC

↓ THE GAMES SET OUT THEIR IDENTITY

2022 marked a turning point in the story that is being written around the Paris 2024 Games. This story is built around a number of key hallmarks which define the identity and specific features of each Games and leave a lasting memory in the collective imagination. They include the slogan and mascots, whose reveal this year made it possible to take a further step forward with levels of mobilisation around the event.





GAMES WIDE OPEN

Paris 2024 Olympic and Paralympic Games claim

26 July 2022

“GAMES WIDE OPEN”

Driven by its ambition to propose a new approach that is both daring and creative, Paris 2024 is rethinking each of the hallmarks of the Games in order to offer a groundbreaking experience that is more immersive, a time for celebration shared with the whole world.

This ambition first of all guided the creation of the slogan, which, like the emblem, is shared by both the Olympic Games and the Paralympic Games and was revealed on 26 July 2022, two years to the day before the opening ceremony. “**Games wide open**” is an invitation issued to the whole world to come and share new emotions, innovative experiences around new disciplines, competitions in the heart of the city, an exceptional opening ceremony on the Seine and open events with opportunities for spectators to follow in the athletes’ footsteps (Marathon pour Tous, Road Cycling).

This slogan once again sets out a core focus for Paris 2024 that will guide all of the Organising Committee’s actions through to the legacy of the Games. Let’s ensure that the Games are wide open to all energies: to further strengthen the position of sport in our lives, to support the transformation of our regions and communities, by mobilising all the know-how and all the stakeholders who want to get involved. “**Games wide open**” to the challenges of our time: to stage useful Games, designed as a laboratory to trial more sustainable and more inclusive solutions benefiting the whole of society.



PHRYGES LEADING THE REVOLUTION THROUGH SPORT

Another hallmark of the Games rethought by Paris 2024: the mascot. There are two of them: the Olympic Phryge and the Paralympic Phryge, presented to the public during a press conference on 14 November 2022.

The Organising Committee chose the Phrygian cap, one of the symbols of the French Republic, as a source of inspiration. The mascots embody France's values and spirit and represent a strong symbol of freedom in France and around the world.

Through to the Paris 2024 Games, they will accompany French people with the revolution through sport, capitalising on

75%*

of French people like the Paris 2024 mascots

83%*

of the young people aged 6 to 17 surveyed like them

*Online survey conducted by Harris Interactive for the Paris 2024 Organising Committee from 14 to 15 November 2022.

the momentum generated by the Games to move them forward and open up daily participation in sport as widely as possible.

Featuring a running prosthetic, like a real athlete, the Paralympic Phryge is proud of what makes her different. Through this choice, Paris 2024 wants to ensure maximum visibility for people with disabilities and is reaffirming its commitment to promoting the values of inclusion championed by the Paralympic Games and sport. Sales of the mascots began on **15 November**, accompanied by a launch plan put in place by Carrefour, a Premium Partner of the Paris 2024 Games, around a 360° approach.



88%*

of French people support the choice to present the Paralympic mascot with a visible disability



© Marc Piascik/Getty Images



LES MASCOTTES DE PARIS 2024 SONT CHEZ NOUS !



Teddy Riner
Triple Champion Olympique,
Judo (+100kg)

Carrefour Hypermarchés SAS au capital de 200 000 000 euros - siège social : ZAE Saint-Guérin - 91 002 ÉVRY - RCS EVRY - Illustrateur : Alexandre Nat



Retrouvez-les ainsi que la collection textile Paris 2024 en exclusivité en magasin et sur carrefour.fr !*

*En exclusivité en Grande Surface Alimentaire jusqu'au 30 avril 2023. Plus d'infos et liste des magasins participants sur carrefour.fr



PARIS 2024
Olympic



PARTENAIRE
PREMIUM



PARIS 2024
Paralympic



2023 STRATEGIC PILLARS:

PUTTING THE FINISHING TOUCH
TO THE LOOK OF THE GAMES

New brand assets that will be shared with the general public will be revealed in 2023. The presentation of the Olympic and Paralympic torches, which will be used to hand over the flame from one bearer to another, as well as the presentation of the medals, will be key moments for the end of this year. These reveals will be preceded by the unveiling of the visual identity with the Look of the Games, pictograms for the various sports, and official posters.



**LES
PHRYGES**
LES MASCOTTES DE PARIS 2024



Games wide open for outstanding celebrations

Games wide open for everyone to take part

Games wide open to promote the benefits of sport

Organising the greatest show on earth in line with our commitments

↓ CLUB PARIS 2024: A COMMUNITY BRINGING TOGETHER MILLIONS OF PEOPLE

In November 2022, Club Paris 2024 passed the milestone of one million members. This symbolically meaningful figure confirmed the strong level of interest in the Paris 2024 Olympic and Paralympic Games among people across France and the success of this initiative by the Organising Committee, focused on making the “Games wide open”, while helping develop participation in sport each day.

Since it was launched, the members of this engaged community have been experiencing the event from the inside, close to the athletes. To mark its two-year anniversary, the Club ramped up its events at the end of summer 2022: introduction to the decathlon with two-time world champion Kevin Mayer, meeting with the French beach volleyball team at Roland-Garros as part of the Beach Pro Tour, swimming challenge with Théo Curin and Jérémie Stravius in Marseille, etc.



In total, more than 20 activations and challenges were offered during the year to the most dedicated members. With opportunities to win a range of rewards: meetings with athletes, as well as tickets for competition events or entries for the Marathon pour Tous.

The dynamics created throughout the year, **with the number of Club Paris 2024 members tripling between January and November 2022 (+700,000)**, continued to gain pace in December – resulting from the launch of ticketing and the exclusive benefits reserved for members who, if they were chosen in the draw, had advance access to pack sales: **at the end of 2022, the milestone of 2 million members was reached.**

2,174,000

members at end-2022

22

activations

8,609

members rewarded
(excluding Marathon pour
Tous bibs)



stages as part of the Venue Tour



VENUE TOUR, HIGHLIGHTING THE SYNERGIES BETWEEN THE VARIOUS ENGAGEMENT PROGRAMMES



The Olympic and Paralympic Venue Tour was an opportunity for several Club Paris 2024 members to follow in the athletes' footsteps for an immersive day and to feel what awaits them in 2024. Four stages were organised, working with the host communities, venue managers and sports federations: starting at the National Velodrome, then the National Golf site, both located in Saint-Quentin-en-Yvelines, before moving on to Roland-Garros and Nice Stadium. A few lucky beneficiaries were able to go backstage to discover these venues for the Paris 2024 Games.



“
As the official equipment supplier for the 45,000 Paris 2024 volunteers, Decathlon is committed to supporting them throughout their journey. From the recruitment campaign to responsible uniform design and its distribution in summer 2024.

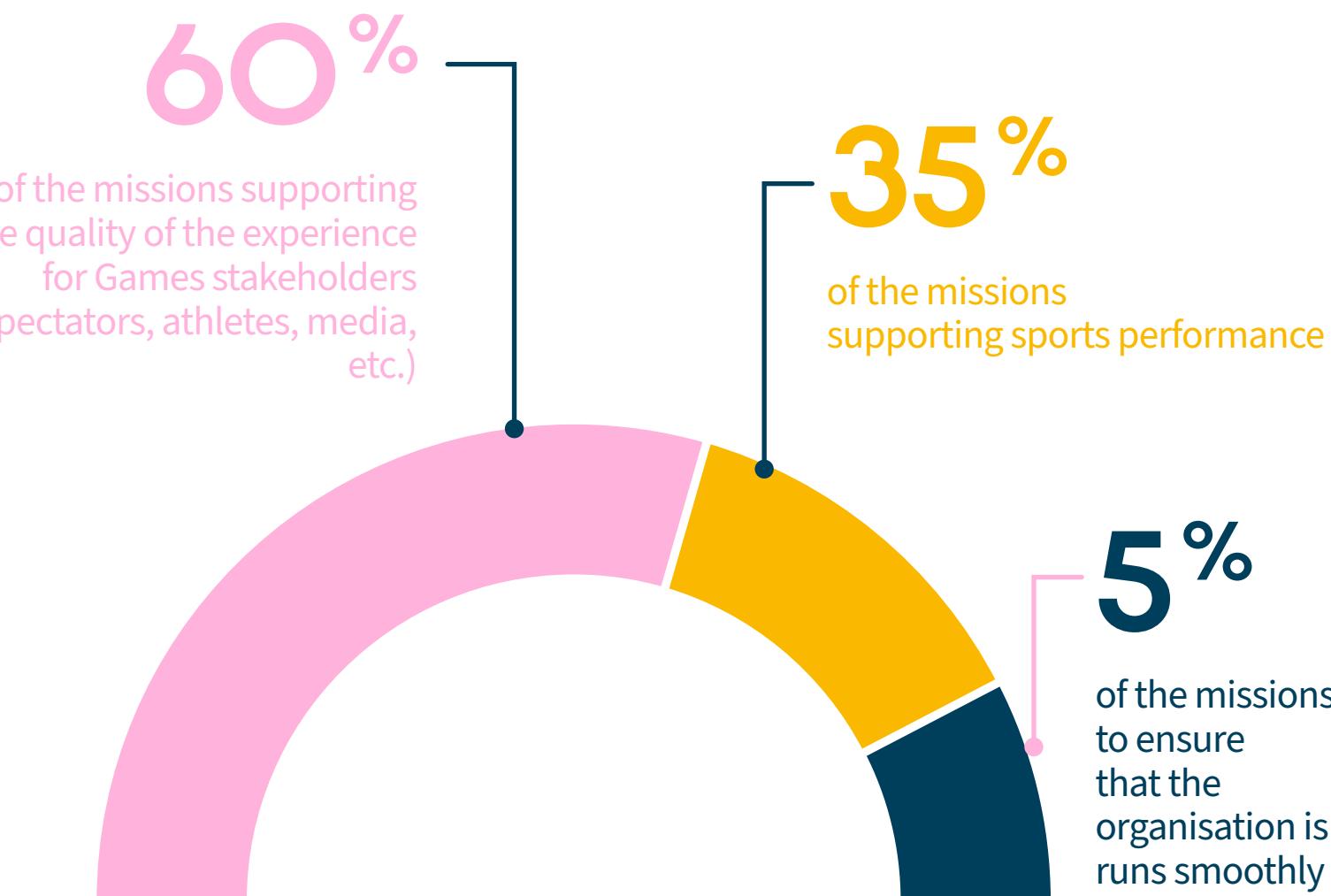
VIRGINIE SAINTE-ROSE
Paris 2024 Partnership Director,
Decathlon



VOLUNTEERS PROGRAMME: CONDITIONS FOR PARTICIPATION REVEALED

The conditions for entering the volunteers programme were revealed to the general public in **October 2022**. The types of missions assigned during the Games were also clarified at this time.

They were split into three categories: missions supporting the quality of the experience for all Games stakeholders; missions supporting sports performance; missions to ensure that the organisation is fluid and runs smoothly.



45,000
volunteers

AROUND 40
competition venues
and other key sites concerned
throughout France

18 YEARS OLD
Applications open and accessible
to all profiles aged 18 or over
(at 1 January 2024)

30 TO 45 MIN
pour candidater en ligne



VOLUNTEERS PROGRAMME: A PROGRAMME THAT IS OPEN TO EVERYONE

Becoming a volunteer is open to anyone: the only conditions are that they must be at least 18 years old on 1 January 2024, speak French or English as a minimum, and be available for at least 10 days during the Games period.

Paris 2024 and the programme's key players are committed to creating a team of volunteers with diverse profiles by applying inclusive criteria during the recruitment phase (parity, diversity of the French regions represented, volunteers from other countries and people with disabilities). For instance, at the end of 2019, the French State launched an initiative looking to train 3,000 volunteers with disabilities for international sports events and the Paris 2024 Games.

This ambition is shared by the Organising Committee, which is committed to taking all accessibility requirements into account with its volunteers programme. Looking beyond the initiative led by the French State, any individual with disabilities will be able to apply and indicate their specific

needs on the programme application form published by Paris 2024, which will assess these needs and ensure that any necessary adaptations are effectively put in place. Paris 2024 is also committed to offering each volunteer a mission that is in line with their aspirations and know-how.

With this public announcement, the campaign to mobilise people looking ahead to the start of the applications process took on a new scale. To mobilise people throughout France, Paris 2024 is working with a number of committed stakeholders,

including residents in host communities and people who are involved in the sporting movement each day. From January 2022, host communities, "Terre de Jeux 2024" entities (municipalities, ambassadors and national Olympic and Paralympic federations) and partners organised various targeted communications actions with a view to identifying and supporting potential candidates. As an Official Partner of Paris 2024, Decathlon will support people from across France with their applications thanks to its advisers in 47 stores nationwide.



2023 STRATEGIC PILLARS: CONTINUING TO SHARE THE GAMES EXPERIENCE WITH THE GENERAL PUBLIC

In March 2023, the opening of the volunteer application process will be one of the year's key moments and an opportunity for thousands of people to apply to be part of this unique human adventure.

Club Paris 2024 will continue to offer a range of activities and events for its community, with opportunities to win bibs for the Marathon pour Tous or to get an exclusive sneak preview and discover the competition venues. The Organising Committee will also be working on the programme of activities and events that will be offered to Club members during the Games.



ACROSS ALL REGIONS AND THEIR COMMUNITIES

↓ THE TORCH RELAY ROUTE IS BECOMING CLEARER

Another key engagement programme for the Games, the Torch Relay is an opportunity to widely mobilise communities across France, showcasing the regions, their heritage and their know-how, in addition to promoting all the stakeholders who are involved in sport each day.

These objectives, like all of the programme's core principles and its business model, were approved by Paris 2024's Executive Board in 2021. Building on these foundations, 2022 was focused on the Olympic Torch design

“ Coca-Cola is delighted to be an official sponsor of the Torch Relay. This event is an outstanding symbol of solidarity, inclusion and sharing, strong values that are integral to Coca-Cola and that we want to share as widely as possible in order to make this exceptional moment a major collective celebration. Coca-Cola shares Paris 2024’s

CLAIRES REVENU

Coca-Cola General Manager Paris 2024 Olympic and Paralympic Games

and mapping out its route with the selection of the various stopover cities. No less than 64 communities expressed their interest, including 61 departments. Following various meetings and discussions, Paris 2024 chose all of the cities that will host a stage along the Torch route, as well as the cities that it will pass through, mapped out working with the departments concerned. The various framework agreements for the organisation of these stages have started to be signed and this process will continue in 2023, with the route to be unveiled this spring.



“ To bring this magnificent Olympic adventure to life and promote it on behalf of the entire sporting movement, so that these Games in our home country can be a driving force to promote participation in sport, the project for France, the CNOSF knows that it can count on its members, the sports federations, its athletes and its decentralised structures – the Regional, Departmental and Territorial Olympic Committees – as well as the large numbers of clubs and volunteers throughout the country.

With our extensive regional coverage, and thanks to our stakeholders in the field that are mobilising throughout France, we will continue to build on the positive dynamics that will make it possible to look ahead even more to the celebration that awaits us in 2024, a celebration of all sports, that will leave a strong legacy for the Olympic, non-Olympic and Paralympic sporting movement, with even more participation in sport in the daily lives of French people!

MARIE-FRANÇOISE POTEREAU

Vice-President of the CNOSF in charge of diversity and Paris 2024



“ The BPCE Group and its two major networks Banque Populaire and Caisse d'Epargne are proud to sponsor the Torch Relay, which will make it possible to share the great atmosphere generated by the Games in all communities. This Torch Relay will be an opportunity to celebrate the richness and diversity of our regions. Banque Populaire Méditerranée and Caisse d'Épargne CEPAC will be mobilising with their customers, members, employees and the general public to help ensure the success of this exceptional event.

BENOÎT GRUSSERON

Head of the Olympic and Paralympic Games at Groupe BPCE

“ The Olympic and Paralympic Games represent outstanding accelerators for initiatives in the various departments. Let's capitalise on the momentum generated by them to bring down the barriers that still exist and to harness sport to benefit all our public policies: attractiveness, inclusion, independence, education... Our goal: developing participation in sport for everyone, and with this, a sense of cohesion, unity and sharing, which are essential values for our Departments!

FRANÇOIS SAUVADET

Former Minister, President of Départements de France, President of the Côte d'Or Department

Another section of the programme is taking shape:

the strategy to select the torch bearers. The criteria for recruiting torch bearers were set out and approved, with two priorities: ensuring gender parity and including people with disabilities. Alongside this, Paris 2024, the CNOSF and the CPSF made progress with defining the collective relays, involving all of the Olympic sports federations, as well as the French Federation for Disabled Sport (FFH) and the Federation for Adapted Sport (FFSA). Lastly, the Paralympic Torch Relay concept was finalised and approved by the IPC in 2022. The Relays have their logo, whose design was revealed this year.

To ramp up this engagement programme and mobilise as many people as possible around these moments for celebrations throughout France, Paris 2024 is being actively supported by Coca-Cola, a Worldwide Partner of the Paris 2024 Games, and the BPCE Group, a Premium Partner, through its two major retail banking networks, Banques Populaires and Caisses d'Epargne, which are involved as Official Sponsors of the Torch Relays.

From an operational perspective, Paris 2024 selected the group of agencies that will support it with the programme's implementation following a call for tenders. Consulting with various State services, the Organising Committee also finalised the security plan concept for the Olympic and Paralympic Torch Relays.

MAPPING OUT RESPONSIBLE RELAYS

In 2022, Paris 2024 consolidated its strategy with a view to deploying Torch Relays in line with its ambition to organise responsible Games that will help accelerate the environmental and social transformation of sport. Aligned with Paris 2024's responsible procurement policy and responsible management plan, this strategy is built around three core pillars:

- **maximising the number of social and solidarity economy** (SSE) organisations involved,
- **implementing strong initiatives** aimed at limiting the environmental impact,
- and **encouraging other stakeholders to take action** across the regions and in their communities.





↓ TERRE DE JEUX 2024: GAINING MOMENTUM

2022 WAS THE MOST PROLIFIC YEAR FOR THE TERRE DE JEUX 2024 LABEL SINCE IT WAS LAUNCHED IN 2019:

1,000 new entities were awarded this label in 2022, a record figure. More than 3,200 districts and inter-council public establishments had signed up to be part of this adventure by the end of December, while others have continued to express their desire to get involved and share the energy of the Games in their communities. This commitment was reflected in several key developments, in France and around the world.



IN FRANCE

The recurring initiatives, such as the Olympic and Paralympic Week, Olympic Day, Paralympic Day and the Explore Terre de Jeux exercise trails.

The second season of the Olympic and Paralympic Flag Tour with more than 48 stages, including four outside of France with embassies that have been awarded this label (in Brussels, Athens, Berlin and Milan).

The launch of two new initiatives:

- **"Sport and Parity"**, encouraging municipalities to (re)name some of their sports facilities after famous women from history and/or the world of sport, with 50 projects submitted between August and December 2022.
- **"Bibs in the Communities"**, working with Club Paris 2024, offering opportunities to win Marathon pour Tous bibs through races held in Terre de Jeux 2024 cities.

The launch of the Cultural Olympiad in the communities awarded this label.

The launch of the regional ticketing programme, enabling host communities to buy tickets with a view to supporting their social and engagement programmes.

The sourcing of volunteers, with the identification of profiles before the application process opened.

AROUND THE WORLD

The first Relay around the world, organised on 6 April 2022 to mark the International Day of Sport for Development and Peace, as part of an initiative led by Paris 2024 and the French Ministry for Europe and Foreign Affairs. This pioneering 24-hour sports relay brought together 8,000 participants: each label holder involved – Embassy or French overseas territory – passed the digital baton to the entity in the next time zone.

“The AMF praises the decision by Paris 2024 to open up a dedicated ticketing section for communities that have been awarded the Terre de Jeux label, in response to its request to recognise the dedication shown by the many different districts involved in the Games.

“The Association of French Mayors is committed, with the sports operators, to ensuring a lasting legacy for the Games, through a major national sports policy supported by the work of local and regional authorities to develop sport each day. The mayors are playing an essential role to bring the Paris 2024 Games to life throughout the country, a strong source of national unity, and will continue to embrace their full role in this.

DAVID LISNARD
President of the Association of French Mayors (AMF)

“To mark the International Day of Sport for Development and Peace on 6 April 2022, the French Ministry for Europe and Foreign Affairs linked up with Paris 2024 to organise the first Global Relay. This event highlights the strong level of engagement among our Terre de Jeux 2024 embassies with the Paris 2024 Games adventure and the desire of our diplomatic corps to actively contribute and help drive progress with sustainable development and human rights around the world.

LAURENCE FISCHER
Ambassador for Sport, French Ministry for Europe and Foreign Affairs



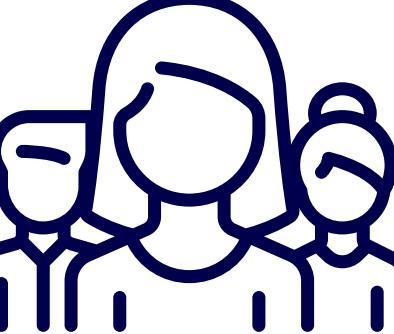
3,544

entities recognised with this label at end-2022, **including 3,128 districts**



MORE THAN 1 IN 2 FRENCH PEOPLE

live in a **Terre de Jeux 2024 district**



320

municipalities mobilised

1,027

projects submitted for Olympic and Paralympic Week 2022 in cities holding this label

200

Marathon pour Tous bibs distributed following the 19 races organised as part of the “Bibs in the Communities” operation

705

#ExpoTerredeJeux2024 trails identified

100

embassies awarded this label

MORE THAN 48

stages for the Flag Tour in 2022, 88 in total since its launch in 2021

44

ambassadors and French overseas territories holding this label took part in the Global Relay



“ANDES is proud to have contributed to the creation of the Terre de Jeux 2024 label. With more than 3,400 local municipalities now covered by this label, the issue of collaboration between the communities and Paris 2024 is crucial to the success of the Games. That is why ANDES took the initiative, working with Paris 2024, to launch the Terre de Jeux 2024 local initiatives guide with a view to supporting the mobilisation of all regions across France and making the ‘Games wide open’.

PATRICK APPÉRÉ

President of the French national association of elected officials in charge of sport (ANDES)

“The Regions are fully committed to developing participation in sport everywhere and for everyone, as well as promoting this at international level through our high-level athletes. The investments made, focused on developing sports facilities and modernising CREPS sports performance and expertise resource centres for instance, will help welcome the French and international delegations under the best conditions for the Paris 2024 Olympic and Paralympic Games, an outstanding moment for sporting excellence and community life.

CAROLE DELGA

President of Régions de France and President of the Occitanie Region

The Terre de Jeux 2024 label also represents a platform supporting the development of participation in sport and rollout on this front accelerated in 2022 with active design through work with the French National Agency for Territorial Cohesion (ANCT), the Action Cœur de Ville programme, and the Gagner du Terrain operation, carried out with the French National Sports Agency (ANS) and Française des Jeux.

All of these programmes and activations inspired **the Terre de Jeux 2024 local initiatives guide**, drawn up with the French National Association of Elected Officials in charge of sport (ANDES). This guide, which was published in 2022, presents the best practices and initiatives that can be duplicated from local and regional authorities that have been awarded this label.



LINK

DOWNLOAD →

Sous le haut patronage de
Monsieur Emmanuel MACRON
Président de la République

GUIDE DES INITIATIVES LOCALES TERRE DE JEUX 2024

Les territoires au cœur
des Jeux de Paris 2024

Novembre 2022

20
TERRE
DE JEUX
24

ANDES
Le Réseau Sport des Collectivités Locales
ORGANISME DE COOPÉRATION

© DR





FIRST TERRE DE JEUX 2024 AWARDS

The third Terre de Jeux 2024 Forum, held on 13 December 2022 in Montpellier, brought together more than 500 municipalities, federations, partners and entities holding this label. Less than 600 days from the start of the Paris 2024 Games, this event was an opportunity to take stock of the engagement of all local stakeholders around mobilising their communities and inspiring them to look ahead to 2023.

This third forum included a new feature: the first Terre de Jeux 2024 Awards.

Twenty-four projects led by organisations holding this label were rewarded and symbolically received a few grams of soil from Olympia, the birthplace of the Olympic Games. The 24 winners were selected by a panel among over 250 entries in 5 areas: education and civic engagement; environment and climate; health and wellbeing; inclusion, solidarity and equality; culture and celebration.



Games wide open for outstanding celebrations

Games wide open for everyone to take part

Games wide open to promote the benefits of sport

Organising the greatest show on earth in line with our commitments

↓ FULL LIST OF PRE-GAMES TRAINING CAMPS CONFIRMED

The final referencing phase for Pre-Games Training Camps was completed in 2022, enabling new local and regional authorities to get involved in the Paris 2024 project by putting themselves forward as candidates.

With 79 additional centres, the catalogue has now been finalised and includes more than 1,000 Pre-Games Training Camps throughout France. Several National Olympic Committees and National Paralympic Committees have used this catalogue to launch their preparations as they build up to 2024: 180 training camps have been organised by international athletes and teams, in 28 different departments. In addition, 33 contracts have been signed between local and regional authorities and delegations.



PRE-GAMES TRAINING CAMPS CATALOGUE →

↓ CULTURAL OLYMPIAD: A BUSY SUMMER AND MORE THAN 300 PROJECTS ALREADY AWARDED THIS LABEL IN 2022

Following a first programming sequence that took place through to autumn 2021, the Cultural Olympiad moved into a new phase in 2022. Led by Dominique Hervieu, Cultural Director, the artistic, operational and financial strategy was presented then approved by Paris 2024's Executive Board in March. This strategy was then rolled out across France through a call for participation, various calls for projects and several key moments.

Platform to mobilise cultural and sports stakeholders throughout France

To build a unique cultural identity for the Paris 2024 Games and promote artistic, celebratory and popular engagement as widely as possible, the Organising Committee set up a dedicated platform for the Cultural Olympiad (<https://culture.paris2024.org>).

Launched on 20 April 2022, this platform is helping mobilise cultural and sports stakeholders throughout France, identify their projects and then recognise the most relevant initiatives with this label. The criteria for receiving the Cultural Olympiad label, clarified at the start of the year, are as follows: adopting sport as a theme, taking place in a sports venue or a venue linked to a sports event, or promoting common values between sport and culture.

This mobilisation has been based on:

- A call for participation liaising with the Terre de Jeux 2024 network;
- Several calls for projects around the themes of sharing, diversity and inclusion to support the shared story. These calls are led by Paris 2024 and the stakeholders involved:
 - The Ministry of Culture and Paris 2024 with “Inspiration: creation and disability” (15 winners) out of 323 projects;
 - The City of Paris with “2022 Olympic Forms” (65 winners);
 - The City of Paris, the Seine-Saint-Denis Department and Paris 2024 with “Artists and Athletes in Residence” (15 winners);
 - The Île-de-France Region with “Summer of Culture 2022” (75 winners) out of 320 projects;
 - The National Plastic Arts Centre (CNAP) with “Performance” (10 winners);
 - And the communities (Sud Provence-Alpes-Côte d'Azur Region, Val-d'Oise Department, cities of Colombes and Nanterre, France Urbaine, etc.).



© Thanh Ha Bui

Summer of Culture 2022 was one of the highlights of the Cultural Olympiad in 2022, with more than 250 projects awarded this label and supported by the Ministry of Culture, City of Paris, Île-de-France Region and Seine-Saint-Denis Department. In total, more than 300 projects were recognised with this label in 2022.

“ Thank you to all our partners who are working with talent for summer 2024 to be full of both sport and culture! Thanks to the energy channelled by the spirit of the Games and the work accomplished since 2022, the Cultural Olympiad is a magnificent showcase for the links between art and sport throughout France. More than 500 projects are accompanying the countdown and 400 local and regional authorities are already involved. In 2023, the combination of sport and culture will take on a new scale thanks to some major events, such as the European Heritage Days, which, for the first time, will be focused on sport!

RIMA ABDUL MALAK
French Minister of Culture

“ We are getting closer to the Paris 2024 Olympic and Paralympic Games, and interest levels are rising. Expectations are also growing, especially in terms of our collective ability to reveal the potentialities of sport. These Games will represent both a finish line and a starting point to better establish sport in our day-to-day lives. It really is over time that we will be able to appreciate the legacy of the Games, which is already being built, with valuable help from the Paris 2024 teams.

JOHANNA ROLLAND
President of France Urbaine

Exclusive collaborations looking ahead to 2024

This year, Paris 2024 also launched various collaborations, thanks to support from the Ministry of Culture and its stakeholders, with several prestigious representatives from the French cultural and artistic sector.

More than 70 institutions confirmed their interest in being part of the Cultural Olympiad and offering programmes for 2024, including the Opéra de Paris, Paris Philharmonic Orchestra, Palace of Versailles, Théâtre de la Ville, Louvre Museum, Musée Quai Branly, Musée Guimet and Musée d'Orsay, and the Centre Pompidou.

MORE THAN 1,000
projects referenced as part
of the Cultural Olympiad

300
projects awarded
this label

MORE THAN 500
local and regional authorities
involved

400
mobilized
communities





2023 STRATEGIC PILLARS:

CONTINUING TO BUILD ENGAGEMENT ACROSS ALL COMMUNITIES

Two of the highlights of 2023 will be the Olympic Torch Relay being unveiled in spring, followed by the route for the Paralympic Torch at the end of the summer.

Other major milestones to put in place this iconic programme for the Paris 2024 Games will be passed: the selection of the torch bearers and the unveiling of the torches and other elements (lanterns, mini-cauldrons).

The Terre de Jeux 2024 community will continue to grow and the support for the communities mobilised will be further strengthened.

Several activities and events to help build engagement will continue

moving forward and will be ramped up in some cases, such as the third season of the Flag Tour, the second Relay around the world to mark the 500-day countdown, and the second Terre de Jeux 2024 Awards, which will bring the year to a close.

The Cultural Olympiad's nationwide rollout will also continue moving forward through new calls for projects, while the dedicated website to the Cultural Olympiad will be launched in May.



23

GAMES WIDE OPEN TO PROMOTE THE BENEFITS OF SPORT

At school and with younger generations to promote active habits	p.60
Throughout France	p.65
In businesses	p.68
Promoting the social role of sport	p.69





GAMES WIDE OPEN TO PROMOTE THE BENEFITS OF SPORT

Everyone involved in the Olympic and Paralympic project (stakeholders, partners, sporting movement) is mobilised alongside Paris 2024 to deliver on its ambition to promote participation in sport and exercise in order to tackle sedentary lifestyles. The initiatives launched to make our nation more active and build the Paris 2024 Games legacy are continuing to ramp up, covering children and young people, as well as all communities throughout France.



AT SCHOOL AND WITH YOUNGER GENERATIONS TO PROMOTE ACTIVE HABITS

↓ MOBILISING ACROSS FRANCE

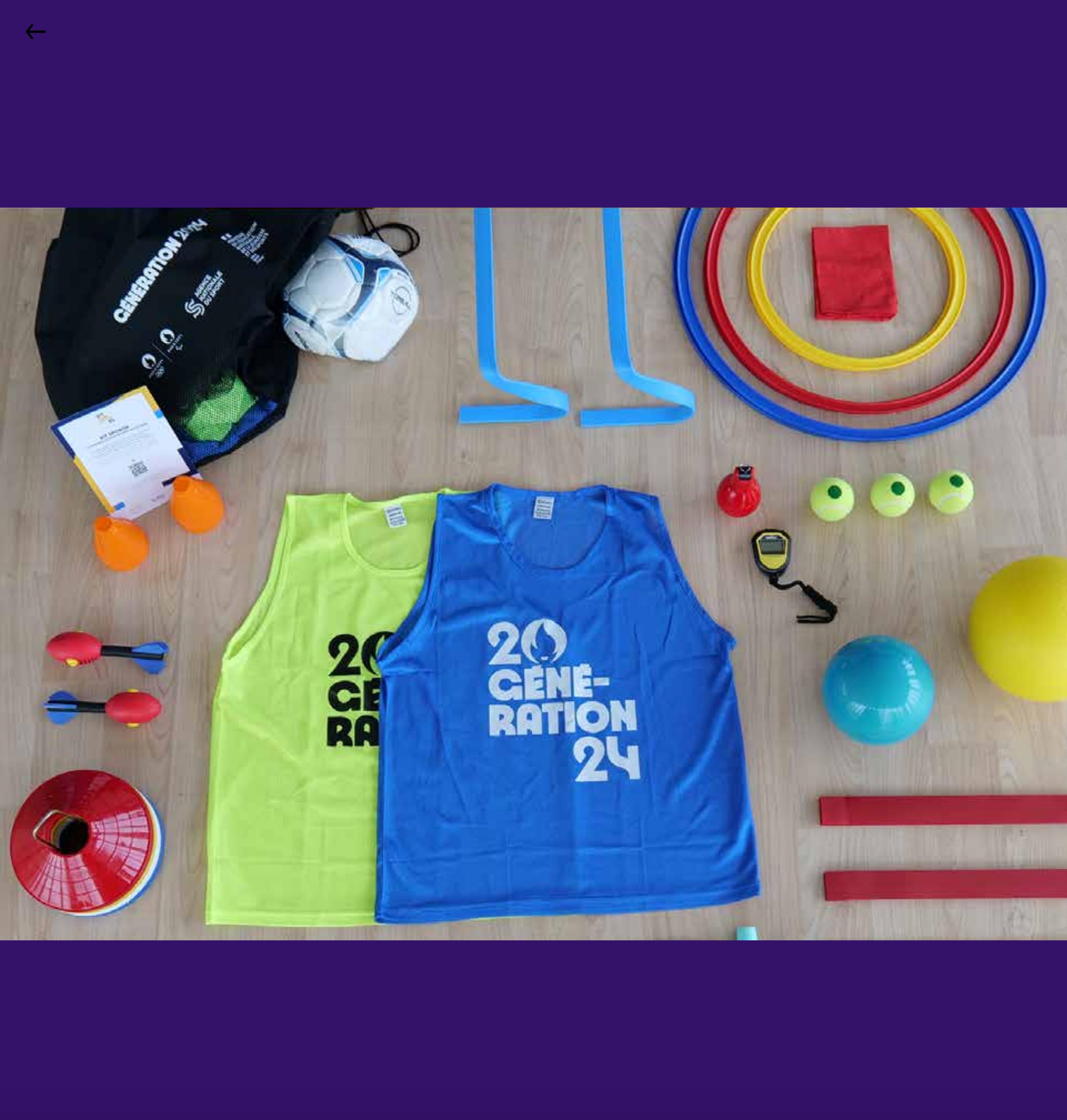
With its "Bouger Plus" strategy to get moving more and the solutions that it is making it possible to put in place, Paris 2024 is committed to giving sport and exercise a more central position in people's day-to-day lives across France, supporting the Games.

The younger generation is a priority target with this initiative. Liaising with the “Pour une France en Forme” collective, the initiatives were ramped up in 2022. This mobilisation took on a new dimension when the French President announced, during the Olympic and Paralympic Committee meeting on 25 July, that he wanted to designate participation in sport as a Major National Cause in 2024. This announcement was followed, on 1 September, by the launch of the French national public health agency (Santé Publique France) campaign inviting parents to encourage their teenage children to become more active each day.

Created in association with the French Ministry of Health and Prevention, the Ministry of Sport and the Olympic and Paralympic Games and Paris 2024, this campaign was deployed in two phases. Following a first sequence during which a film and three radio commercials were broadcast, the second phase featured athletes who are members of the Paris 2024 Endowment Fund’s Selection Committee: Cécilia Berder, Souleymane Cissokho and Arnaud Assoumani invited teenagers, through videos posted on social media, to meet a challenge to do some exercise every day in October and November.



© Ridofranz/Getty Images



↓ LAUNCH OF THE WIDESPREAD ROLLOUT OF THE INITIATIVE PROMOTING “30 MINUTES OF DAILY EXERCISE”

Another key development in 2022 saw the launch of the widespread deployment of this flagship programme, which aims to promote active schools throughout France and was proposed by Paris 2024 to the Ministry of National Education and Youth. After being successfully deployed and trialled in 2020–2021, this initiative, which involves offering 30 minutes of daily exercise in primary schools alongside their sports lessons, was ramped up to cover the whole country from the start of the new academic year in September. To support this action, a sports equipment kit, jointly funded by Paris 2024 and the French National Sports Agency (ANS), was distributed to them. By the end of 2022, around 11,000 schools had been supplied with a kit, representing more than one third of all the country’s primary schools. The goal is to distribute 17,000 kits by the end of June 2023. The end of the year was also an opportunity to start looking into its deployment more widely in the education sector. To support teachers in their classes, educational materials are available on the Generation 2024 site, Paris 2024’s dedicated education platform.



“I would not be an astronaut without regular and continued participation in sport. I was delighted to be the face of Olympic and Paralympic Week 2022, because I have built myself up through sport. Perseverance and leadership are values that we see with sport. And for me personally, coming from a family of teachers, I think it is extremely virtuous to bring sport and schools together.

THOMAS PESQUET
Olympic and Paralympic
Week 2022 Ambassador

© Paris 2024

↓ OLYMPIC AND PARALYMPIC WEEK BUILDING ON THE MOMENTUM

The sixth Olympic and Paralympic Week, from 24 to 29 January 2022, was an opportunity to further strengthen levels of collective mobilisation around the initiative for 30 minutes of daily exercise thanks to the participation of an exceptional ambassador: French astronaut Thomas Pesquet, who set a challenge for the members of Generation 2024, inviting all schools, leisure centres, clubs, parents and young people to get on board for #Mission30minutes. The aim: to encourage young people across France to do as much exercise as possible during this week and combine their efforts to match the equivalent of two return trips to the moon.

In addition to this challenge, and as each year since 2017, the Olympic and Paralympic Week saw the sporting movement mobilise to inspire young people to get moving, despite the health restrictions that were still in place. Around 250 athletes – with and without disabilities – headed out to meet students to share their passion and introduce them to their sports. This sixth edition, focused on the theme of the environment and climate, also offered opportunities for organisations from the non-profit sector to help raise awareness among students and the educational community of sport's role in protecting the environment and building civic engagement.

750,000

students covered
by awareness actions

+250,000

more students
than in 2021

4,700

schools and institutions
mobilised

1,800
projects submitted

90%

of the projects proposed linked to disabilities and the Paralympic Games

80%

of projects incorporating the environmental theme

1.5M

million kilometres travelled as part of #Mission30minutes, equivalent to



return trips
to the moon

↓ GENERATION 2024: A PLATFORM SUPPORTING THE EDUCATIONAL COMMUNITY

The educational community and sporting movement were collectively mobilised throughout the year with the Generation 2024 programme and its various initiatives. The deployment of the Generation 2024 label, led by the French Ministry of National Education and Youth, the Ministry of Sport and the Olympic and Paralympic Games, and the Ministry of Higher Education and Research, continued to move forward: a further 7,564 schools committed to developing participation in sport among

their students joined the community of label holders. Paris 2024 provided these schools with a kit featuring the label so that they can show their commitment each day. The Organising Committee and its stakeholders are continuing to make educational resources and content available to teachers on the Generation 2024 platform.

7,564

schools
awarded the
Generation 2024
label

1,010

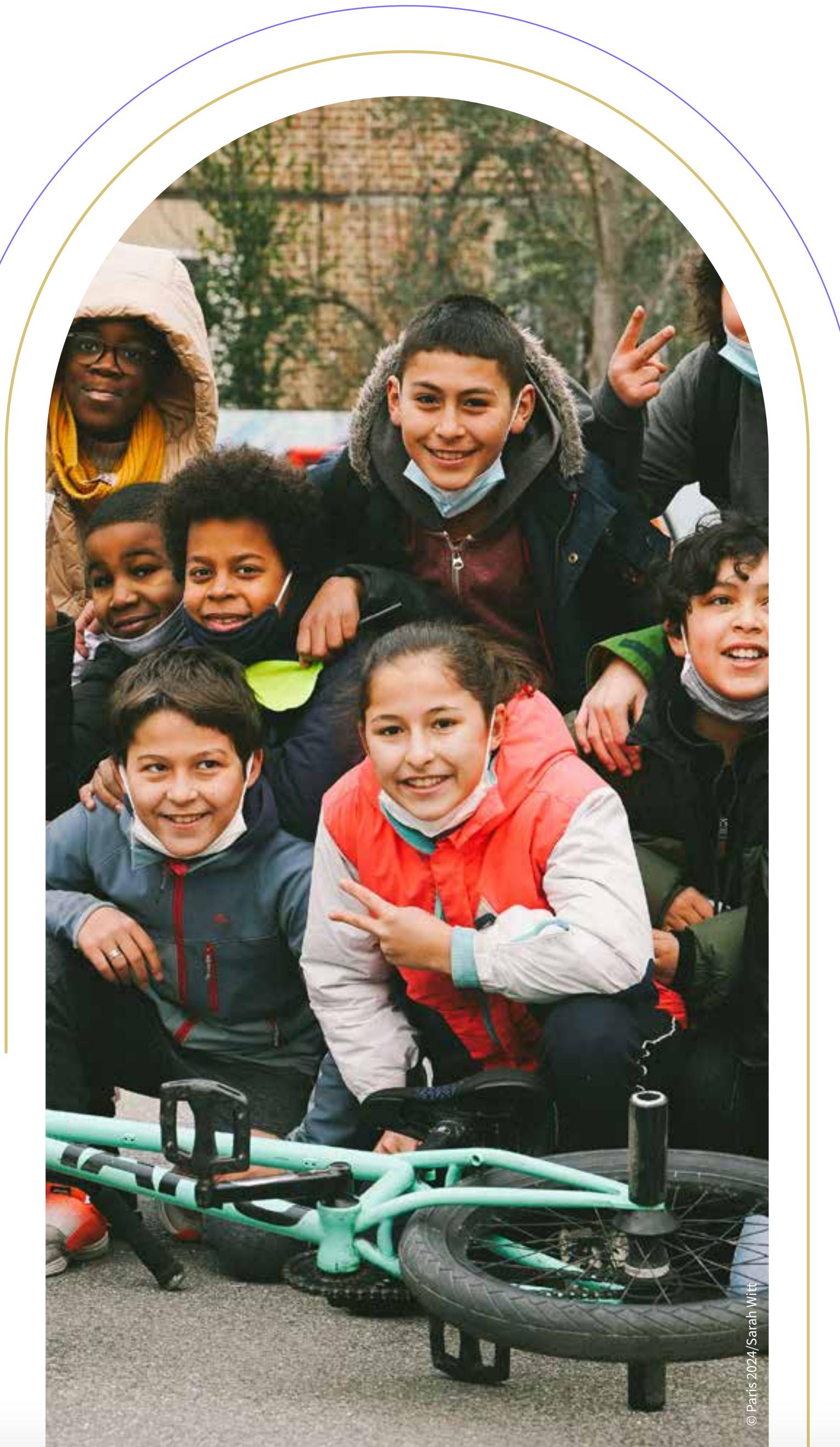
schools awarded
the label in priority
education areas

More than 3M

students concerned

34

schools for people with
special educational needs
awarded the label to
facilitate participation
in sport among young
people with disabilities



© Paris 2024/Sarah Witt

60%

of young people
on missions in
2022 with sports
federations

24%

in the non-profit
sector

24

volunteers deployed
across 5 continents
around the world

30,000

young volunteers on civic service
assignments: target set looking
ahead to 2024

GENERATION 2024 CIVIC SERVICE: BUILDING MORE SOLIDARITY WITHIN SOCIETY THANKS TO SPORT

The momentum generated by the Games is also helping establish sport as a tool for educating and developing civic engagement among young people. In 2021, the French Civic Service Agency (ASC), Paris 2024 and the CNOSF launched a programme of civic engagement missions, awarded the Generation 2024 label. In 2022, nearly 3,500 young volunteers were deployed in France and around the world to carry out missions promoting the Olympic and Paralympic values, while developing both participation in sport and the social impact of sport. On 2 June, around 50 of them were brought together in Paris as part of a meeting organised by UFOLEP, the French union of secular physical education. They were able to talk with two French athletes from Seine-Saint-Denis: Fatia Benmessahel (Boxing) and Yvan Wouandji (Blind Football). This programme aims to offer opportunities for 30,000 dedicated young people to benefit from its initiatives.

“ The people taking part in the Generation 2024 Civic Service initiative will enjoy a unique experience. They champion the values of Olympism and embody them in their actions supporting accessibility and inclusion for participation in sport. There is no doubt that this generation is helping build a sustainable legacy for the Paris 2024 Games!

BÉATRICE ANGRAND

President of the French Civic Service Agency

“The National Agency for Territorial Cohesion has naturally linked up with the Paris 2024 Organising Committee to respond to the shared ambition to make the Paris 2024 Olympic and Paralympic Games the Games for all regions and all communities. This collaboration is reflected in the development of active design, an innovative tool supporting the attractiveness of city centres and the fight against sedentary lifestyles among their residents. Looking beyond the major stakes involved in terms of public health, the integration of active design in urban projects will open up a new experience of our cities.

STANISLAS BOURRON
Chief Executive of the French National Agency for Territorial Cohesion.

“By looking to engage all the communities in the Olympic and Paralympic Games adventure, through innovative and sustainable initiatives such as active design, Paris 2024 and the Action Cœur de Ville programme are sending out a very strong message to people across France: the Games are not reserved for a select few, because the whole country must be part of this beautiful, large-scale popular celebration, with a legacy that will continue over time.

QUENTIN BRIÈRE
Mayor of Saint-Dizier

↓ TROUGHOUT FRANCE

"BOUGER PLUS" IN CITIES: ACTIVE DESIGN IN ACTION

The communities are crucial for developing participation in sport. Once again this year, Terre de Jeux 2024 enabled several initiatives to ramp up their deployment throughout France. The development of “active design” in Terre de Jeux 2024 local and regional authorities led to the launch, in March, of a trial initiative in six pilot communities: Bourges, Châtellerault, Limoges, Plaine-Commune, Saint-Dizier and Saint-Omer. Launched in 2021 in conjunction with the French National Agency for Territorial Cohesion (ANCT) as part of its Action Cœur de Ville initiative, this programme is based on an innovative active design concept: developing and fitting out public spaces and buildings (recreational urban facilities, ground markings, promotion of stairways, urban lighting, etc.) to encourage participation in free sport and exercise activities for everyone. The pilot communities are benefiting from financial and human support from the ANCT and targeted assistance from the Cité du Design in Saint-Étienne in particular.

This is where the first national active design meeting was held on 1 June, bringing together all the communities committed to and interested in this initiative. In the build-up to the Games, the goal is to roll out this initiative across 100 cities, drawing on the findings from this trial phase, with the pilot communities acting as laboratories to prove its efficiency and effectiveness. In September, Saint-Dizier inaugurated several active design facilities in the city and in one of its schools. The Grand-Est district is also looking to connect together different neighbourhoods through a landscaped active design trail. The “active design” programme was promoted during the 104th convention of French mayors and presidents of inter-council public establishments at the end of November 2022, highlighting the levels of interest that it is generating. To support this approach, the Active Design Guide, published in 2021, was drawn up to empower municipalities to effectively put it in place.





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COMMUNITY SPORTS FACILITIES INAUGURATED

The other initiatives that made concrete progress in 2022 included "Gagner du Terrain" (Gaining Ground). Carried out with the ANS and Française des Jeux, an Official Partner of the Paris 2024 Games, this initiative enables Terre de Jeux 2024 districts to benefit from financial support to create areas for warming up and taking part in sport, in addition to renovating community sports facilities.

The first facilities from the Gagner du Terrain programme were inaugurated on 16 May 2022 in Tremblay-en-France, followed in September by Montargis, Lude and Île-Saint-Denis. A new call for projects was launched in September to select new communities to benefit from this initiative.

Alongside this, the ANS has continued rolling out its programme to build and renovate community sports facilities, as part of its multi-year investment plan, which the Terre de Jeux 2024 local and regional authorities can benefit from: 2,130 sports facilities were funded in 2022, with a target of 5,000 by 2024.

#ExploreTerredeJeux2024 trails identified as part of this initiative, developed with sporting movement stakeholders and the Assembly of French Departments (ADF), encouraging participation in outdoor sport for all.



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This "1,2,3, Nagez avec Paris 2024" programme, the training of 50 lifeguards by 2024 and the ramping up of investments in aquatic facilities, especially in Seine-Saint-Denis, are contributing to the legacy that the Paris 2024 Games will leave for these communities and their residents.

"1,2,3 NAGER AVEC PARIS 2024" PROGRAMME BEING ROLLED OUT ACROSS FRANCE

Following the success of its launch in 2021 in Seine-Saint-Denis, the « 1,2,3, Nagez avec Paris 2024 » programme was scaled up this year, with the same mission: transmitting skills in the water and the enjoyment of swimming to all children. With an initiative led by the Paris 2024 Endowment Fund, and thanks to support from the ANS and the commitment made by the EDF Group, a Premium Partner of the Paris 2024 Games, the programme was further strengthened and extended to cover the whole of France. As part of a project led by the French Swimming Federation (FFN), seven mobile pools were set up in communities that lacked facilities (Bezons, Dugny, Île-Saint-Denis, Nancy, Nice, Pignans and Villetaneuse). In addition, 23 existing pools (six in Paris and 17 in Seine-Saint-Denis) offered additional timeslots and dedicated sessions for children aged 4 to 12 to learn how to swim. In total, 3,600 children and 400 adults have learned to swim thanks to this programme and the work of 165 lifeguards.

“The prevention of drowning is a national priority for the French Ministry of Sport and the Paris 2024 Olympic and Paralympic Games, with its operational deployment led by the National Sports Agency.

"1,2,3, Nagez avec Paris 2024" programme offers swimming and water safety lessons for children, in line with this objective to ensure safety in aquatic environments. In 2022, 3,600 children were able to benefit from the programme's 30 mobile swimming pools, highlighting the commitment made by the Agency and various partners.

FRÉDÉRIC SANAUR

Director General of the French National Sports Agency (ANS)

“The Paris 2024 Olympic and Paralympic Games represent a unique opportunity to leave a lasting legacy for our country. With its longstanding involvement in French sport, the EDF group is proud to be involved in "1,2,3, Nagez avec Paris 2024" programme alongside Paris 2024, the French Swimming Federation (FFN) and the French National Sports Agency (ANS). The prevention of drowning and access to facilities making it possible to develop water safety skills are priority challenges from a societal perspective. With "1,2,3, Nagez avec Paris 2024", we are further strengthening our commitment to support the learning of these skills, with the shared ambition to train 100,000 young people by 2024.

PIERRE VIRIOT

Paris 2024 Project Director at EDF

↓ IN BUSINESSES

To make our nation more active thanks to the Games, the Bouger Plus programme is also being rolled out with businesses and their staff. The first beneficiaries are the construction staff deployed on the Olympic projects. The preventive warm-up sessions, in cooperation with SOLIDEO, continued to take place in 2022 at the Olympic and Paralympic Village and Media Cluster sites. The Olympic and Paralympic Tuesdays, a series of 12 events offering introductions to different sports and exchanges with athletes, were also a major success. A total of 188 sessions were organised for nearly 2,800 participants in all.

This year, Paris 2024 also launched three initiatives (Bouger Plus au travail) to promote sport and exercise in businesses:

- The #Gofor30 challenge was set for the Paris 2024 partners to mark the European Week of Sport, on 26 September, supported by Philippe Lamblin. It was won by Randstad, an Official Supporter of the Paris 2024 Games, which put in place actions most efficiently and effectively to enable its staff to do 30 minutes of daily exercise.

Carrefour, a Premium Partner of Paris 2024, has also been rewarded for the collaborative movement put in place within its organisation, enabling employees to share their sports routine with their colleagues wherever they are.

- An active design initiative encouraging participation in exercise and sport was also launched at Paris 2024's headquarters to celebrate the European Week of Sport, with the aim to propose solutions that could be replicated. An evaluation conducted by an independent researcher to assess the positive impact of active design in offices found that 58% of employees say they now use the stairs on a daily basis, as compared with 31% before the introduction of active design. Liaising with the "Pour une France en Forme" collective, an active design guide focused on workplace environments was created and distributed to the corporate partners.
- A survey on exercise at work, sponsored jointly with MEDEF and CNOSF, was carried out in order to provide clear insights into the determining factors behind exercise in the workplace.

This year, Paris 2024 also launched three initiatives to promote sport and exercise in businesses



2023 STRATEGIC PILLARS:

CONSOLIDATING THE LEGACY IN TERMS OF DEVELOPING PARTICIPATION IN SPORT

Following on from 2022, the dynamics around tackling sedentary lifestyles will continue to be developed nationwide: "Bouger Plus" at school, with the widespread deployment of 30 minutes of daily exercise continuing to make progress in schools and the seventh Olympic and Paralympic Week (3–8 April 2023) with the theme of inclusion; "Bouger Plus" in the city and communities, with the rollout of active design and the Learning to Swim programme in other cities; "Bouger Plus" in the workplace with ongoing initiatives launched to benefit as many employees as possible.

↓ PROMOTING THE SOCIAL ROLE OF SPORT

Paris 2024 has continued moving forward with the deployment of its Endowment Fund, a core pillar of its legacy strategy since it was set up in 2020.

This tool promotes, supports and develops innovative projects that harness sport as a tool for social impact, focused on education, health, inclusion and the environment, throughout France. The Paris 2024 Endowment Fund's flagship initiative is Impact 2024, a programme of calls for projects led by Paris 2024, the ANS, the CNOSF and the CPSF, which were joined in 2021 by the City of Paris and the Seine-

Saint-Denis Department. This year, Métropole du Grand Paris (MGP), the City of Marseille and Française des Jeux (FDJ) took part in the third call for projects, with the 257 winners announced on 7 July 2022 in Marseille. Around 80% of the projects are deployed locally and 75% are led or jointly led by an organisation from the sporting movement.

Since 2020, more than 700 projects developed by sports federations, clubs, associations, municipalities, medical-social establishments or community structures, throughout France (at national, regional or local level), have benefited from the

Impact 2024 label and financial support. Paris 2024 is acting as a catalyst: the Endowment Fund's deployment (€12 million) has made it possible to bring joint funders on board, (contributing €20 million) for a total of €32 million raised to support structures that are taking action in the field.

In addition to financial support, the Paris 2024 Endowment Fund offers collective and individual support for the beneficiaries, tailored to their needs. The programme supporting social innovation, led jointly with the CNOSF and focused on optimising the Fund's

impact, was launched at the end of 2022.

This initiative has benefited 250 projects, with support structured around five strategic areas:

- ❖ impact assessment
- ❖ digital transformation
- ❖ alliances and partnerships
- ❖ social innovation
- ❖ scaling up

257

projects awarded the Impact 2024 label in 2022

MORE THAN 700

projects awarded this label and jointly funded since 2020

including **330** in 2022

2.5M

million beneficiaries across France (focused in priority on girls, young people who have dropped out of school, people with disabilities, long-term jobseekers, etc.)

€12M

million committed by the Paris 2024 Endowment Fund

€20M

million raised for a total of 32 million to support 800 sporting movement stakeholders



PROJECTS THAT ARE GROWING THANKS TO THE PARIS 2024 ENDOWMENT FUND

The number of initiatives is increasing, led by the Paris 2024 Endowment Fund, and new links are being created between the various stakeholders taking action in the field. In 2022, several projects were scaled up, including the "1,2,3, Nagez avec Paris 2024" programme.

- **The call for expression of interest** issued by the Île-de-France regional health agency (ARS), with support from the ANS and the Paris 2024 Endowment Fund, to drive progress with actions facilitating exercise for people living in underprivileged communities who are not currently involved in sport: 31 sport-health actions developed in priority neighbourhoods, primarily in Seine-Saint-Denis, were selected. This initiative, based

on new areas for local cooperation between prevention and health stakeholders and APS, could be replicated in other regions.

- "**Women in Sport**": lauched by FDJ, Official Partner of Paris 2024, with support from Paris 2024, this survey by Kantar measures the development of participation in sport among women in France and identifies the main obstacles holding them back. To remove these barriers, Paris 2024 and FDJ launched a call for projects to support 400,000 women to take part in sport.

"We are delighted to further strengthen our commitment and to work with Paris 2024 to build a project that addresses an issue identified with participation in sport among women and, more widely, women's position in sport. Our contribution will benefit the non-profit sector stakeholders mobilised to support the social impact and legacy of the Paris 2024 Olympic and Paralympic Games."

STÉPHANE PALLEZ
CEO of FDJ Group

"Thanks to the Paris 2024 Endowment Fund, we have been able to further strengthen our assessment systems and develop communications that are easy to read and understand for our audiences. The idea is to build a programme that is easy to access, as well as fun and motivating, to encourage people to become more active and stay more active."

AURÉLIE CHARASSE
State Technical Adviser in charge of Sport-Health with the French Federation for Adapted Sport (FFSA), "Moving with adapted sport" project, Impact 2024 winner



**SPORT TO EMPOWER,
TO SUPPORT SOCIAL
INTEGRATION, TO FACILITATE
INCLUSION OR TO PROTECT
THE ENVIRONMENT**

↓ OPENING UP THE LEGACY OF THE GAMES INTERNATIONALLY FOR SUSTAINABLE DEVELOPMENT AND PEACE

Paris 2024 is determined to share its conviction concerning the transformational role of sport as widely as possible, and to channel the energy of the Games to benefit everyone, in France and around the world. Its international legacy strategy is structured around the agreement put in place with the French Development Agency (AFD) in 2020, which is being deployed through:

- **THE IMPACT 2024 INTERNATIONAL CALL FOR PROJECTS PROGRAMME:**

launched in July 2021, with a €2 million budget, it makes it possible to fund and support projects that use sport to drive sustainable development in Africa. It mirrors the Impact 2024 call for projects deployed in France through the Paris 2024 Endowment Fund.

- **THE PROGRAMME SUPPORTING ATHLETE ENTREPRENEURS:**

it is focused on high-level athletes who become agents for change by developing projects with strong social impacts in France and Africa. In 2022, the second cohort from this incubator included 15 women and 11 men, who benefited from eight months of support.



- **THE SPORT AND DECENTRALISED COOPERATION ANNUAL CALL FOR PROJECTS PROGRAMME:** launched by Paris 2024 with the French Ministry for Europe and Foreign Affairs, the Ministry of Sport and the Olympic and Paralympic Games, the ANS, the Erasmus+ France Youth and Sport agency, the CNOSF and the CPSF, it aims to support the commitment made by local and regional authorities in France and around the world to make sport a driving force for the sustainable development of communities and help tackle global inequalities in terms of access to sport. In 2021 and 2022, 28 projects—all led by French municipalities holding the Terre de Jeux 2024 label—were selected for €3.5 million of joint funding overall.

32

projects supported already, including 21 led by African structures (66%)

in 15

countries across the African continent

Around 70 K

direct beneficiaries and nearly 426,000 indirect beneficiaries

100%

of the projects focused on young people

€10 K to €20 K

of funding per project, up to 75% of the project's overall budget

623

initiatives submitted in the first 3 campaigns

↓ HARNESSING SPORT TO SUPPORT THE INCLUSION OF PEOPLE WITH DISABILITIES

Another programme establishing sport as a driving force to get society moving more took on a new dimension in 2022: the network of clubs that cater for people with disabilities became **the Inclusive Club programme** and was extended to cover the whole of France. Launched in 2020 by the French Paralympic and Sports Committee (CPSF) and the City of Paris, with support from Paris 2024, joined by the Seine-Saint-Denis Department the following year, this initiative supports sports clubs that volunteer to develop a para sports section. This includes specific training for leaders and staff led by the CPFS, with support from the French Federation for Disabled Sport (FFH) and the Federation for Adapted Sport (FFSA). The first two campaigns brought together eight clubs that have been able to open a para sports



**PARA SPORTS GUIDE
WITH THE ANDES →**



**PARA SPORTS GUIDE
WITH DÉPARTEMENTS DE FRANCE →**

section and welcome around 30 people with disabilities. This initiative, supported by the Paris 2024 Endowment Fund, was deployed in other metropolitan areas, including Pessac and Marseille, to be trialled there. On 25 July 2022, the French President announced that he wanted to increase the number of inclusive clubs to 3,000 by 2024, supporting the momentum generated by the Paris 2024 Games to help drive the development of access to participation in sport among people with disabilities

“Paris will be welcoming the Paralympic Games for the first time in 2024, which is an opportunity to change perspectives on people with disabilities, who make up 15% of the world's population, particularly with regard to participation in sport. These Games will leave a legacy for the City of Paris on two levels: further

PIERRE RABADAN

Deputy Mayor of Paris in charge of Sport, the Olympic and Paralympic Games, and the Seine

“The Paris 2024 Paralympic Games will be successful if they ensure a lasting legacy. Thanks in particular to support from the Ministry of Sport, the Olympic and Paralympic Games, the City of Paris and Paris 2024, the CPSF is committed to providing training for 3,000 inclusive clubs that will be able to welcome people with disabilities, further strengthening the selection of sports activities available in clubs. To achieve this, the CPSF is working closely with its partners, the French Federation for Disabled Sport (FFH) and the Federation for Adapted Sport

(FFSA). This programme is making it possible to start laying the foundations for a more inclusive sports policy and, even before addressing users, this project is aimed at local and regional authorities: adapted to the reality in the regions, this programme follows on from the two guides published in 2022, one with ANDES, the other with Départements de France. It is also addressing the sports federations and providing support for the clubs, helping them with their commitment to ensuring inclusion for all beneficiaries.

QUENTIN BRIÈRE

Mayor of Saint-Dizier



↓ COMPREHENSIVE APPROACH TO ASSESS THE CONTRIBUTION MADE BY THE GAMES

Committed to promoting the positive social impact of sport, Paris 2024 put in place a comprehensive approach in 2022 for assessing its Impact and Legacy strategy.

The aim is to demonstrate how this strategy and the Paris 2024 Games are contributing to the United Nations Sustainable Development Goals. With its approach, and following the OECD recommendations, the Organising Committee is being accompanied by the IOC and the Centre for Law and Economics in Sport (CDES). This assessment concerns the actions supported or deployed directly by Paris 2024, as well as those developed by all of the stakeholders involved in the Impact and Legacy strategy, including the Generation 2024 schools and the Paris 2024 Endowment Fund winners leading an Impact 2024 project.

As part of this initiative, an independent review committee was set up this year, made up of French and international experts, while engaging the social impact assessment and research community. Paris 2024 is also developing a specific programme to provide support and tools for the Impact 2024 winners so that they can carry out and replicate their own assessment approach, helping promote their actions. This support includes access to a series of resources, tools and guides. Through this approach, Paris 2024 aims to contribute to more effective assessment of the social impact of sport, with strong, shared indicators, in order to convince public and private decision-makers to devote resources that reflect the importance of the stakes involved.



2023 STRATEGIC PILLARS: ENSURING THE SUSTAINABILITY OF PROJECTS WITH A STRONG SOCIAL IMPACT

2023 will see further steps taken with work to build the legacy of the Games: it will make it possible to continue moving forward with the Paris 2024 Endowment Fund's deployment and further strengthen the commitment made by Paris 2024 and its stakeholders to support projects promoting the social impact of sport. Looking beyond 2024 involves major stakes for the Organising Committee, which will be working to identify Endowment Fund projects with the strongest potential and impacts in order to ensure their long-term sustainability.



2024

ORGANISING THE GREATEST EVENT ON EARTH IN LINE WITH OUR COMMITMENTS

Planning and optimisation of services and operations	p.76
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ORGANISING THE GREATEST SHOW ON EARTH IN LINE WITH OUR COMMITMENTS

With support from all the project's various stakeholders, Paris 2024 continued moving forward with its stabilisation and planning work to ensure the delivery of the services and operations for the Games. With one core focus guiding its actions each day: delivering on the commitments made, from economic opportunities for all businesses to social responsibility and positive social impacts.



PLANNING AND OPTIMISATION OF SERVICES AND OPERATIONS

↓ DELIVERY OF THE VENUES

MOVING FORWARD ON CLOSING CONTRACTS AND AGREEMENTS

In 2022, Paris 2024 continued moving forward with the process to sign contracts, with the host communities, the delivery entities and the venue owners or operators.



15 Venue Use Agreements (VUAs) signed

including the following competition venues: Champ de Mars Arena, Paris La Défense Arena, Château de Versailles, Paris South Arena, Lyon Stadium, Saint-Etienne Stadium and National Golf.

3 contracts signed (Château de Versailles, Yves-du-Manoir Stadium, Olympic Marina in Marseille).

2 contracts awarded with event delivery entities (EDE): Roland-Garros and the “Mass Event Seine route”.

Framework agreements signed

with the following host communities: Métropole Aix Marseille, Government of French Polynesia. Adoption of the agreement by Marseille City Council.

Finalisation of negotiations on the following venues:
National Velodrome, Elancourt Hill.

PARIS 2024 GAMES DELIVERY MODEL

Through a joint commitment with the IOC and the IPC, Paris 2024 has put in place a delivery model that aims to identify the best operators and the best possible organisation for delivering the sports events as part of the Games. This is reflected in: an optimised delivery model, based on the involvement of several delivery entities overseen by Paris 2024, and a delivery model that is integrated by Paris 2024 for “complex” events in order to respond to the limited expertise available on the market.



TWO AGREEMENTS SIGNED WITH FRENCH POLYNESIA

In addition, four agreements were finalised and signed with host communities: Paris, the host city, Métropole Aix-Marseille-Provence and French Polynesia (two agreements). The framework agreement between French Polynesia, the French State and Paris 2024 defines the framework within which the parties intend to collaborate for the delivery and organisation of the Games in the host communities. It was signed on 16 August 2022 by the Paris 2024 President, Tony Estanguet, the President of French Polynesia, Édouard Fritch, the representative of France's High Commission in French Polynesia, Eric Requet, the President of the Tereheanmanu district community, Tearii Te Moana Alpha, and the Mayor of the Tairapu-Ouest district, Tetuanui Hamblin. The State security protocol, which sets out the core principles of the security policy for the Olympic surfing competitions in Tahiti, was initialled by Michel Cadot, Interministerial Delegate

for the Olympic and Paralympic Games, accompanied by Mr Estanguet, Mr Requet and Mr Fritch. Lastly, an agreement in principle was signed between President Fritch and Tony Estanguet confirming French Polynesia's commitment to be part of the Torch Relay for the Paris 2024 Games.

The Paris 2024 Games represent an opportunity for French Polynesia in terms of their legacy, from sports to events and tourism aspects, as well as their social impact, thanks in particular to the use of sport as a driving force for change, the rollout of the initiative for 30 minutes of daily exercise, and the construction or renovation of community sports facilities.





VENUES: CONSTRUCTION PROJECTS ON TRACK

The various development projects overseen by SOLIDEO and all of the project managers in charge of permanent projects are continuing to progress in line with the schedules set. They are effectively aligned with the environmental and social commitments set out: organising useful Games that meet the needs of the various communities and the challenges for tomorrow's cities (wellbeing, diversity, sustainability, accessibility).

Here are some of the key developments from 2022:



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Olympic Marina (Marseille)

- Official launch of the venue's construction with the foundation stone laid on 8 July 2022.
- Project manager: City of Marseille
- This work includes modernising the Roucas Blanc nautical stadium, with 7,000 sqm of construction, 17,000 sqm for the reorganisation of outdoor areas, and the redevelopment of the basin. Other developments are planned to support improvements in biodiversity, including the creation of habitats for marine wildlife on the artificial reefs.
- Over time, this modernisation will benefit the users of the water-based activities and the athletes from the French sailing hub.

“ The Roucas Blanc water sports centre is being completely transformed, not only to stage the sailing events, but also to offer Marseille's communities access to exceptional facilities that are open to the city, sustainable, landscaped, modern and accessible for everyone.

BENOÎT PAYAN
Mayor of Marseille

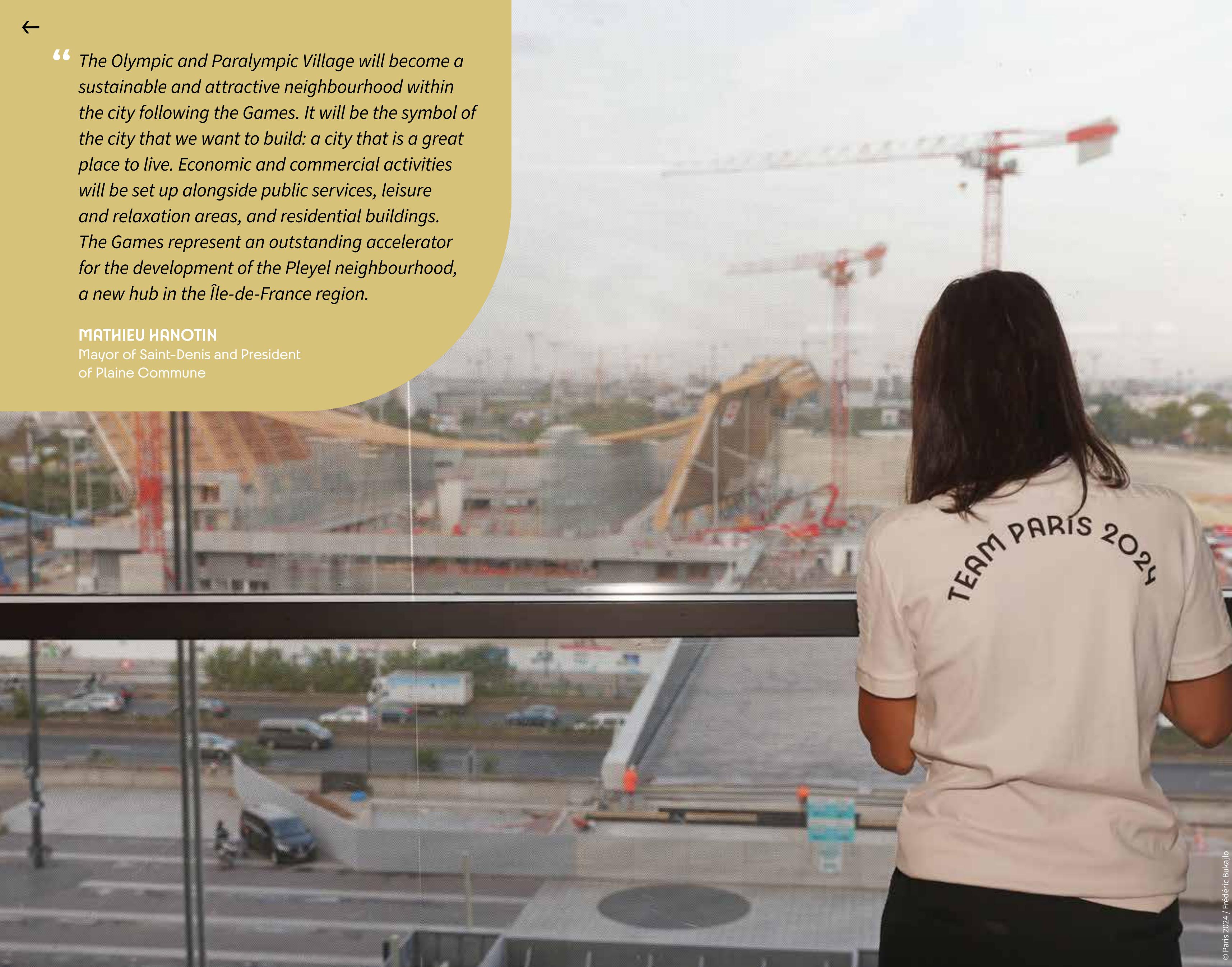
“ As the Paris Games draw nearer, SOLIDEO is continuing to make progress in line with the costs, deadlines and ambitions announced since 2018. In 2023, the Athletes' Village will welcome its first residents and the first Olympic facilities will be delivered! The tangible and intangible legacy of the Games is already taking shape. With 5,500 construction staff deployed across the sites, we are looking ahead to the coming months with confidence to deliver sustainable and exemplary facilities at the end of 2023.

NICOLAS FERRAND
CEO of SOLIDEO

“ The Olympic and Paralympic Village will become a sustainable and attractive neighbourhood within the city following the Games. It will be the symbol of the city that we want to build: a city that is a great place to live. Economic and commercial activities will be set up alongside public services, leisure and relaxation areas, and residential buildings. The Games represent an outstanding accelerator for the development of the Pleyel neighbourhood, a new hub in the Île-de-France region.

MATHIEU HANOTIN

Mayor of Saint-Denis and President of Plaine Commune



Aquatics Centre

Along with the Village, the Aquatics Centre is one of the main facilities for the Paris 2024 Games and their legacy. This centre, built by Métropole du Grand Paris, will be a major aquatics facility able to host international competitions. **It will leave a legacy on two levels, because it will benefit the Seine-Saint-Denis area**, which has a clear shortage of sports facilities, and its communities. Following the Games, the Aquatics Centre will be open to members of the public, schools, clubs and associations, with two 50m and 25m pools adapted for diverse uses, as part of a site covering a wide range of sports.

Olympic and Paralympic Village

- **Creation of the Village footbridge between Île-Saint-Denis and Saint-Denis**
– project manager: SOLIDEO.
- **Finalisation of the venue development**
concept by Paris 2024.

Media Village

- **Construction project** (SOLIDÉO) on track.
- **Progress on the venue development**
concept by Paris 2024

INTERVIEW



PATRICK OLLIER
PRESIDENT OF MÉTROPOLE DU GRAND PARIS (MGP)

How would you assess 2022 in terms of the Olympic Aquatics Centre's delivery?

The year was marked by the creation of the footbridge that will connect Stade de France to the Olympic Aquatics Centre during the Paris 2024 Games, then open up the future Saulnier neighbourhood to the city in the legacy phase. Following a year of preparations, this successful collective operation, carried out in August, involved sliding the 900 tonne and 70m long main section into place above the A1 highway. Work to build the Olympic Aquatics Centre continued moving forward, including the fitting of the impressive large-span timber frame (90m) between April and October. This world-class innovation will make it possible to support a 10,000 sqm concave roof, half of which will be covered with solar panels.

More widely, how is Métropole du Grand Paris taking action to support the legacy of the Paris 2024 Games for its community?

Métropole du Grand Paris, which was appointed as the lead host community, is incredibly proud of the Games. They also represent a responsibility because, in terms of their legacy, we need to create, in consultation with the districts, a true metropolitan project supporting the various communities and improving their living environment for the long term. We want to play our role to the full concerning both tangible and intangible legacy, which is why our core focus includes the Cultural Olympiad, the acceleration of river transport-related projects, urban logistics and the circular economy.

Temporary non-competition venues

MAIN OPERATIONS CENTRE

The temporary or overlay venues for the Paris 2024 Olympic and Paralympic Games are the responsibility of the Organising Committee, which is overseeing their development and operations. In addition to the competition venues, some of these sites are essential for the event's effective organisation, starting off with the Main Operations Centre (MOC), the operational nerve centre for the Paris 2024 Games. In 2022, the Communication, Command and Control (C3) concept was defined, along with its core principles, which will lay the foundations for the MOC's operations and the coordination of the various stakeholders involved in taking decisions.

INTERNATIONAL BROADCAST CENTRE (IBC)

Set up in Halls 2b, 3, 4 and 5 of the Paris-Le Bourget exhibition centre, the IBC will welcome broadcasters from around the world during the Games. A broadcasting and production centre, it will include offices, technical areas, television studios, technical facilities and a range of regular services. The fit-out work started this year, particularly with:

- **The finalisation of the detailed design studies for the site's "technological core",** liaising closely with Olympic Broadcasting Services (OBS).
- **The site's overall design and the organisation and timing of the fit-out phases** with OBS and the media rights holders.
- **The work to prepare the existing buildings,** with project management by VIPARIS.

Paris 2024 organised a site visit on 26 July 2022 as part of the first World Broadcasters Meeting.





“

2022 enabled us to stabilise the operational planning for the Games across all our services and operations, from transport to private security, logistics, food and beverage, and accommodation. We further strengthened and refined our framework for the delivery of this event and embarked on our transition to a more operational organisation, close to the one that we will have in place in 2024. 2023 will be a key year in order to continue evolving and moving towards this target organisation, to test it and to plan ahead, with a more concrete approach, for Games Time.

ÉTIENNE THOBOIS
Paris 2024 CEO



Games wide open for outstanding celebrations

Games wide open for everyone to take part

Games wide open to promote the benefits of sport

Organising the greatest show on earth in line with our commitments

MAIN OPERATIONS IN 2022

Transport

A transport plan covering services for the Games and day-to-day flows.

Working closely with the IOC, the IPC and all the stakeholders, the transport plan for the Paris 2024 Games is being drawn up based on a global approach, covering services for the Games venues alongside the requirements for day-to-day transport.

All the means of transport are assessed, from public transport services to active modes, in addition to the various impacts on traffic.

In 2022, the dynamic approach around the transport plan was ramped up, illustrated by the creation of the Paris 2024 Olympic and Paralympic Games Strategic Mobility Committee, which has met every six weeks since October 2022. Chaired by the Minister Delegate for Transport, the Minister of Sports and the Olympic and Paralympic Games, and the Minister

Delegate for Disabled People attached to the Minister for Solidarity, Personal Independence and Disabled People, this strategic committee brings together the project's stakeholders (Paris 2024, State services, transport authorities, host communities), as well as non-profit organisations, transport companies and operators in order to share progress with the Paris 2024 Games transport plan.

Dedicated working groups have also been set up to oversee the implementation of the transport plan's various components (reserved lanes, accessibility, innovations, active mobility, logistics, etc.).

Implementing the concept from the bid, the approach to map out the network of reserved lanes led to the publication of the reserve lanes decree in the French official journal (*Journal Officiel*) on 6 May 2022. This decree was drawn up through the collaborative work carried out since spring 2021 with the State services,

Paris 2024 and the municipalities concerned, primarily including the City of Paris. This decree clearly defines the 192 kilometres of road networks in the Île-de-France region that will be essential for the Games to run smoothly. Across these 192km, the principle is based on reserving a side lane for the vehicles of accredited Games populations, as well as emergency and security services vehicles and taxis.

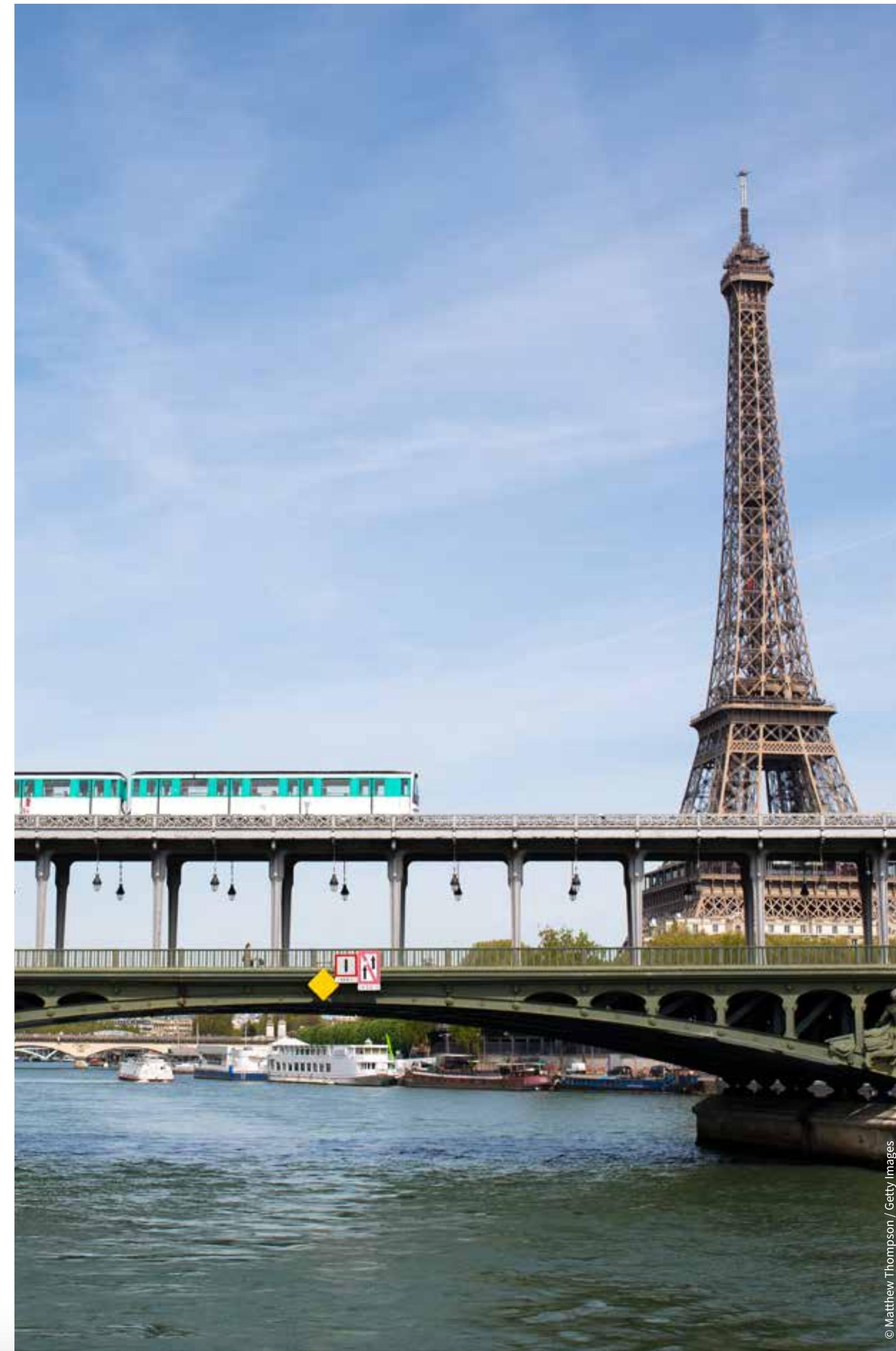
This framework aims to ensure consistent and predictable journey times for the athletes and delegations.

“ Thanks to the dedication shown by Paris 2024's teams, the mobilisation of all the State services and the work led by Île-de-France Mobilités, 2022 made it possible to draw up the first versions of the transport plans for all the venues, while finalising the Île-de-France strategy for the Olympic routes and the network of cycle paths. In terms of transport, the main projects from the roadmap set out by the mobility committee for 2023 will naturally have an operational focus, because we now need to clearly define each venue's protocol for each specific population (accredited people, cyclists, people with disabilities, etc.) as the delivery phase draws nearer for the Paris 2024 Games.

MICHEL CADOT

Interministerial Delegate
for the Olympic and Paralympic Games





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Extensive collaboration with Île-de-France Mobilités (IDFM)

The project's compact approach and Paris 2024's commitment to using public transport for all of the Games' spectators to reach the competition venues are also helping reduce the impact on day-to-day road traffic. With this goal, the announcement in June 2022 of the collaboration with IDFM covering transport for the Paris 2024 Games represented a significant step forward. Île-de-France Mobilités and its operators will implement the transport plan across all the different services (metro, tram, train, bus and coach), adapting their offering in line with the ambition to make all of the competition venues fully accessible by public transport for spectators.

This collaboration also covers the transport plan for accredited Games populations: IDFM is supporting the Organising Committee to put in place bus and coach transport services for the 200,000 accredited people, alongside the global mobility partner Toyota. This support involves awarding the contracts to the operators that will use the fleet of vehicles made available by IDFM, in addition to a depot set up specifically to meet the requirements of the Games.

This collaboration is part of the transport framework approved by the IOC, in line with the contribution by Toyota, global mobility partner for the Paris 2024 Games, which will be crucial to ensuring the success of this event. A tripartite agreement—the goods and

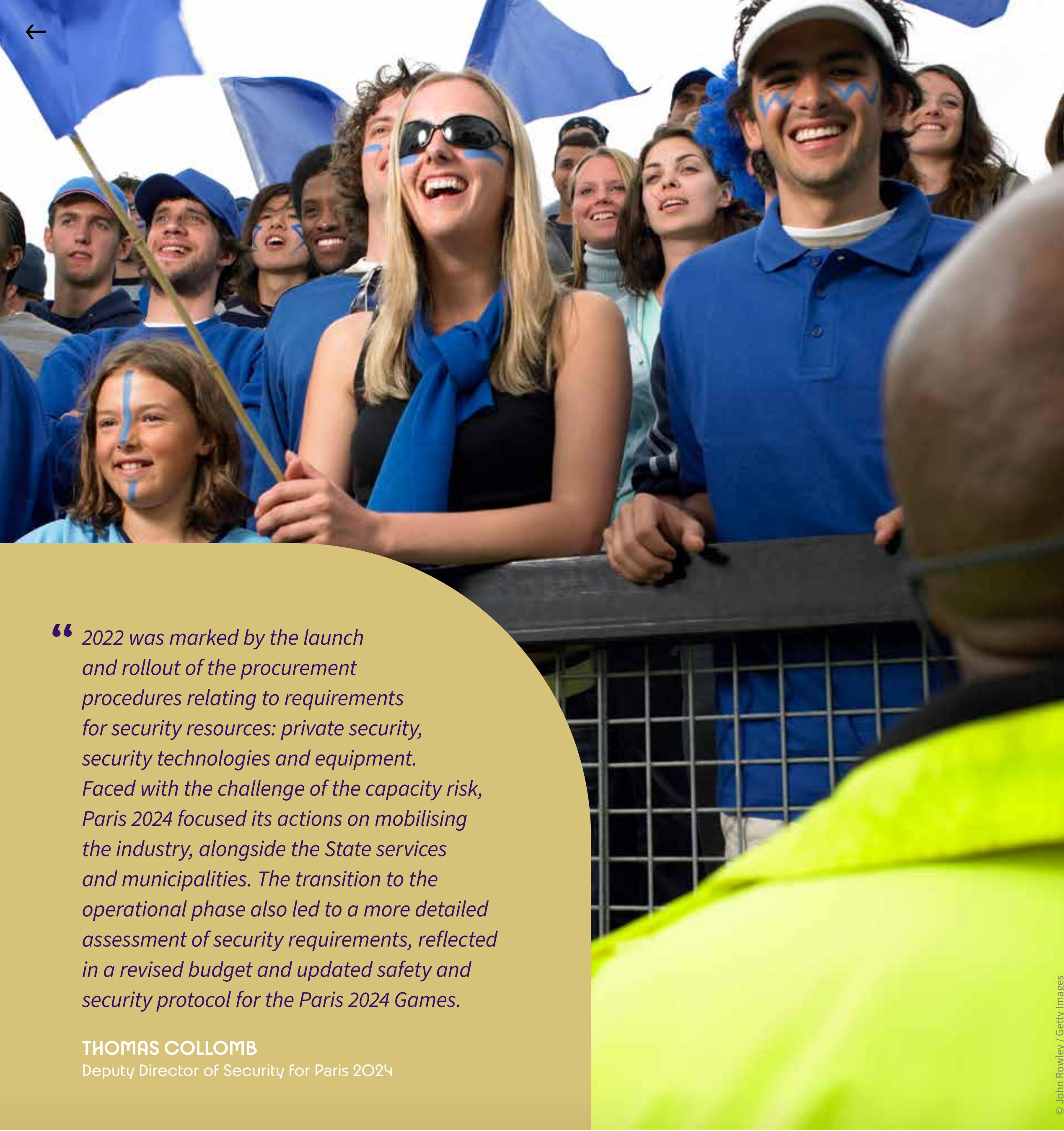
services supply framework agreement—was signed with the IOC and Toyota this year in order to clearly define the framework for this participation.

Moving forward on operations and levels of service.

With regard to the official fleet of light vehicles, Paris 2024 confirmed with Toyota and the IOC the features of the fleet mix, covering the volumes and models of cars that will be deployed during the event to transport accredited populations between the various official sites.

Alongside this, the work carried out to identify the main operations depot and the corresponding technological tools (e.g. vehicle dispatch software, ride booking app) made it possible to put in place contracts with the providers involved.

Lastly, liaising with the local authorities, the Organising Committee continued moving forward with its preparation work and studies (routes, parking, drop-off areas) for transport operations at the competition venues, in addition to validating all of the principles for the transport service levels required during the Games with the representatives of the various accredited populations (National Olympic and Paralympic Committees, Olympic family, International Federations, media, etc.).



“ 2022 was marked by the launch and rollout of the procurement procedures relating to requirements for security resources: private security, security technologies and equipment. Faced with the challenge of the capacity risk, Paris 2024 focused its actions on mobilising the industry, alongside the State services and municipalities. The transition to the operational phase also led to a more detailed assessment of security requirements, reflected in a revised budget and updated safety and security protocol for the Paris 2024 Games.

THOMAS COLLOMB

Deputy Director of Security for Paris 2024

Security

Along with transport, security is another of the operational challenges that requires the most efficient and effective coordination possible with all of the Paris 2024 project's stakeholders. This collective commitment aimed at ensuring the security of everyone involved in the Games, from the athletes to spectators and volunteers, and putting in place the conditions for open celebrations in a great atmosphere, is notably governed by the memorandum of understanding between the French State and Paris 2024 signed on 12 January 2021. This framework document defines the guiding principles for a shared security, safety and emergency services strategy applied to the Paris 2024 Olympic and Paralympic Games, and assigns distinct responsibilities to the State services and Paris 2024. In 2022, this document was updated and further clarifications were incorporated when needed, particularly in response to the issues raised by the various working groups that regularly

bring together the project's stakeholders: Paris 2024, the State services and the host communities, as well as the operators of vital importance, the public cultural institutions and the transport operators.

The mobilisation of private security operators gained pace this year in connection with the recruitment of 20,000 agents, who will be essential in order to put in place the security plan for an event on this scale. This mobilisation, led by the French State and Paris 2024, is being supported in particular by the Pôle Emploi employment agencies and enabled a first wave of security agent recruitment and training to be completed and various job dating sessions to be organised.

Lastly, in 2022, Paris 2024 launched the call for tenders on the private security and security equipment market.



Hospitality and accommodation

At the start of 2022, the Paris 2024 Games accredited populations were able to book their accommodation on the dedicated digital platform – Accommodation Management System – launched in December 2021. Alongside this, Paris 2024 continued to roll out its accommodation plan:

- Finalising work to collect information on the accommodation requirements of the various Games populations, such as the National Olympic Committees (NOCs), the International Federations, the broadcasters and the various partners.
- Determining the allocation for the Olympic and Paralympic Village, with the breakdown of spaces in line with each delegation's requirements, working closely with the NOCs and NPCs.
- Identifying additional accommodation arrangements for the delegations.

Accommodation during the Paris 2024 Games is organised around the Village, which will welcome 14,500 Olympic athletes and officials, then 9,000 Paralympic athletes and their support teams, as well as the capacity offered by the Île-de-France region hotel operators, with requirements estimated at over 40,000 hotel rooms during the Games.

Accreditation

July 2022 marked the start of the accreditation process for members of the press and photographers for the Paris 2024 Olympic Games, when the IOC officially informed the National Olympic Committees (NOCs) of the quotas assigned to them. Each NOC is then responsible for collecting requests from

journalists and photographers in their country. In total, 6,000 accreditations will be awarded to members of the press and photographers for the Paris 2024 Olympic Games. Discussions with our State-level partners were also launched in 2022, covering the systems interface and processes, to facilitate arrivals in France and background checks on participants.

Logistics

In 2022, Paris 2024 was able to finalise two key partnerships for the delivery of the Games:

- The contract with the official Logistics Solutions partner for the Games with the CMA CGM Group, covering a wide range of services (international transportation and customs, warehousing and transportation of goods, logistics at competition and non-competition venues, and provision of logistics software solutions).
- The contract with the partner that will supply bedding equipment (bed frames, mattresses and duvets), the Airweave Group.

This year also saw concrete progress made with the furniture, fixtures and equipment (FF&E) categories:

- Launching exclusive negotiations with three partners, enabling their contracts to be signed at the start of 2023.
- Drawing up the first quantitative furniture, fixtures and equipment (FF&E) estimates for each competition and non-competition venue.

Lastly, Paris 2024 finalized the warehousing strategy around three sites. A lease was signed for one of the sites, covering 36,000m², through our logistics partner CMA CGM with a view to starting up operations in May 2023.



2023 STRATEGIC PILLARS:

FROM PLANNING
TO OPERATIONAL READINESS

The project will enter a new phase in 2023, with the transition from operational planning to operational readiness, which will see Paris 2024's activities increasingly focus on delivery aspects. The main objectives include putting in place the contractual frameworks for the VUAs/EDEs with a view to securing the availability of all the venues, in addition to finalising the majority of the tenders launched in 2022, which will make it possible to stabilise the operational conditions for delivery. In addition to moving forward with the various projects, the Organising Committee will draw up the operational plan for the Main Operations Centre (MOC) and test the Communication, Command and Control (C3) concept through test events. In terms of operations, the stabilisation of allocations for the Olympic and Paralympic Village and the additional accommodation solutions will continue to progress, working closely with the NOCs and NPCs.

“GAMES WIDE OPEN” FOR OUTSTANDING ECONOMIC OPPORTUNITIES

↓ NEARLY HALF OF THE TENDERS TO BE AWARDED BY PARIS 2024 HAVE BEEN LAUNCHED

In 2022, Paris 2024 launched nearly 50% of the tenders that it will be awarding for the organisation of the Games, representing €1 billion of economic opportunities for businesses. By 2024, €5 billion of tenders in total will be awarded, with half placed by the Organising Committee and half by SOLIDEO.

Several of these core contracts have been awarded: energy, cleaning and waste management for the Olympic and Paralympic Village, as well as the executive production of the Paralympic Games opening ceremony and the two closing ceremonies. In addition, several new calls for tenders and calls for expression of interest (CEI) were launched in 2022, covering overlay facilities, private security and security equipment, antidoping and medical sections. All the responses to the tenders published by Paris 2024 are analysed

in relation to the commitments made as part of the responsible procurement strategy: circular economy, carbon neutrality and environmental protection, social innovation, inclusion and value creation in local areas.

“ We want these Games to leave a legacy that is not only economic, but also social and societal. The Social Charter sets out a framework to put in place arrangements that engage with small businesses and social enterprises promoting integration. This reflects a change of method compared with previous Games. Now, we need to successfully deliver on this with sustainable jobs!

BERNARD THIBAUT

President of the Social Charter Monitoring Committee and member of Paris 2024's Executive Board

50%

of the tenders to be placed by Paris 2024 have been launched, representing 1,500 active suppliers (since 2018)

153

of these suppliers are social and solidarity economy (SSE) organisations

75%

of the providers for Paris 2024 are very small businesses or SMEs

90%

of the suppliers are French businesses, with 84.5% based in the Île-de-France region

SOCIAL CHARTER

The Organising Committee, liaising with its stakeholders, is capitalising on a dedicated strategy to ensure an exemplary social positioning and optimise the event's economic opportunities and benefits. The adoption of the first Social Charter in the history of the Games, signed in June 2018 by Paris 2024, SOLIDEO and all of the unions and employer organisations, is helping deliver on the ambition to organise economically and socially responsible Games and to make this event a testing ground for economic and social innovation.



↓ TOOLS TO OPTIMISE THE BENEFITS AND ENSURE THEY REACH ALL STAKEHOLDERS

The organisation of the Paris 2024 Games is combined with positive dynamics in terms of opening up economic opportunities and promoting French know-how.

Paris 2024 is committed to ensuring that these opportunities are “wide open” so that they benefit all businesses, whatever their size – particularly structures from the social and solidarity economy – and support all beneficiaries, while ensuring close alignment with the various communities.

2022 confirmed the effectiveness of the tools put in place to support local economic benefits, while optimising and ensuring the exemplary social nature of the employment opportunities offered.

“

We want exemplary Games. Exemplary from a social and economic perspective. But we also want Games that will be innovative, and the entire approach led by the employer and union organisations is aligned with this goal. Our presence alongside Paris 2024 is built around concrete, ambitious and responsible commitments from the business world, implemented in partnership with the organisers and the various local and regional authorities. Sport is opening up an opportunity for us to apply a new form of social dialogue. Let's not miss this groundbreaking event in terms of the governance and organisation of a major international sports event.

Dominique Carlac'h

Vice-President and
Spokesperson of MEDEF

SUPPORTING LOCAL ECONOMIC BENEFITS

These tools include the two platforms set up to mobilise the business sector (Entreprises 2024, led by MEDEF and funded by Paris 2024) and facilitate access to tenders for very small businesses, SMEs and social enterprises (ESS 2024, led by Les Canaux and the Yunus Centre, jointly funded by the City of Paris and SOLIDEO). By the end of 2022, more than 18,000 businesses had registered on Entreprises 2024, an increase of 1,500 since December 2021; 90% of them are very small businesses and SMEs, while 50% are based in the Île-de-France region (43% in Paris, 17% in Seine-Saint-Denis, 13% in Hauts-de-Seine). By the same date, more than 5,700 businesses were registered on ESS 2024, with 50% located in the Île-de-France region and 15% in Seine-Saint-Denis.

more than 23 K

businesses registered on the Entreprises 2024 and ESS 2024 platforms

including **more than 5.7 K**

on ESS 2024

230

social and solidarity economy structures

and 1,429

very small businesses and SMEs mobilised (across all the tenders for the Games led by Paris 2024, SOLIDEO, Société du Grand Paris, the French State and local/regional authorities)



more than **260**

services provided by social enterprises in connection with the Paris 2024 Games

525

Paris 2024 tenders distributed in 2021–2022

214

businesses supported on Paris 2024 tenders

more than **80**

qualified sourcing operations carried out in 2022

This support framework is combined with a “reverse sourcing” approach and exchanges before tenders are issued, holding regular meetings with the businesses assembled around Paris, SOLIDEO and the ESS 2024 stakeholders.

Meet-ups organised by local municipalities and webinars led by the CCIs helped share information and mobilise the local economic ecosystem upstream from the Games.

The Entreprendre 2024 programme, led by the BPCE Group, a Premium Partner of Paris 2024, continued moving forward with new stages throughout France. Between 2019 and 2022, 46 meetings were held in various formats, bringing together 5,227 businesses, with over 1,000 based in Seine-Saint-Denis.

The mobilisation of the social and solidarity economy (SSE) ecosystem also led to 88 events held to share information on the tenders, attended by more than 1,650 participants. La Fabrique des Jeux, a regional

“

Since 2018, Paris 2024, SOLIDEO, the Yunus Centre and the non-profit organisation Les Canaux have developed the ESS 2024 platform. As a dedicated tool supporting committed social enterprises, very small businesses and SMEs, this initiative enables around 6,000 structures, throughout the country, to access the latest economic news concerning the Paris 2024 Games, to receive support to bid on these opportunities, to network, and to learn to respond to public tenders. This legacy is already being built and more than 190 services have been provided by social enterprises for Paris 2024!

NICOLAS PEYRONNET

Director of ESS 2024

promotion initiative, was rolled out more widely in 2022, through workshops, webinars and training sessions. This partnership approach, supported by the French National Agency for Territorial Cohesion (ANCT) for Seine-Saint-Denis and the Île-de-France regional department for the economy, employment, labour and solidarity (DRIEETS-IDF) for the other Île-de-France departments, which aims to maximise the local economic benefits of the Games, was launched in 2021 by the Seine-Saint-Denis department. 2022 saw the "Fabrique Economique et Solidaire des Jeux 78-92" (FDJ 78-92) take shape, building up to its deployment in the Bouches-du-Rhône region in 2023. This initiative demonstrated its efficiency and effectiveness in 2022: 55 social and solidarity economy organisations supported through it (FDJ 93 and FDJ 78-92) were awarded one or more tenders.

EMPLOYMENT AND TRAINING: EXEMPLARY SOCIAL POSITIONING AND OPTIMISATION OF BENEFITS

The economic benefits of the Games must open up employment opportunities for people living in all communities and long-term jobseekers in particular.

Presented in 2019, with more in-depth work carried out in 2021, the mapping of the jobs mobilised in connection with the Games makes it possible to plan ahead for requirements and guides the efforts made, particularly in terms of training to facilitate access to long-term employment. This mapping identified 150,000 jobs mobilised across three sectors: construction, organisation and tourism.

Innovative actions focused on recruitment and delivering social impacts through sport continued to be rolled out in 2022. Now led by the Pôle Emploi employment agency and five sports federations (athletics, rugby, badminton, basketball and table tennis), and funded by the French Ministry of Employment,

the French National Sports Agency (ANS) and Paris 2024, the "Impact 2024-From the Stadium to Employment" job dating programme was scaled up: 100 operations were organised this year throughout France. They enabled jobseekers to demonstrate their skills and know-how during meetings with professionals, combining light physical activity with a range of sports and interviews for jobs. These job dating sessions continue to show their effectiveness, with more than 60% of the candidates finding a job or starting a training programme. In addition, Paris 2024, with support from the Randstad France Group, an Official Supporter of Paris 2024, organised a dedicated job dating session for people with disabilities in order to meet its recruitment needs.





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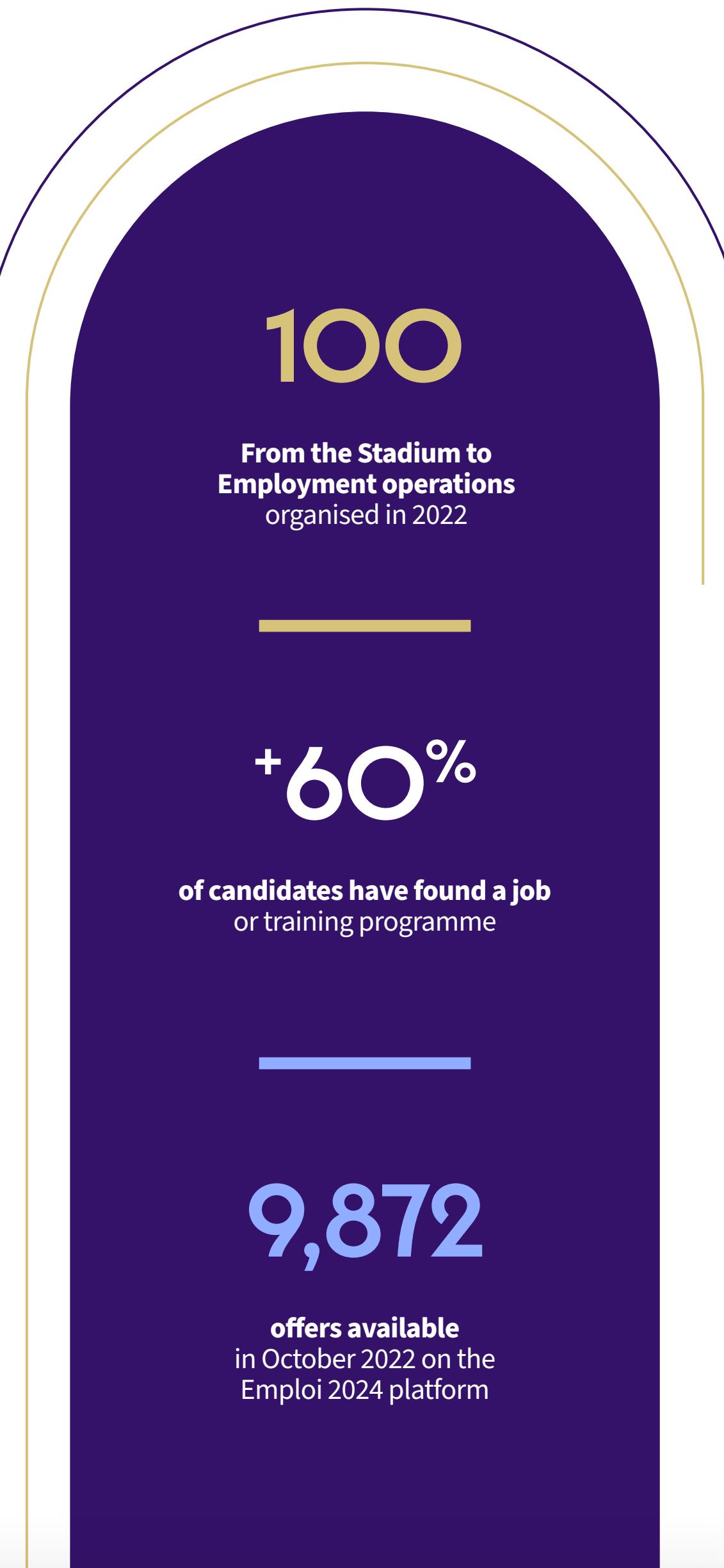
You avez déjà déposé une (des) offre(s) ?
[Gérer mes offres →](#)

You souhaitez faire le point sur votre projet professionnel ?
[Mon projet professionnel →](#) 

"EMPLOI 2024" PLATFORM →

Launched in September 2021, as part of an initiative led by the Pôle Emploi employment agency, the Emploi 2024 platform promotes career paths and professions relating to sports events, and offers employment opportunities and gateways to specific training programmes.

Paris 2024 encourages all of its contract holders to share their job offers on this platform. The Organising Committee is also taking part in the State-led initiative EDEC – commitment to developing employment and skills – to encourage dialogue with different occupational sectors on the challenges and stakes associated with organising sports events.



↓ SUSTAINABILITY STRATEGY'S OPERATIONAL DEPLOYMENT

Paris 2024 is committed to organising environmentally and socially responsible Games.



© Cavan Images/Getty Images

To deliver on this pledge, a **responsible procurement strategy** and a **legacy and sustainability** strategy have been put in place. They are both being deployed, guiding the various operations and services.

FOOD AND BEVERAGES: COMBINING FRENCH KNOW-HOW AND SUSTAINABLE NUTRITION

With 13 million meals and snacks to be served during the Olympic Games then the Paralympic Games at the competition venues and the Village, food and beverages are one of the key elements in this ambition.

The Food Vision for the Paris 2024 Games was adopted by the Executive Board on 21 March 2022. This roadmap sets out the operational framework and commitments needed to meet this challenge, while promoting French cuisine and offering environmentally and socially responsible food and beverage services. Through this strategy, Paris 2024 wants to promote French cuisine and the creativity and know-how of all its various food sectors and regions worldwide, while mobilising all of its stakeholders, partners and providers **to contribute to more sustainable catering practices:** initiatives include reducing single-use plastics in the catering sector and offering certified French and/or sustainable food.

This vision was mapped out following an extensive consultation process covering the entire ecosystem and is based on a unique collaborative method developed by Paris 2024: with its stakeholders and partners – led by Coca-Cola and Sodexo Live! – the Organising Committee mobilised around 120 organisations representing the entire food value chain, from production through to waste management: experts, NGOs, nutritionists, representatives from the main sectors, economic stakeholders, etc., and surveyed 200 French and international athletes in order to identify their priorities and needs. To make this ambition a reality all the way through to the various dishes, and particularly those for the athletes, with nutrition combining high-level requirements and flavour, leading figures from the world of taste such as Thierry Marx, who is also an expert member of the Games Environmental Transformation Committee, and other chefs were also involved

.

Presented at the Change Now Summit 2022 in May last year, Paris 2024's catering strategy is broken down into **24 objectives, with six flagship commitments:**

- **Halving the average carbon footprint per dish** during the Games compared with previous editions and the national average.
- **Targeting 100% certified food.**
- **Halving single-use plastic associated with food consumption** at the competition venues compared with previous Games. In line with this approach, 100% of the tableware for on-site catering will be reused, while work will be carried out to set up refundable deposits for reusable takeaway packaging, and 100% of the plastic that has not been able to be avoided will be collected and recycled.
- **Targeting zero food waste** by determining the relevant quantities, creating recipes that reduce the risk of waste, and ensuring that no unconsumed food goes to waste.
- **Guaranteeing a second life for 100% of the temporary facilities and infrastructures** used for catering during the Games.
- **Aiming for at least 10% of employees to be part of integration programmes** at the catering sites through the contracts signed.



To deliver an offering that is adapted for everyone, these commitments will guide the entire food and beverage offering during the Games, from snacks to meals at the Olympic and Paralympic Village, as well as the beverage outlets at the competition venues. Paris 2024 also aims to showcase each host community's specialities at the competition venues. The overlay competition venues will serve as testing grounds to propose an innovative offering and carry out full-scale tests on solutions such as alternatives to single-use plastics.

“ The Games are enabling us to bring together the entire food industry around a vision for catering that is sustainable all around from an environmental and social point of view. This is a unique opportunity to support the food transition in a positive way by proving that what is good for our health and the planet is also good to eat! With more plants on our plates, as well as more local and seasonal produce and greater responsibility throughout the supply chain, Paris 2024 is not just setting out specifications – it is presenting a number of opportunities for us all to seize.

THIERRY MARX

Chef and member of the Paris 2024 Games Environmental Transformation Committee



↓ CIRCULAR ECONOMY: STRATEGY ADOPTED

Another milestone was passed with the operational deployment of Paris 2024's sustainability strategy in 2022: the adoption of the circular economy strategy and the corresponding detailed action plan by the Executive Board on 20 October.

This marked the end of the Organising Committee's work to assess its "materials footprint" with a view to estimating the resources required to successfully stage the Paris 2024 Games. This approach is the first of its kind in the history of the Games. To ensure its successful implementation, Paris 2024 capitalised on a Resource Management Plan, which was finalised this year, enabling it to understand and anticipate its consumption of resources so that it can do so transparently and efficiently, while reducing the corresponding volume of waste and planning ahead for the second life of these resources. These were split into five categories: building, developing, celebrating, equipping and welcoming.

“

The Environmental Transformation Committee brings together ecological experts and experts in sports events in connection with the organisation of the greatest show on earth: two worlds that more than ever need to move closer together, as sport has a role to play in a more sustainable society.

After five sessions, we would like to pay tribute to the quality and robustness of the methods put in place and the commitment led by Paris 2024 to proposing a new model for the Games that is more circular and more responsible, with a stronger focus on sound stewardship. As the date draws nearer, we are continuing to carefully monitor the way in which all of the Games stakeholders will be able to successfully deliver this in the field, with a constructive and demanding approach, working towards a shared ambition: to organise these Games not only for two sets of 15 days, but for ever!

GILLES BOEUF

Chairman of the Environmental Transformation Committee

PARIS 2024 AWARDED ISO 20121 CERTIFICATION

ISO 20121 certification, which is awarded to major event organisers that adopt best practices to ensure effective control over their economic, environmental and social impacts, was achieved by the Organising Committee following a process lasting several months. Paralympic Day on 8 October 2022 brought this to a close, following a comprehensive audit carried out during the summer by the French standards association AFNOR, the French market leader for events-related expertise. This Paralympic Day, a "field" event chosen for the certification process, enabled Paris 2024 to put into practice its environmental and social responsibility commitments. AFNOR identified several strengths: the accessibility of the site at Place de la Bastille, the mobilisation of a dedicated team to

ensure the event's responsible production, the almost complete elimination of single-use plastics for food and beverages, the measurement of the carbon impact in connection with this day, and the responsible management of energy without using a generator, thanks to the connection to the electricity network and the sourcing of renewable energy supplies through the partnership with the EDF Group and Enedis.

With this certification, the Organising Committee is ensuring alignment with the highest standards relating to the economic, environmental and social impact of the Paris 2024 Games, with the commitment to leave a framework as a legacy that will inspire future organisers.



CHAPTER 3

OUR GAME PLAN

 IN THIS CHAPTER

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- The official partners at the heart of the project p.110
- Paris 2024 team p.116
- Our game tactics p.121





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THE UNITED TEAM

Paris 2024 ecosystem: collective and collaborative work

p.98



THE UNITED TEAM

The Paris 2024 Games are an outstanding collective adventure based on an ecosystem that unites a number of different stakeholders around the Organising Committee, including the sporting movement, the public sector and corporate partners.





↓ GOVERNANCE

INTERNATIONAL OLYMPIC COMMITTEE (IOC) AND INTERNATIONAL PARALYMPIC COMMITTEE (IPC):

Guidance, support and contributions to the organisation of the Games

HOST CITY CONTRACT SIGNED BETWEEN THE CNOSF, THE CITY OF PARIS AND THE IOC

- **Paris 2024 Organising Committee:** Planning, organisation, financing and delivery of the Games.

IOC EXECUTIVE BOARD AND IPC GOVERNING BOARD:

Paris 2024 reports to them on progress with preparations for the Games

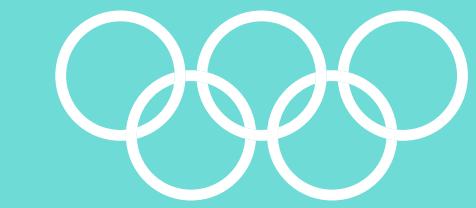
COORDINATION BETWEEN PARIS 2024, THE IOC AND THE IPC

- **Coordination Commission:** overseeing the project's progress (once a year)
- **Delivery Partners Meeting:** approving the strategies (twice a year)
- **Joint Steering Forum:** liaising with the national and local stakeholders (at least three times a year)

PARIS 2024 ECOSYSTEM: COLLECTIVE AND COLLABORATIVE WORK

The Paris 2024 Games are an outstanding collective adventure based on an ecosystem that unites a number of different stakeholders around the Organising Committee, including the sporting movement, the public sector and corporate partners.


© Luis Alvarez/Getty Images



THE INTERNATIONAL OLYMPIC COMMITTEE

is the guardian of the Olympic Games and the leader of the Olympic Movement. Founded on 23 June 1894, the IOC is a not-for-profit independent international organisation that is committed to building a better world through sport. It represents the interests of the 206 National Olympic Committees and the Olympic Summer and Winter International Federations worldwide. It is entirely privately funded and distributes 90% of its revenues to the wider sporting movement, for the development of sport and athletes at all levels. At the heart of world sport, the IOC promotes Olympism worldwide and oversees the regular celebration of the Olympic Games. It is also committed to promoting sport in society, strengthening the integrity of sport and supporting athletes and sports organisations.



THE INTERNATIONAL PARALYMPIC COMMITTEE

is the global body that leads the Paralympic Movement, oversees the delivery of the Paralympic Games and enables Paralympic athletes to achieve sporting excellence thanks to the support provided to more than 200 members which it represents (National Paralympic Committees, International Federations, regional and international sports organisations for people with disabilities). Founded in 1989, the IPC is an international non-profit organisation with a vision to make for a more inclusive world through para sport.

EXECUTIVE BOARD

TONY ESTANGUET

PARIS 2024 PRESIDENT

Sporting movement

- Paris 2024 Honorary President
- IOC French members
- French National and Olympic Sports Committee (CNOSF) President
- CNOSF Secretary General
- Olympic Federations representative appointed by the CNOSF
- CRHN Co-Presidents
- CROS representative appointed by the CPSF
- French Paralympic and Sports Committee (CPSF) President
- Paralympic Federations representative appointed by the CPSF
- Paralympic athletes representative appointed by the CPSF
- French member serving on the CPSF
- French Olympian Association President
- 5 personalities from sporting movement appointed by Paris 2024

Public Stakeholders

- 3 representatives of the City of Paris representatives
- 3 representatives of the Île-de-France Region
- 3 representatives of the French State
- 2 representatives of the Seine-Saint-Denis Departmental Council
- 2 representatives of the Métropole du Grand Paris
- 1 representative of the Local and regional authorities outside of the Île-de-France Region
- Interministerial Delegate for the Paris 2024 Olympic and Paralympic Games
- SOLIDEO Chief Executive Officer
- Plaine Commune regional public authority representatives
- Terre d'Envol regional public authority representative

Civil society representatives

- 1 representatives from employee organisations
- 1 representatives from employer organisations
- 6 representatives from civil society, business world, NGOs



PARIS 2024 EXECUTIVE BOARD

The Executive Board represents all of the stakeholders involved in the Paris 2024 project.

The sporting movement accounts for a majority of the members (22), alongside public sector representatives (14) and civil society stakeholders.

Chaired by Tony Estanguet, it meets regularly to share progress with the project and approve the strategies, core decisions and budget for Paris 2024.

The Executive Board met four times in 2022 and took some key decisions concerning several major aspects:

- the venues for the opening and closing ceremonies of the Paris 2024 Games, and in particular the organisation of the opening ceremony of the Paralympic Games outside of the stadium, between the lower end of the Champs-Élysées and Place de la Concorde;

- the national strategy for celebrations throughout the city;
- the core principles of the Paris 2024 Games ticketing programme;
- the Games food vision, at once sustainable and highlighting French know-how;
- the testing programme strategy.

ATHLETES' COMMISSION

The Athletes' Commission has a unique and groundbreaking position within the Paris 2024 project, built around a strong conviction: organising Games for the athletes, envisioned with the athletes.

Chaired by Martin Fourcade, it is made up of 19 current and former athletes. Its mission is to co-design the best possible experience for the athletes taking part in the Games: conceiving the Olympic and Paralympic Village to ensure that it is closely aligned with the delegations' day-to-day experience and requirements, offering the best services at each competition venue, and helping develop new concepts for celebrations and medal ceremonies. Thanks to its members' experience, every aspect of the athlete experience during the Games is thought out by them and for them.

The Athletes' Commission members share their knowledge, present and promote the values of sport, help mobilise French and international athletes, and build engagement among communities all around France. They are actively involved in building the Games legacy, by developing participation in sport and promoting the role of sport in response to major societal challenges.



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“ We are actively involved in building the project by advising the Paris 2024 teams with a view to offering the athletes a unique experience during the Games. This year, we have been particularly involved in the Paris 2024 Olympic and Paralympic Games opening ceremonies, which will take place in the very heart of the City. This is a historical first, and we want these moments to be memorable for the athletes. Within the Athletes' Commission, we are also committed to mobilising all French people and building the legacy of the Games by enabling sport to occupy a central place in our society.

MARTIN FOURCADE

five-time Olympic biathlon champion, Chair of the Paris 2024 Athletes' Commission

ENGAGING STAKEHOLDERS AND EVERYONE INVOLVED IN THE GAMES

From institutional bodies to representatives from the French sporting movement, non-profits, unions and employer organisations, or the educational sector, the stakeholders involved in the Paris 2024 Games are an integral part of the project's governance, within various structures.

STREAMLINED COMMITTEE FRAMEWORK TO MEET THE CHALLENGES OF THE OPERATIONAL PHASE

2022 marked a turning point in terms of the framework governing Paris 2024's various committees. The transition from the planning phase to the operational readiness phase was accompanied by a restructuring of the framework for the various committees with a view to ensuring more fluid and easier decision-making.

WORKING GROUPS

Around 40 working groups involving the project's diverse stakeholders, from businesses to local and regional authorities, provide expertise on strategic areas for the organisation of the Games: venues and facilities, River Seine and its uses, celebration, transport, security, technology and energy, volunteers, international cooperation, culture, environmental excellence, legacy, employment and learning. They meet up every six to eight weeks.



© iakov77/Getty Images

STAKEHOLDER STEERING COMMITTEE

It groups together the institutions and local and regional authorities involved in the Paris 2024 Games project and sitting on the Executive Board. It meets on a monthly or bimonthly basis. It is a forum for exchanges and sharing around the project's key milestones and related issues.



French National Olympic and Sports Committee (CNOSF)

The French National Olympic and Sports Committee (CNOSF) is a non-profit association that represents the Olympic Movement in France and groups together the 108 sports federations. Promoting Olympism and its values in France, it forms and leads the French delegation for the Olympic Games. Under its articles of association, it is authorised to carry out, on behalf of or working with the federations, any action that is in the general interests of the sporting movement and its 17 million registered members.

French Paralympic and Sports Committee (CPSF)

As the only French organisation recognised by the International Paralympic Committee (IPC), the French Paralympic and Sports Committee (CPSF) is responsible for the selection, management and promotion of the French team for the Summer and Winter Paralympic Games. In France, it leads, coordinates and represents all of its sports federation members with a view to developing participation in sport by people with disabilities.

French Ministry of Sport and the Olympic and Paralympic Games

The French Ministry of Sport and the Olympic and Paralympic Games is preparing and putting in place the Government's policy focused on promoting, organising and opening up access to participation in exercise and sport. It is leading the Government's policy supporting the development of participation in sport, high-level sport and high-performance sport, looking ahead to the 2024 Olympic and Paralympic Games in particular. It is responsible for coordinating the actions carried out in this area when they involve several different ministerial departments. It is organising the actions to share information on the Olympic and Paralympic Games, helping mobilise society around this event and ensuring that its economic, social, environmental and cultural effects are capitalised on and promoted, along with its legacy.

The City of Paris

The City of Paris signed the Host City Contract. From the bid phase, it set out its commitment to hosting Games that are focused on sustainability and sound stewardship, and fully engage with civil society. The City also wanted these Games to help accelerate public policies supporting the Greater Paris area and the development of France, leaving a tangible legacy for its communities.

Île-de-France Region

The Île-de-France Region, the primary host region for the Games, is a founding member of Paris 2024. It is leading, supporting and funding a number of projects for infrastructure to stage the Games. It is coordinating its efforts in order to position this project as an accelerator for public policies, an innovative event, with a lasting and sustainable legacy.

Métropole du Grand Paris

A host community for the Paris 2024 Games, Métropole du Grand Paris aims to enable the 7.2 million people living in its 131 districts to enjoy the intense experience of this global event through the cultural, sports and celebration projects that it will be rolling out. By building the iconic Olympic Aquatics Centre for both the Games and their Legacy, Métropole du Grand Paris is setting out its ability to deliver major international sports events, which will help develop France's reputation and attractive positioning.



The City of Marseille

Named the 2013 European Capital of Culture, as well as the 2017 European Capital of Sport, the City of Marseille is committed to promoting the role of sport in improving quality of life, health and social cohesion for its communities. Marseille's Stade Vélodrome, which has already been the stage for major international matches, will host football events for the Paris 2024 Olympic Games. The Roucas Blanc Marina, redeveloped to meet the criteria for staging a competition on this scale, will be the starting point for the Olympic sailing events. Marseille's internationally renowned expertise in organising boat-related events will help ensure the success of the Paris 2024 Games.

Seine-Saint-Denis Department

Involved from the bid phase, the Seine-Saint-Denis Department is a major player for the hosting of the 2024 Games. Many different Olympic and Paralympic events will be organised there, and many infrastructures will be renovated or built there, including the three new facilities for the Games – Olympic and Paralympic's Village, Media Village and Aquatics Centre – then adapted to meet the needs of local communities.

EPT Plaine Commune

Created in 2000, the Plaine Commune regional public authority (EPA) is made up of nine cities across Seine-Saint-Denis: Aubervilliers, Épinay-sur-Seine, L'Île-Saint-Denis, La Courneuve, Pierrefitte-sur-Seine, Saint-Denis, Saint-Ouen-sur-Seine, Stains and Villetteuse. It is home to more than 437,000 people, spread over around 50 square kilometres (equivalent to half the size of Paris). Plaine Commune is positioned at the heart of the Paris 2024 Olympic and Paralympic Games with the Olympic and Paralympic's Village, three major Olympic competition venues (Stade de France, Aquatics Centre and Shooting Range), various Paralympic competition venues, and more than 17 training camps.

Inter-ministerial Delegation for the Olympic and Paralympic Games (DIJOP)

The DIJOP is responsible for ensuring the coherency and consistency of the State's actions supporting the Games and each ministry's contribution to the Olympic and Paralympic project, while liaising with all of the partners and overseeing the development of the public facilities programme led by SOLIDEO, with State contributions to their funding.

Société de Livraison des Ouvrages Olympiques (SOLIDEO)

SOLIDEO is the public organisation responsible for funding, supervising and delivering the development operations and facilities needed for the Paris 2024 Olympic and Paralympic Games. These facilities are conceived and designed with a focus on the legacy of the Games, when they will be transformed into shops, homes, offices and facilities for their communities.

↓ COORDINATION AND INFORMATION: REGULAR MEETINGS

IOC COORDINATION COMMISSION VISIT TO PARIS

During this three-day visit, from 29 to 31 August 2022, several meetings enabled Paris 2024 and the IOC Coordination Commission to review progress made with the project and its operational delivery. A number of topics were covered, from the presentation of the slogan “Games wide open” to the success of the various engagement programmes, confirming the enthusiasm that is building around the Paris 2024 Games. The Organising Committee made various concrete updates to optimise the event’s delivery, the budget planning and the deployment of its legacy and sustainability strategy. The Coordination Commission members also visited the construction sites for the Olympic and Paralympic Village and the Aquatics Centre, two new venues that will leave a sustainable legacy for communities in Seine-Saint-Denis.

The delivery of the venues was a core focus at the Delivery Partners Meeting held on 8 to 10 November 2022.



“ From 2022, we were able to see the ambition mapped out with Paris 2024: ensuring that the Olympic Games are wide open to as many people as possible and offering an immersive experience through a growing number of initiatives in 2023. And at the same time, all the stakeholders have demonstrated their commitment to organising responsible and sustainable Games on time and on budget, while leaving a concrete legacy.

PIERRE-OLIVIER BECKERS

Chair of the IOC Coordination Commission for the Paris 2024 Olympic and Paralympic Games

WBM

more than **100** | **200**
people connected remotely

broadcasters from **45** COUNTRIES

WPM

203 people representing **90** organisations
and **36** press organisations represented

30 NOCs | **11** NPCs

146 DELEGATES ATTENDED THE WELCOME DAYS

As in previous years, Paris 2024 invited representatives from the National Olympic Committees (NOCs) and National Paralympic Committees (NPCs) to take part in its Welcome Days at its headquarters, from 27 to 29 September.

In total, 146 delegates, representing 48 NOCs and 30 NPCs, made the trip to Seine-Saint-Denis, while another 200 people took part in this event remotely. The programme included updates on the delivery of the Paris 2024 Games, and particularly the specific operations and services for the delegations, as well as visits of several sites, such as the Olympic and Paralympic Village.

MEDIA FROM AROUND THE WORLD FOCUSED ON PARIS 2024

Other exchanges were set up with another specific population for the Games, the media, including the World Broadcaster Meeting (WBM) from 26 to 31 July 2022,

then the World Press Meeting (WPM) from 17 to 21 October. This was the first meeting of global broadcasters for the Paris 2024 Games, organised by Olympic Broadcasting Services (OBS) working with Paris 2024, and was a key milestone in the preparations for the Games. More than 270 participants were able to obtain essential information for planning their operations during the various working sessions. They also visited several competition venues, as well as the Paris-Le Bourget exhibition centre, where the International Broadcast Centre (IBC) will be located.

The information session for the world's press started at the Palais des Congrès de Paris, at Porte Maillot, which will be the location of the Main Press Centre during the Paris 2024 Olympic Games, with this event attended by more than 200 people.

These four days were an opportunity to share the latest information on media operations, accommodation, accreditations and transport, in addition to visiting various venues.



SEMINAR TO SUPPORT PARTNERS AND ENCOURAGE THEM TO TAKE ACTION

Lastly, the Organising Committee reviewed the progress made with the Paris 2024 Olympic and Paralympic Games partners during the spring seminar held on 14 and 15 June 2022.

This event, which brought together 297 participants, in the presence of four French athletes, was held at the Musée de l'Homme in Palais de Chaillot, followed by the Pavillon Élysée. In addition to a presentation with updates on key aspects of the organisation during this seminar, participants were informed about the hospitality challenges and stakes and the activation programme during the Games that the partners will be actively involved in: the strategy for celebrations in the city and the showcasing programme. This event ended with a visit of the Village.



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2023 STRATEGIC PILLARS: NEW COORDINATION PHASE WITH IOC AND IPC

The coordination work with the IOC and IPC will move into a new phase in 2023 with the event's operational delivery approaching. Relations with the various Games stakeholders will continue to be developed, starting off with the NOCs and NPCs as part of the visit by the various delegations: the "Chef de mission seminar" in summer 2023 will mark a key step forward with planning operations for the Olympic and Paralympic Village and the definition of the accommodation services offered.



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THE OFFICIAL PARTNERS AT THE HEART OF THE PROJECT

A commitment that is crucial to the success of the Paris 2024 Games p.112



THE OFFICIAL PARTNERS AT THE HEART OF THE PROJECT

A commitment that is crucial to the success of the Paris 2024 Games.

Through their know-how, their experience and their capacity to innovate and engage, our Official Partners are essential to the success of the 2024 Games.

A COMMITMENT THAT IS CRUCIAL TO THE SUCCESS OF THE PARIS 2024 GAMES

Through their know-how, their experience and their capacity to innovate and engage, our Official Partners are essential to the success of the 2024 Games. Whether Worldwide Partners (IOC TOP programme members) or domestic partners (Premium, Official or Supporters), they have a pivotal role to play for the Paris 2024 Games, working alongside us to build a new model for the Games.

In addition to their financial contributions, they provide products and services linked to their core business, new technologies that will help support the organisation of the Games, and operational support to deliver them.

The partners are also ambassadors for the vision of the Paris 2024 Games. By widely mobilising their ecosystems (employees, customers, suppliers, etc.), they actively contribute to the success of our goals. Lastly, our partners are fully involved in our legacy programmes: they are helping sport to grow throughout society by raising their employees' awareness at work, taking part in efforts to change society's outlook on disabilities, and more.

Paris 2024 liaises with them on a daily basis to jointly build various projects and coordinate the network of all its partners. The respective teams regularly meet for workshops or dedicated sessions to share past achievements and upcoming projects, with a view to encouraging collective creativity and developing synergies between the various partners.



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↓ EIGHT NEW PARTNERS IN 2022

Paris 2024 achieved the target that it set itself for 2022: securing 80% of domestic partnership revenues, representing around €900 million.

This is the largest amount ever raised for an event held in France. By the end of the year, the partnership programme had welcomed on board 36 companies, including 14 Worldwide Partners and 22 Domestic Partners.

Eight new partners joined the project in 2022:

- **Carrefour**
(Premium Partner)
- **Danone**
(Official Partner)
- **Egis**
(Official Supporter)
- **Enedis**
(Official Supporter)
- **Myrtha Pools**
(Official Supporter)
- **OnePlan**
(Official Supporter)
- **Randstad**
(Official Supporter)
- **Salesforce**
(Official Supporter)

36

Official partners
by the end of 2022

14

Worldwide Partners

22

Domestic Partners

↓ RANGE OF INITIATIVES IN LINE WITH THE PARIS 2024 PROGRAMMES

THE SIXTH OLYMPIC AND PARALYMPIC WEEK WAS HELD FROM 24 TO 29 JANUARY AROUND THE THEME OF SPORT FOR THE ENVIRONMENT AND THE CLIMATE.



CASDEN BANQUE POPULAIRE

held its History, Sport & Citizenship exhibition at 350 schools.



EDF once again carried out its "A Champion in My School" operation, providing opportunities for students to meet and talk with Para athletes about their journeys.

FOR THE BEIJING 2022 OLYMPIC AND PARALYMPIC WINTER GAMES, THE PARTNERS WERE ABLE TO SHOWCASE THEIR SUPPORT FOR FRENCH ATHLETES.



EDF decorated some of its buildings in the colours of Team France and carried out the "Champions Slope" initiative in Tignes to raise awareness among skiers on para skiing.



LE COQ SPORTIF set up a fan zone in Chamonix: screening the competitions, offering discovery activities and organising the "Le Coq Après Ski". This event was open to the public and attended by the families of athletes taking part in the competitions, as well as the brand's ambassador athletes, influencers and members of the Olympic and Paralympic family.

ON 23 JUNE, OLYMPIC DAY BROUGHT TOGETHER TENS OF THOUSANDS OF PEOPLE IN SEINE-SAINT-DENIS, IN THE AREAS AROUND THE STADE DE FRANCE.



DECATHLON

In addition to setting up a multi-sports activity area at this site, Decathlon wanted to help organise events in around 30 "Terre de Jeux 2024" communities and in its stores.



Activations to ramp up and promote Paris 2024's key moments

The partners helped build a strong level of interest around the mascots for the Paris 2024 Games through a wide range of actions to accompany their launch:

- More than 20 partners communicated on the Phryges during this key moment;
- 15.3 million social media impressions during the reveal;
- 19 key figures selected by the partners took part in the mascot unboxing operation;
- More than 7.6 million impressions for over 110 posts shared on social media by the key figures who took part in this operation.

The partners linked the mascots to various initiatives to engage with their teams and target audiences, using the sporty poses or deploying the physical mascots at their events for instance.

↓ ACTIVATIONS DEVELOPED IN LINE WITH THE PARIS 2024 VISION

Optic 2000 and Audio 2000 organised "Vision and Hearing Sports Villages" across France to share information with members of the public on good practices and how to effectively protect their vision and hearing, particularly as regards taking part in sport. Set up for a weekend in communities awarded the Terre de Jeux 2024 label, the Villages offer a range of fun and interactive sports activities and events. Optic 2000 and Audio 2000 are also looking to bring together as many people as possible around these sports-related events at the heart of the communities.



↓ NEW ATHLETES SUPPORTED BY THE PARTNER ORGANISATIONS

Guided by a strong desire to support the Olympic and Paralympic athletes with their search for performance building up to the Paris 2024 Games, a number of partners have further strengthened their teams of athletes. In 2022, more than 70 athletes joined the teams led by Bridgestone, Toyota, Sanofi, Cisco, Decathlon, Egis, Enedis, Optic 2000 and Sodexo Live!



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PARIS 2024 TEAM

Paris 2024 Organising Committee team

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Organising Committee team ramped up

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THE LEADERSHIP TEAM

The Paris 2024 Organising Committee has a mission to plan, organise, finance and deliver the Paris Olympic and Paralympic Games in 2024. Following on from the Bid Committee, then the creation of the Organising Committee in January 2018, the leadership team was appointed during the second Executive Board meeting on 5 July 2018. This team reflects the project's ambition: organising different Games that promote, value and engage the best that France has to offer.

Three-time world champion and three-time European champion for single canoe slalom, was France's flag-bearer at the Beijing Games in 2008



© Paris 2024/Rudy Waks

TONY ESTANGUET, PARIS 2024 PRESIDENT

Tony Estanguet is a three-time Olympic champion, three-time world champion and three-time European champion for single canoe slalom, was France's flag-bearer at the Beijing Games in 2008, and is the only French person in 120 years to have won three individual Olympic titles in three different Olympiads (Sydney 2000, Athens 2004 and London 2012).

Alongside his experience as an athlete, he was involved in the sporting movement, as a member of the Executive Board of the French National Olympic and Sports Committee (CNOSF) and its National Canoe-Kayak Federation, then Vice-President of the International Canoe Federation and the International Olympic Committee Athletes' Commission. From 2013, he worked alongside Bernard Lapasset to prepare France's bid for the Games and became Co-President of the Paris 2024 Bid Committee in 2015.

Today, Tony Estanguet is Executive President of the Paris 2024 Organising Committee for the Olympic and Paralympic Games, with an ambition to organise even more

spectacular Games, while offering a new model for the Games: more sustainable, more engaged, more focused on solidarity and more participatory. His goal: to open up the Games as widely as possible, enabling everyone who would like to share in this unique adventure to be part of it and inspiring them to take part in sport.

Tony Estanguet grew up in a family that took part in a range of sports and in a small club in the Pyrenees. It was here that his commitment to promoting sport, participation and its values took root.

↓ ROLE IN BRIEF:

The Paris 2024 President is responsible for the project's ambition, identity, funding and successful delivery. Liaising with the Paris 2024 ecosystem, he mobilises and leads the network of stakeholders from the sporting movement, public sector and business world. He represents the project in relation to the general public.



PARIS 2024 ORGANISING COMMITTEE TEAM

The team reflects the diversity of the Games, which are a truly global event, combining the skills and expertise of athletes, major event organisation specialists, experts and stakeholders from the public sector, civil society and business leaders. With over 660 employees from a dozen different countries at the end of 2021, this diverse team has a mission to bring the Paris 2024 Games ambition to life each day.

In January 2021, this team moved into its new headquarters, Pulse. This innovative building symbolises and embodies Paris 2024's strong local roots in Seine-Saint-Denis, and reflects its ambitions for Games that set new environmental and social standards. Focused on sound stewardship and sustainability, it sources 100% renewable electricity through EDF and has innovative arrangements from Coca-Cola to achieve the target for zero single-use plastics. The other initiatives adopted include using fresh produce (80% of the food supplied) and ensuring the responsible management of food waste (redistribution, collection and methanisation).

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Extended team

Corporate partners at the heart of the project

Paris 2024 team

Our game tactics

1,003

employees at end-2022, with
828 on permanent contracts

647

employees recruited
during 2022, with 406 on
permanent contracts

92/100

equality index rating

51%

women

49%

men

3.99%

of people
with disabilities

15

Olympic and
Paralympic athletes
employed by
Paris 2024

↓ ORGANISING COMMITTEE TEAM RAMPED UP

The Paris 2024 team passed the symbolic milestone of 1,000 members. It recorded a high level of growth in 2022, reflecting the project's acceleration: it welcomed 350 new employees on board (+50% in one year).

Paris 2024 used a range of initiatives to recruit different profiles, helping ensure equal opportunities for everyone, regardless of their age or any disabilities. In March 2022, the Organising Committee launched a major campaign to recruit employees on a work-study programme for the start of the academic year in September 2022. The concept for this "work-study qualifying tournament": a four-week process focused on showing creativity, managing uncertainty and taking initiative. More than 80 positions were filled in various areas, from IT to sales and marketing, design, events, law, the environment, human resources and international relations.

On 4 October 2022, the Organising Committee, with support from the Randstad France Group, an Official Supporter of the Paris 2024 Games, organised the first "Rencontres Handispensables" event at Pulse, its headquarters. This dedicated job dating initiative for people with disabilities aimed to help recruit 500 people over the following six months and meet Paris 2024's commitment to enabling everyone to benefit from the opportunities opened up by the Games.

“
The Paris 2024 Organising Committee is moving forward with its recruitments, in line with its inclusion policy. The "Rencontres Handispensables" events, organised to support people with disabilities, have increased the diversity of the profiles seen within the teams. As the Official Supporter for recruitment, the Randstad France Group is proud to make its expertise available to the Paris 2024 Games for recruiting and supporting people with disabilities.

FRANK RIBUOT

President, Randstad France Group





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OUR GAME TACTICS

Third multi-year budget review

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2022: revenues secured and a number of contracts signed

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Control and audit governance framework

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Key areas for work for the committees in 2022

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THIRD MULTI-YEAR BUDGET REVIEW

Carried out with the Games less than two years away, this review marked the most significant step forward with forecasting income and expenses for the event's delivery. Specifically, it made it possible to incorporate:

- revenue forecasts that are now based on detailed assumptions;
- the changes linked to the project's ambition;
- a framework for operating expenditure which, before starting to gradually transfer a number of Paris 2024 teams to the various sites, takes into account a level of knowledge that is far more advanced than in 2020 and almost definitive, as well as the project's costs and risks.

This process, which was carried out in a particularly challenging economic context marked by the spectre of inflation, brought together all the stakeholders, public authorities, the IOC, the IPC and Paris 2024 to work together with a view to optimising the event's delivery, while resolutely maintaining the ambition around the core features of the Games in terms of celebration, engagement and legacy.

The procedure for this multi-year budget review (V3) was launched from the end of the first quarter of 2022 around the following principles:

Reminder of the objective to ensure a balanced multi-year budget.

The need to fully take into account the adjustments made to the project and the better knowledge of costs, with a view to presenting an accurate and exhaustive budget.

The drive to identify possible optimisations and redeployments within the budget, with a view to consolidating its ambition.

The identification of the residual risks and preservation of Paris 2024's flexibility, with a view to taking them into account during the last 18 months of the organisation.

Launched when the budget targets were shared internally for each functional area (FA) with the Paris 2024 directors, followed by an in-depth review of the financial roadmaps for each division in view of the Organising Committee's strategic objectives, the operational challenges for delivery and the budget principles outlined above, it involved the following stakeholders far earlier and with a significantly more detailed approach than in previous years:

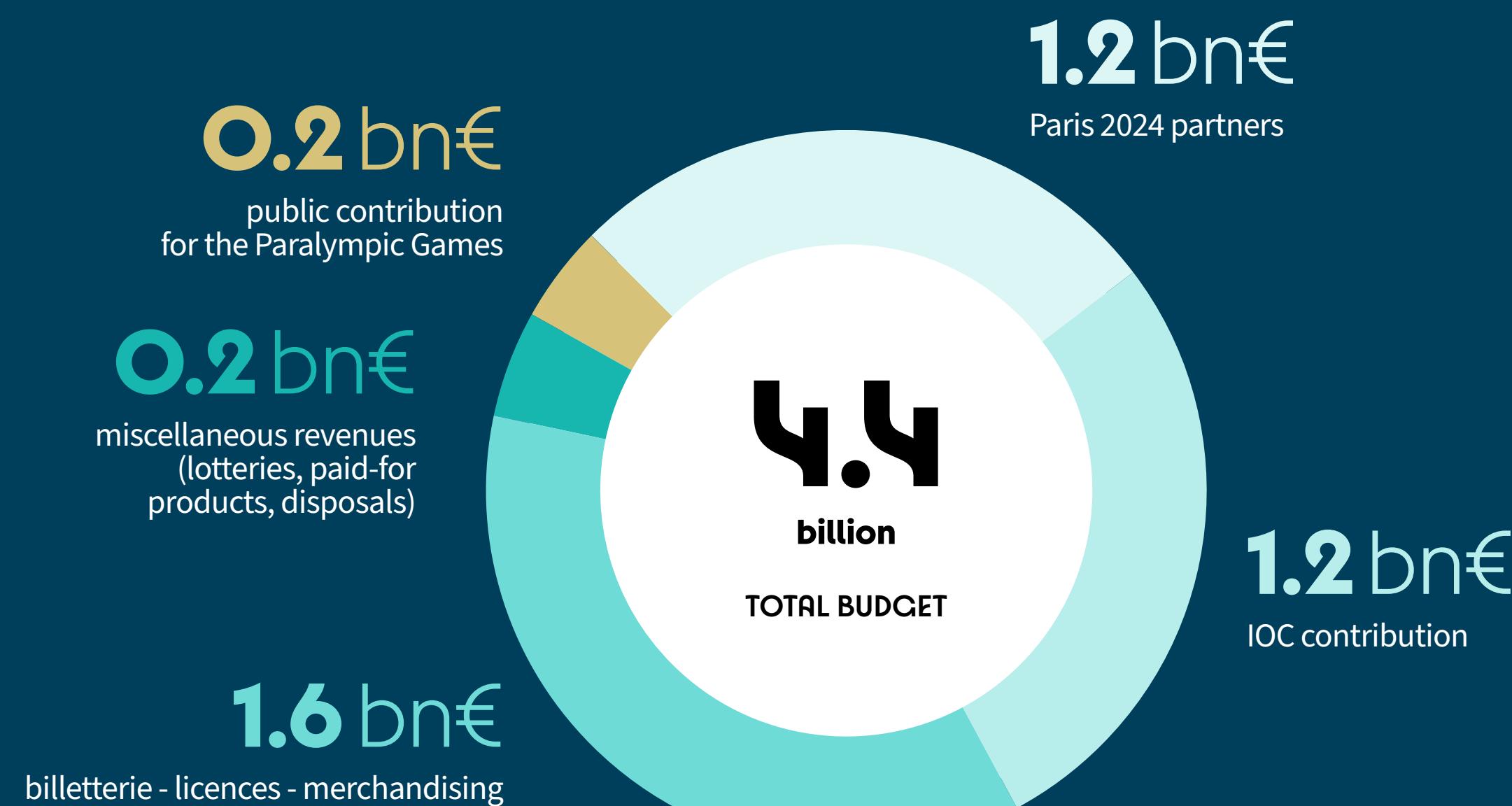
- The French State, which is responsible, as the guarantor, for assessing the robustness and sustainability of the multi-year budgeting;
- The IOC, which ensures the compatibility of Paris 2024's budgetary choices with the commitments from the Host City Contract (HCC);
- The Audit Committee, which is required, under the articles of association, to issue a formal opinion on the proposed budget presented to the Executive Board.

This process revealed that:

- The change in the Paris 2024 budget, limited to a 10.1% increase (€4,380 million, compared with €3,980 million, up €400 million), was very clearly marked by the inflation shock (for €196 million). Excluding inflation, the budgetary adjustment submitted for approval by the Executive Board represented a 5.1% increase;

- The majority of this adjustment was funded through the Organising Committee's commercial revenues (€330 million, representing nearly 83% of the €400 million adjustment).

Paris 2024's Executive Board was therefore able to approve an exhaustive and balanced multi-year budget incorporating all the changes identified in terms of delivery costs, while consolidating its ambition and preserving the resources intended to cover the risks involved.



2022: REVENUES SECURED AND A NUMBER OF CONTRACTS SIGNED

2022 was marked by the signing of a number of partnership agreements (CMA CGM, Danone, ArcelorMittal, GL events, Loxam, Airweave, etc.) and licensing agreements (Carrefour, Le Coq Sportif, Doudou et Compagnie, etc.).

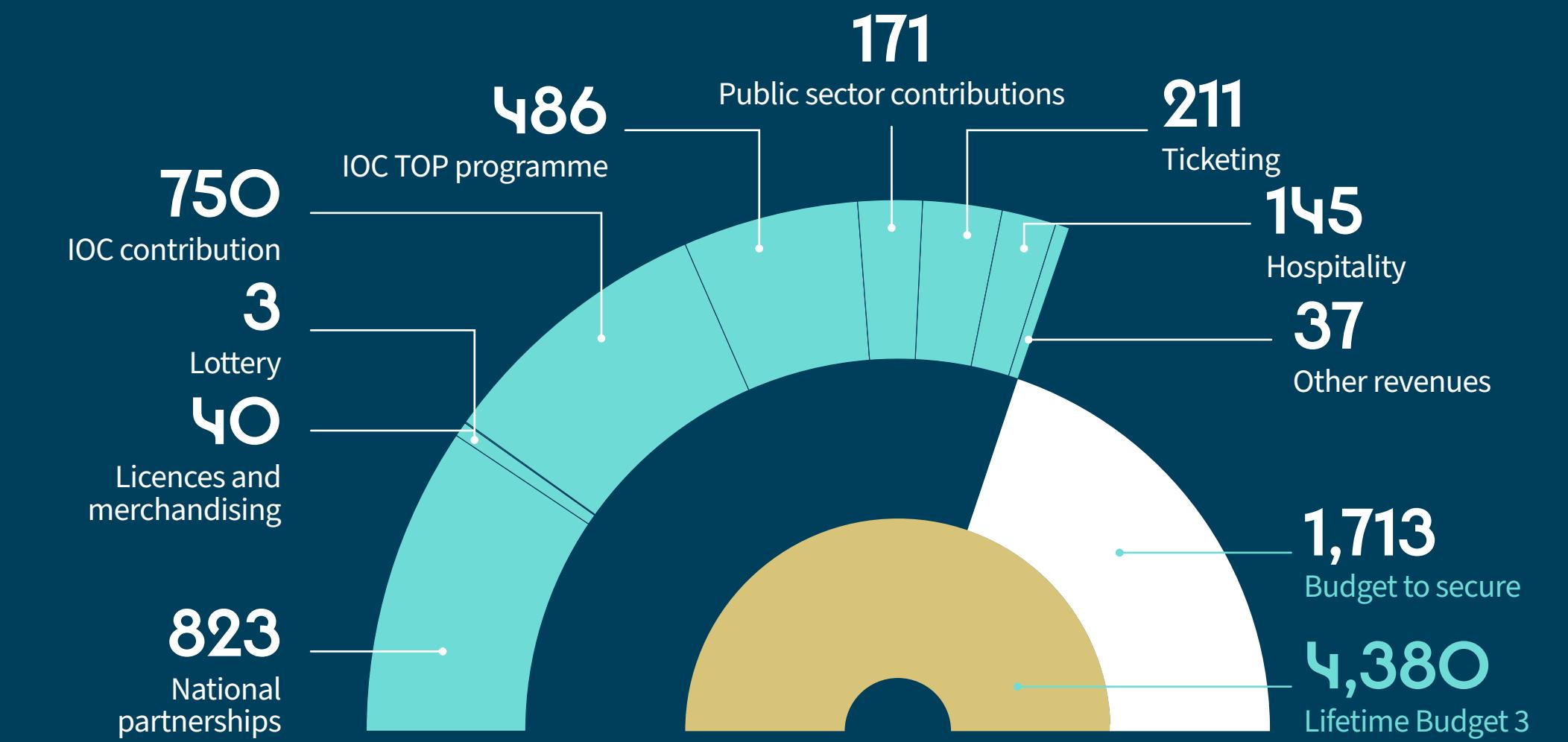
The ticketing has allocated its first tickets to the official Hospitalités supplier.

With regard to spending commitments, some major contracts were able to be signed in 2022, including those with the delivery partners for the Yves du Manoir, Versailles and Marseille Marina venues, as well as the logistics and energy partners.

Paris 2024 also set up contracts with the agencies that will support it with organising the Olympic Games Opening Ceremony and the Torch Relay.

By the end of 2022, Paris 2024 had secured 61% of its revenues.

At the end of 2022, Paris 2024 had spent or committed to spend €1.5 billion out of its total multi-year budget.





Official licensed products: a range of 1,000 products and a programme promoting opportunities

The Paris 2024 official licensed products programme further expanded in 2022, offering major new economic opportunities, in particular for French companies (production and distribution): 22 new licensees joined the programme this year, including Carrefour, Kiabi and BIC.

The launch of the sale of mascots was one of the year's key moments. The Phryges plush mascots, on sale notably in Carrefour stores, the Forum des Halles official shop and the official online shop, joined the range of some 1,000 products available in more than 3,000 sales outlets

Like these plush mascots, designed by two French companies – Gipsy Toys, based in Ifs in Normandy, and Doudou et Compagnie, whose factory is located in Brittany – this programme is a wonderful medium for showcasing French know-how at its best, especially since Paris 2024 encourages local sourcing. The Organising Committee also encourages its licensees to adopt best social and environmental practices in the

design of their products, and in terms of working conditions, inclusion, sourcing and packaging. Other official licensed products marketed in 2022 also include new "Paris 2024", "Allez les Bleus", "Equipe de France" and "Mascotte" textile items on sale at Decathlon, as well as exclusive Games eyewear by Julbo and Vuarnet.

The first official Paris 2024 Olympic and Paralympic Games shop also opened its doors in 2022. The shop was inaugurated in the Les Halles shopping centre in Paris on 16 November by Tony Estanguet, President of Paris 2024 – accompanied by the "Phryges" and in the presence of athletes – and offers a wide selection of official licensed products (plush mascots, textiles, souvenirs, etc.). In addition to this flagship shop, a network of 30,000 sales outlets throughout France will ultimately stock Paris 2024 official merchandise. Online sales were also opened internationally this year, with new delivery zones now available: Central America, South America, Africa and South-East Asia (as of June 2022), followed by the United States, Canada and Mexico (from November 2022).

CONTROL AND AUDIT GOVERNANCE FRAMEWORK

The various committees overseeing Paris 2024's activities continued their work in 2022, guided at all times by one shared goal: securing the procedures in place.

New internal audits were carried out to assess the efficiency, effectiveness and reliability of the measures put in place during the first years of the Organising Committee's existence. In addition to the ongoing controls by the statutory auditors and the French authority for economic and financial verifications (CGEFI), the French National Audit Office (Cour des Comptes) and the French Anti-Corruption Agency carried out targeted audits, providing an independent critical perspective on the actions taken. As the delivery of the Games draws nearer, the whistleblowing and reporting arrangements, combined with the strong commitment by the managers each day to raise awareness among the teams, are making it possible to ensure that Paris 2024's decision-making processes are exemplary.

KEY AREAS FOR WORK FOR THE COMMITTEES IN 2022

↓ AUDIT COMMITTEE

The Audit Committee assists Paris 2024 with its management of the entire project, and its work focused in particular on the third multi-year budget review.

18 SESSIONS
in 2022

57 SUBJECTS MONITORED
or reviewed with a view to issuing opinions

2 REPORTS PRODUCED COVERING

The assessment of the situation and risk management as part of the transition from the planning phase to the operational phase – report submitted to the Paris 2024 President.

The budget review – report submitted to Paris 2024's Executive Board with a view to approving the revised annual budget.



COMPOSITION

Chaired by Jacques Lambert, the Paris 2024 Audit Committee has nine members, with three representatives appointed respectively by the

French National Olympic and Sports Committee (CNOSF), the City of Paris and the French State.

The other six members are appointed as proposed by the President of Paris 2024. These leading figures are appointed based on their skills and expertise managing complex projects or very large events.

INTERVIEW



How was the Audit Committee involved in the budget review work?

The Audit Committee was involved in the budget review work from the outset. It had access to all the budget documents prepared by the Finance Department. Each member of the Committee was responsible for examining a specific section of the budget, made up of the budget for one or more departments, and held meetings as required to work with the Finance Department and the operational departments concerned. The Committee held seven plenary meetings focused on consolidation findings, the preparation of its opinion and the review of its final report for the Executive Board.

What were its recommendations in this area?

The Audit Committee issued an opinion to the Executive Board approving the proposed multi-year budget presented by Paris 2024's executive team. It considered that the new budget, drawn up following exhaustive and rigorous work by Paris 2024's teams and consensus-based negotiations with the French State, the City of Paris and the other local and regional authorities involved, sets out a sustainable balance between preserving the Olympic and Paralympic project's ambitions, achieving the operational objectives and complying with the requirement for effective control over spending, subject to Paris 2024 meeting all of its targets for its own commercial revenues and making all of the optimisations to spending as decided during the review process.

↓ ETHICS COMMITTEE

With its mission to oversee Paris 2024's ethics policy and ensure that the values guiding its actions are respected, the Ethics Committee met seven times and issued three opinions in 2022. It addressed several issues:

- Code of ethics
- Updating the whistleblowing and reporting procedure, and protection for whistleblowers
- Main tenders with key stakes involved
- Ticketing
- Conditions for selecting the projects supported by the Paris 2024 Endowment Fund



COMPOSITION

Chaired by Jean-Marc Sauvé, the Ethics Committee is made up of six independent members appointed by top-level French and international institutions, with voting rights.

In addition, a French member of parliament and a French senator, appointed by the respective presidents of the assemblies, serve on the Ethics Committee in an advisory capacity. The member of parliament Stéphane Mazars, appointed on 10 November 2022, replaced Aude Amadou as the representative of the French National Assembly.

↓ REMUNERATION COMMITTEE

The Remuneration Committee continued to fulfil its advisory and supervision role in relation to Paris 2024's HR strategy, focusing in particular on the following:

- Gender equality index
- Compliance with the pay scale
- Policy for supporting young graduates
- Training strategy
- Assessment of the performance of the teams and key executives



COMPOSITION

Chaired by Jean-Paul Bailly, former Chairman and CEO of RATP and Chairman of Groupe La Poste, it is made up of HR experts from the public and private sectors, proposed by the Paris 2024 President and approved by the Executive Board, as well as representatives of the French State, the CNOSF and the City of Paris, a member of parliament and a senator.

The member of parliament Claudia Rouaux, appointed on 10 November 2022, replaced Régis Juanico as the representative of the French National Assembly.

CHAPTER 4

OUTLOOK AND CHALLENGES FOR 2023

IN THIS CHAPTER

- Realignment of strategic pillars p.131
- Celebrations p.133
- Legacy and engagement p.138





The project will move into a new phase in 2023, with the transition from operational planning to operational readiness. The Organising Committee's activities will focus on the celebration of the Games and their delivery, while continuing to make their legacy “wide open” and sustainable.



1

REALIGNMENT OF STRATEGIC PILLARS

REALIGNMENT OF STRATEGIC PILLARS

The symbolic milestone of 500 days to the opening ceremony for the Paris 2024 Olympic Games will be passed in March 2023. As the event draws nearer, its delivery will become a core focus in Paris 2024's day-to-day actions.

This realignment of the Organising Committee's activity around operational preparation – or readiness to use the IOC term – will be reflected in a change in the format of the strategic pillars for 2023.

THE CELEBRATION OF THE GAMES AS A CORE PROJECT WITH:

- **the stabilisation of the delivery's key success factors,**
- **the rollout of the first Games operations,** including the first two test phases and the start of the first fit-out work.
- **Legacy and engagement as a complementary project with:**
 - the continued deployment of the programmes with the biggest impacts to deliver on Paris 2024's ambition to open up the Games to as many people as possible and its commitments to sustainability, responsibility and positive social impacts,
 - the structuring required for their transmission to enable permanent stakeholders to take over.
 - **The consolidation of the commercial programme and the sale of tickets** with a view to securing revenues as the core focus for all the project's lifecycles.

In addition to these major milestones, Paris 2024's various departments will continue building on the work already accomplished for the operational delivery of their roadmaps.





CELEBRATIONS

Putting in place the resources required for the delivery of the Games

p.134

Finalising the operational planning for the Games

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Testing and delivering the first Games operations

p.137



PUTTING IN PLACE THE RESOURCES REQUIRED FOR THE DELIVERY OF THE GAMES

↓ LOOKING AHEAD TO A GAMES TIME ORGANISATION

2023 will be a key period as it will enable Paris 2024 to look ahead to its Games Time organisation, i.e. its specific modus operandi when the Games are underway. For each functional area (FA) and venue, the aim will be to define the target organisation and way of operating, following on from the work launched concerning human resources requirements for 2023–2024. This year will also see the launch of the Organising Committee's transition to "delivery mode", including the first tests.

Several priority initiatives have been identified to start making this transition:

- the changes to the framework for the various committees to ensure more fluid and easier decision-making;
- the finalisation of the delivery model, particularly with the preparation of the operational plans for each FA and venue, as well as the validation of the service levels for each FA;
- the definition of the chains of responsibility;
- the allocation of resources through the definition of the core operating principles and the breakdown of the general organisation chart for each venue.

Lastly, to support this transition, Paris 2024 will ramp up its recruitment, with a target to double its headcount by the end of 2023.



LES VOLONTAIRES DE PARIS 2024

TOUS LES VISAGES DES JEUX



PRESS KIT →

↓ CREATING THE TEAM OF VOLUNTEERS

Following on from the 2022 information and mobilisation campaign, in 2023 Paris 2024 will set up the team of 45,000 volunteers who will be working alongside it to ensure the success of the Games.

With a first milestone in March 2023: the opening of the platform where people can apply to be part of the adventure. The profiles identified by the sourcing partners will be the first to be able to apply, before it is opened up to members of the public. The six-week application period will be open to all profiles, in France and around the world. The volunteers programme will then move into a new phase: Paris 2024 will review all of the applications through to the end of summer 2023, before informing the candidates about the outcome of their application in the autumn.

↓ AWARDING THE MAJORITY OF THE CONTRACTS

While the construction projects underway will continue to progress under SOLIDEO's leadership, Paris 2024 will continue working to secure the conditions for all the venues to be made available by putting in place the contractual framework for new Venue Use Agreements (VUAs) with the venue owners. The awarding of all the Event Delivery Model (EDM) tenders will be finalised during the year, enabling Paris 2024 to continue putting in place contracts with the event delivery entities.

Alongside this, following on from the launch of around 50% of the tenders in 2022, the Organising Committee will look to finalise the majority of these core calls for expression of interest and/or calls for tenders relating to the delivery of the Games. For the ones that have made the most progress, it will continue with the negotiations that began in 2022 with a view to finalising their allocation and stabilising the operational conditions for delivery.

Lastly, Paris 2024 will launch work around integrating the future partners selected in this way into the teams. This integration is vital in order to create the conditions for successful delivery.

FINALISING THE OPERATIONAL PLANNING FOR THE GAMES

↓ DRAWING UP THE OPERATIONAL PLAN FOR THE MAIN OPERATIONS CENTRE (MOC)

Paris 2024 will aim to carry out more in-depth work on the core principles of the Communication, Command and Control (C3) concept approved in 2022. This work will make it possible to draw up a first version of the MOC's operational plan, setting out the resources required, the corresponding policies and procedures, and the level of participation by the stakeholders and their coordination. This C3 concept will be trialled as part of various test events, which will make it possible to learn lessons from this organisation. Based on this foundation, Paris 2024 will be able to adapt and finalise the operational plan, covering issues such as the MOC's operations, coordination with the venues, incident management, interconnection with stakeholders' systems and communication, etc.

↓ STABILISING THE ALLOCATION FOR THE OLYMPIC AND PARALYMPIC VILLAGE

Work to break the accommodation plan down into operational elements will be ramped up in 2023, focusing in priority on the overall allocation strategy—with the signing of Accommodation Allocation Agreements (AAA)—and the breakdown of areas within the Village. Paris 2024 will continue collecting information on the various requirements and allocate spaces, liaising closely with the NOCs and NPCs. One of the year's other objectives will be to stabilise the corresponding service levels and the overall experience for the athletes and delegations at the Olympic and Paralympic Village, with its construction work to be completed this year. The seminars for NOC/NPC Chefs de mission in summer 2023 will mark a key step forward for operational planning.

The accommodation plan includes additional arrangements for welcoming the delegations in Marseille, Lille, Châteauroux and Tahiti. In 2023, Paris 2024 will be working to secure these additional solutions and clearly define the operational conditions in each region, liaising with the municipalities.

↓ FINALISING THE CREATIVE CONCEPT FOR THE CEREMONIES AND THE TORCH RELAY ROUTE

Launched in 2022, the work on the creative concept for the Paris 2024 Games ceremonies will continue to progress in 2023. The artistic team accompanying Thomas Jolly will be put in place and will aim to finalise this creative concept around a shared story that ensures continuity between each of the four ceremonies. In addition, the celebrations in the city programme will be consolidated and detailed.

Alongside this, the route for the Olympic Torch Relay will be revealed in May 2023, along with the conditions for selecting the torch bearers. The Paralympic Torch Relay will be revealed on 28 August 2023 to celebrate the one-year countdown to the Paris 2024 Paralympic Games. As part of this iconic programme for the Games, the torches, mini-cauldrons and lanterns will also be unveiled in 2023.

TESTING AND DELIVERING THE FIRST GAMES OPERATIONS

↓ DELIVERING WAVES 1 AND 2 OF THE TEST EVENTS

Three waves, based on three types of test activities, were mapped out in 2022. 2023 will see the first two waves delivered: wave 1 in the summer (July-August) then wave 2 in the autumn (September-November), with around 15 test activities. The schedule of test events will be updated and additional activities will be incorporated.

The operational preparations will also pave the way for the stabilisation of the readiness programme and its rollout. Various tests will be carried out based on observations or situational applications (e.g. simulations, on-site rehearsals and technological tests in laboratories). This programme will be adapted based on the lessons learned from the test events and their analysis carried out with the stakeholders.

↓ STARTING UP OPERATIONS AT THE INTERNATIONAL BROADCAST CENTRE (IBC)

With non-exclusive access to the Paris-Le Bourget exhibition centre in summer 2023, Paris 2024 will be able to launch the work to fit out the halls (2B, 3, 4 and 5) that will be used for the IBC.

This preparatory work will enable Olympic Broadcast Services (OBS) to complete the fit-out work and any developments required for the broadcasters and rights holders. It includes the supplying and fitting of the scaffolding structures, the ventilation and air-conditioning work, the electrical work and the creation of the data centres.

Other work at the temporary venues will continue moving forward in 2023, starting off with the connection work carried out by Enedis. More generally, Paris 2024 will draw up a schedule this year for each venue covering all the actions to be carried out in connection with the installation of temporary infrastructures, from the start of on-site work through to the final bump-out day, and including any transition phases required.

↓ LAUNCHING OLYMPIC AND PARALYMPIC TICKET SALES FOR THE GENERAL PUBLIC

2023 will be a key year in terms of mobilisation around the celebration of the Paris Games with the opening of general public ticketing.

The start of the year will be marked by the first two phases of ticket sales for the Olympic Games, with access to them determined through a draw: from 15 February to 10 March for sales of packs, then from 11 May for unit ticket sales. A third sales phase, which will not be based on a draw, will follow. Autumn 2023 will be marked by the launch of ticketing for the Paralympic Games, with the conditions to be clarified during the year.



4 3

LEGACY AND ENGAGEMENT

Creating and unveiling new brand assets

p.139

Continuing to roll out and coordinate the legacy and engagement

p.141



CREATING AND UNVEILING NEW BRAND ASSETS

In 2023, Paris 2024 will continue to create new brand assets and reveal them to the public, enabling them to take them on board and look ahead to the Games even more.



NEW BRAND ASSETS

The visual identity or Look of the Games is developed for each edition of the Olympic and Paralympic Games.

Elle vise à leur donner une uniformité visuelle, notamment aux yeux des spectateurs qui pourront la voir se décliner sur les sites de compétition et de non-compétition ainsi qu'à leur approche, et sur les sites de célébration. Représentative de la ville et du pays hôte, elle contribue à l'ambiance festive des Jeux. Après le dévoilement de cette identité visuelle début 2023, Paris 2024 finalisera au cours de l'année la conception de l'ensemble des éléments et de ses déclinaisons, puis les partagera avec les parties prenantes et les collectivités hôtes avant de les dévoiler à leur tour.

The pictograms for the various sports are a key feature of the Look of the Games and will be unveiled simultaneously at the start of 2023.

Each Olympic and Paralympic sport has its own easily recognisable graphic symbol that is used at the competition venues for signage in particular, as well as on tickets

The torch is an iconic feature of the Relay and used to pass the flame from one bearer to the next.

But it is also much more than this: a true work of art and a technological object that must ensure that the flame keeps burning. Paris 2024 will devote the first half of 2023 to the torch's design, with a prototyping phase, before it is revealed at the end of the year.

The official posters will be created following a creative process that will be launched in 2023 by Paris 2024 working with the IOC.

Five artists will be selected to create original works of art on subjects that bring together the worlds of art and sport, the Paris Games vision and the Olympic and Paralympic values, and they will then be reproduced in these posters.

CONTINUING TO ROLL OUT AND COORDINATE THE LEGACY AND ENGAGEMENT PROGRAMMES

↓ LEGACY

In 2023, Paris 2024 will continue to deliver on its commitments to social responsibility and positive social impacts, continuing to encourage more French people to be active and maximising the impact of its Endowment Fund.

Ramping up our initiative to tackle sedentary lifestyles and deploying it nationwide

Paris 2024 will continue rolling out its "Bouger Plus" strategy to get moving more, focusing in particular on children and young people. The start of the new academic year in autumn 2023 will see the initiative for 30 minutes of daily exercise in schools extended, while new schools will receive the sports kits developed by Paris 2024 with the French National Sports Agency (ANS). A communications campaign supporting this initiative will also be launched. The seventh Olympic and Paralympic Week (SOP) will take place from 3 to 8 April. The decision to schedule it in spring, and not in winter as in 2022, reflects the shared ambition of the various stakeholders to scale up this initiative, mobilising

more schools with a view to reaching more children in all communities. The theme for this year's Olympic and Paralympic Week will be inclusion and it will focus on opportunities to discover para sports and the world of the Paralympic Games. While 90% of the projects proposed in 2022 were linked to disabilities and the Paralympic Games, the 2023 Olympic and Paralympic Week will continue to promote this theme even more effectively. It will set out Paris 2024's ambition to change perspectives on differences and support the inclusion of people with disabilities in our society through the Paris 2024 Games.

THE OTHER COMPONENTS OF THE BOUGER PLUS STRATEGY WILL ALSO CONTINUE TO BE DEVELOPED THROUGHOUT FRANCE.

- **"Bouger Plus" in the city in line with the Terre de Jeux 2024 label:** the results of the trial initiative in the pilot communities will make it possible to implement the "active design" programme in more cities, and their school playgrounds in particular, while new community sports facilities will be inaugurated as part of the programme led by the ANS and the "Gagner du Terrain" (Gaining Ground) initiative.
- **"Bouger Plus" in the workplace:** the initiatives launched in 2022 will continue moving forward with a view to reaching more businesses and promoting participation in sport and exercise to benefit as many employees as possible.
- **Maximising the Paris 2024 Endowment Fund's impact** and ensuring the sustainability of key programmes.



Paris 2024 and its stakeholders will continue building on their commitment to support projects led by the sporting movement, local and regional authorities, and non-profit organisations that are harnessing sport to deliver social impacts in communities.

In 2023, two new Impact 2024 calls for projects will be launched in connection with the Endowment Fund so that new initiatives can be developed. Thanks to the support provided by the Paris 2024 Endowment Fund, the iconic programmes will continue to be rolled out and ensure that the benefits of sport are “wide open” for their beneficiaries, starting off with the "1,2,3 Nagez avec Paris 2024" initiative, which will enable a growing number of children to receive training from lifeguards in new communities. Similarly, the Inclusive Club programme will be rolled out nationwide in line with the target set by the French President to increase the number of inclusive clubs offering a para sports section to 3,000 by 2024.

Alongside this, Paris 2024 will be working in 2023 to identify the projects supported by its Endowment Fund with the strongest impacts in order to ensure they continue over the long term, beyond the Games. Other iconic projects, such as the Olympic and Paralympic Week, will also be part of the Games’ legacy. Liaising with its stakeholders, Paris 2024 will be working to define the methodology for transferring each of the programmes identified to stakeholders with the relevant expertise that will be able to take up the baton following the Games and continue with their implementation. This work will deliver on the Organising Committee’s commitment to leaving a lasting legacy that will benefit as many people as possible.



PRESS KIT

"IMPACT 2024" →

IMPACT 2024

LE SPORT AU SERVICE DE LA SOCIÉTÉ



Alvarez de Ditz Images





↓ DEPLOYING THE CIRCULAR ECONOMY STRATEGY

Following the adoption of its circular economy strategy at the end of 2022, Paris 2024 will make its deployment one of the priorities for 2023. The Organising Committee will be supported by a detailed action plan, covering different aspects of the organisation and aimed specifically at achieving zero waste and planning ahead to anticipate the second life of products.

2023 will also be focused on re-estimating the impact of the Games in connection with the deployment of Paris 2024's carbon strategy. The carbon footprint of the Paris 2024 Games will be half that of previous Games, thanks to a concept based on existing facilities to cover 95% of the requirements. The Organising Committee's carbon strategy aims to go further by offsetting more emissions than those generated by the Games. This reassessment work will make it possible to adapt the emission

reduction and offset actions already put in place. Lastly, 2023 will see the launch of the Events Climate Coach, an initiative put in place by Paris 2024 with the French Ministry of Sport and the Olympic and Paralympic Games, the French National Olympic and Sports Committee (CNOSF) and the French Agency for Ecological Transition (ADEME). It is inspired by the Climate Coach app that was launched in 2021 and helps Paris 2024 employees to understand and reduce their personal and professional carbon impact.



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↓ ENGAGEMENT

In line with its ambition, Paris 2024 is making the Games “wide open” and, in 2023, liaising with the stakeholders, it will continue to channel their energy throughout the country and with all audiences. This energy will become increasingly infectious as the event draws nearer.

Paris 2024’s iconic engagement programmes will build on the dynamics put in place in 2022 and ramping up in 2023.

Club Paris 2024 will roll out new activities and events for its community of 2 million members, giving them inside access to the Games experience. As in previous years, the most committed members will be rewarded with exclusive access to Paris 2024’s key moments, with opportunities to meet athletes, as well as tickets for competition events or bibs for the Marathon Pour Tous. Around 15,000 race bibs will be awarded in 2023 to Club Paris 2024 members through the website, the dedicated app and a draw held at the end of the year, in addition to a new qualifier event for the Marathon pour Tous. 2023 will also enable Paris 2024 to work on creating the Games Time experiences that will be offered to Club Paris 2024 members during the Games.

Meanwhile, Paris 2024 will continue to grow its family of ambassadors that it will mobilise for key moments during the year, such as the unveiling of the Torch Relay route and the one-year countdown to the Games, with a view to strengthening their impact with members of the public. Lastly, new stages of the Venue Tour will be organised, providing opportunities to showcase new competition venues through meetings between athletes and Club Paris 2024 members.

Terre de Jeux 2024 will celebrate its fifth anniversary in 2023. This label will continue to mobilise the communities and sporting movement around it so that they can share in the momentum generated by the Games. The arrangements to share information (Terre de Jeux 2024 annual forum, webinars, newsletter and podcast, as well as activities and events in the communities) will make it possible to support label holders with all of the key moments from Paris 2024. The initiatives deployed in the communities will continue to move forward, illustrated by the Flag Tour, which will include new stages for its third season. Some will be further strengthened, such as the second Global Relay, organised to mark the 500-day countdown to the Games with more than 120 embassies, or the Bibs in the Communities programme, through which 1,000 bibs for the Marathon pour Tous will be given out following races held in Terre de Jeux 2024 cities. Lastly, the second Terre de Jeux 2024 Awards will bring the year to a close.

The arrangements to support label holders with their projects to develop participation in sport in their communities will continue to progress, working with the French National Sports Agency (ANS) to renovate community sports facilities, the National Agency for Territorial Cohesion (ANCT) to deploy active design, and the partners involved, such as EDF, FDJ and Caisse d'Epargne, to create warm-up areas.

Lastly, in 2023, Paris 2024 and the Terre de Jeux 2024 community will look ahead to the actual Games. Firstly, with the Olympic and Paralympic ticketing opened up to organisations awarded this label: a first phase of sales will take place in the Torch Relay's stopover communities from June, followed by a phase that will be open to all organisations holding the Terre de Jeux 2024 label from September. Lastly, Paris 2024 will support them to set up Club 2024 celebration venues where local communities will be able to meet up during the Games.



• The Cultural Olympiad's deployment across all communities

will continue in 2023. The key moments in 2023 will include:

- **1 june 2023:**

exceptional concert before the We Love Green Festival opens (free concert in partnership with the Île-de-France region).

- **June 2023 :**

unveiling of the 10 artistic posters (five for the Olympic Games and five for the Paralympic Games), following a selection by a dedicated panel. They will be revealed in a presentation to members of the public in partnership with Nuit Blanche 2023, before being set up on the banks of the River Seine as part of the Quais de Scène initiative for one month.

- **26 july 2023 :**

to celebrate the arrival of the Paris 2024 Games, with the event one year away, an Art and Sport show will be broadcast on France Télévision, with Dominique Hervieu, Paris 2024 Cultural Director, serving as the show's art director.

- **16 and 17 september 2023 :**

the European Heritage Days will promote the Cultural Olympiad and be focused on the theme of living heritage, with artistic initiatives at iconic venues.

- **Octobre 2023 :**

unveiling and launch of the "The Games Dance" initiative, supported by the French Ministry of National Education, as part of a national competition.

In addition, Paris 2024 will launch new calls for projects, liaising with its stakeholders:

"Summer of Culture 2023"

(Île-de-France region, City of Paris),

"Artists and Athletes United 2023"

(City of Paris and Seine-Saint-Denis),

"Cultural Olympiad"

(City of Marseille).

Lastly, a communications campaign will support the launch of the Cultural Olympiad's official website and the unveiling of the programme's key features, scheduled for April.

The transmission of the main engagement programmes (Terre de Jeux 2024, Club Paris 2024) and the initiatives supporting the social impact of sport (see above) will be addressed by a jointly defined methodology relating to the tangible and intangible legacy of the Games.

Paris 2024 will start working on this in 2023 in order to start engaging with the stakeholders that will be able to take up the baton following the Games and ensure the sustainability of these programmes promoting the role of sport within society.





CHAPTER 5

APPENDICES

 **IN THIS CHAPTER**

- Olympic and paralympic competition maps p.148
- Olympic and paralympic training venues maps p.150
- Marathon Pour Tous p.153
- Competition schedule p.156



APPENDICES

OLYMPIC COMPETITION VENUES MASTER PLAN

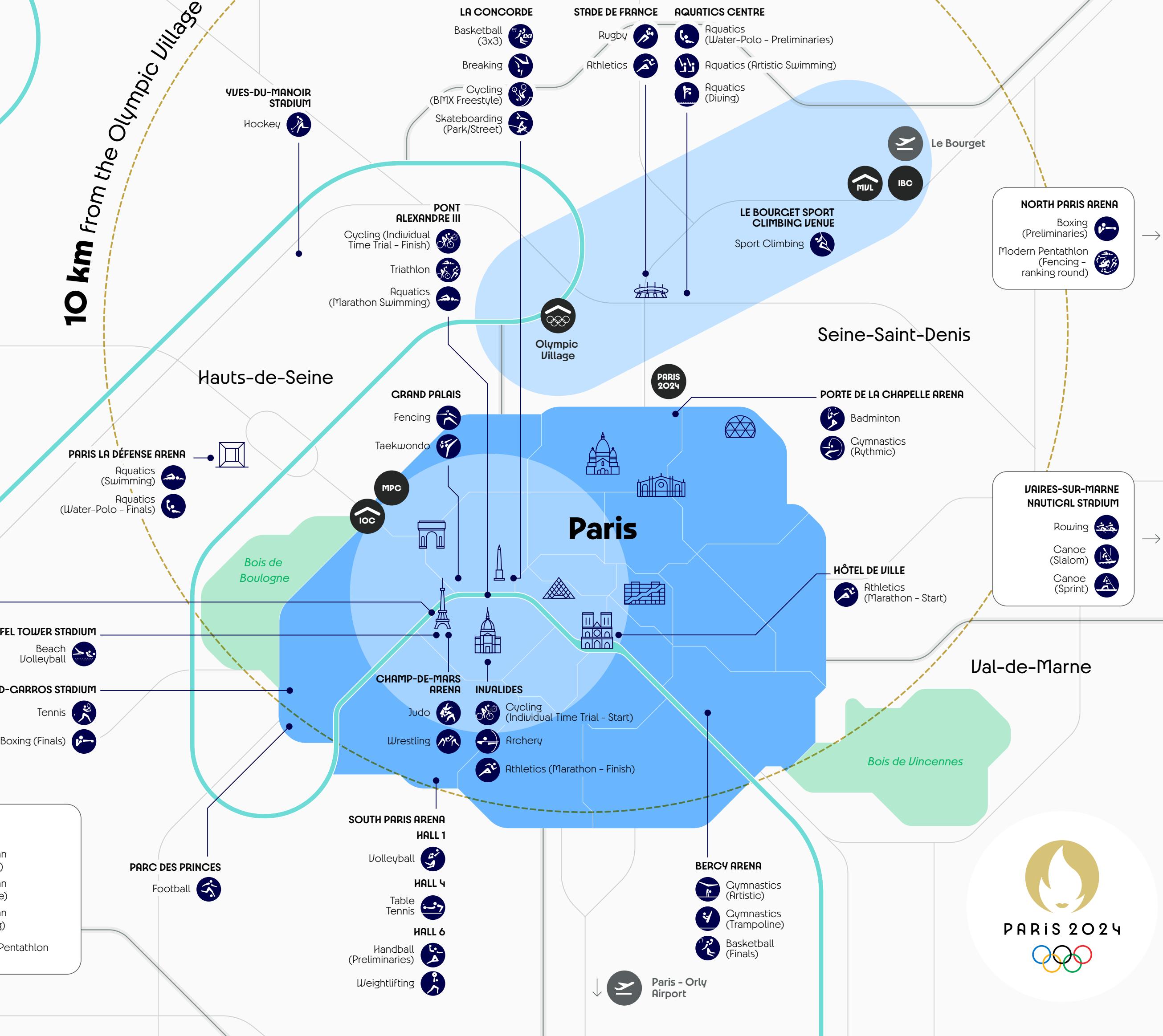
France



Overseas



10 km from the Olympic Village



PARIS 2024

February 2023

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APPENDICES

PARALYMPIC COMPETITION VENUES MASTER PLAN

France



Department boundaries

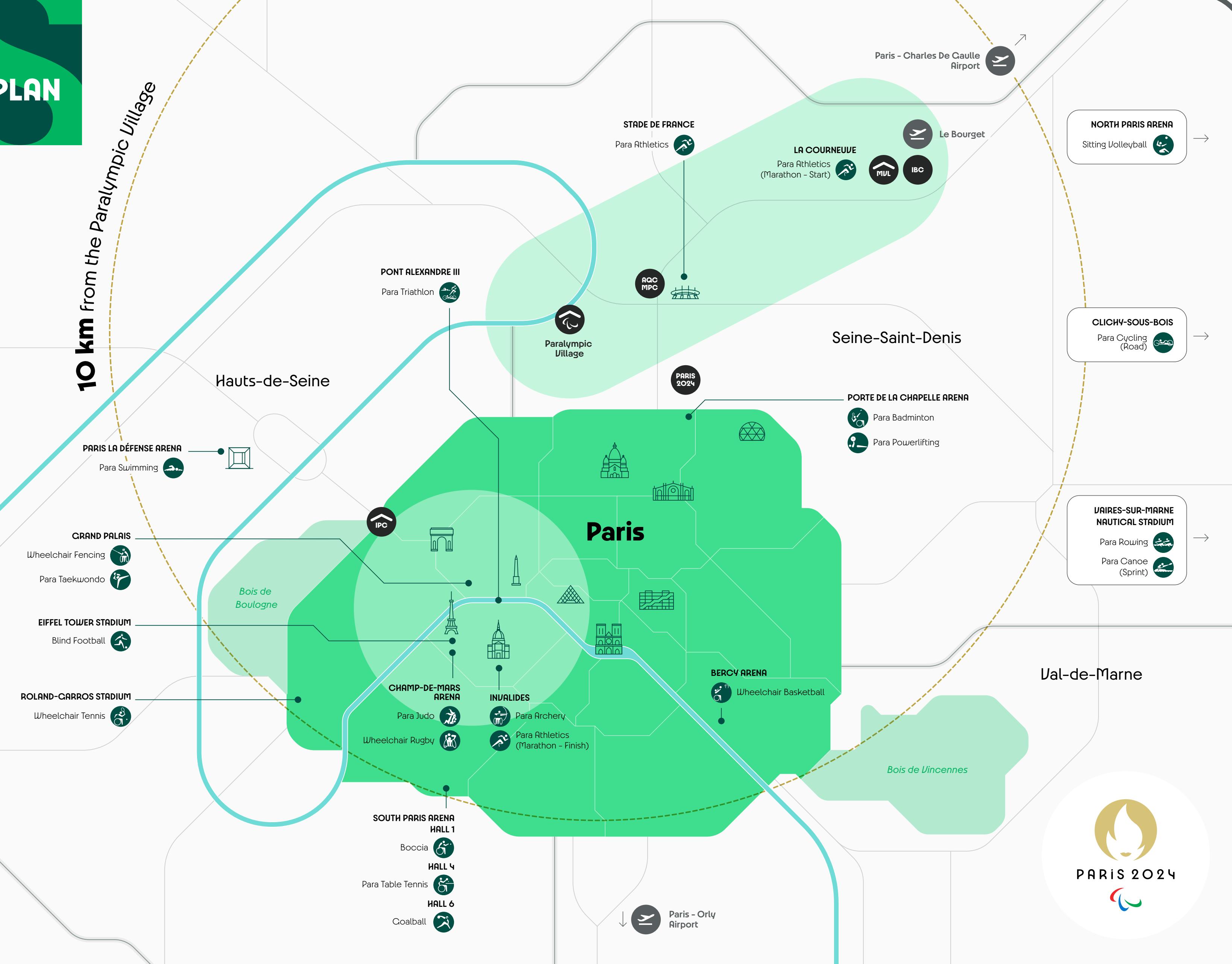
Arrondissement boundaries

Main roads

SAINTE-QUENTIN-EN-YVELINES VELODROME AND BMX STADIUM
Para Cycling (Track)

CHÂTEAU DE VERSAILLES
Para Equestrian (Dressage)

10 km from the Paralympic Village



← Back – Chapter 2.1

OLYMPIC TRAINING VENUES MASTER PLAN

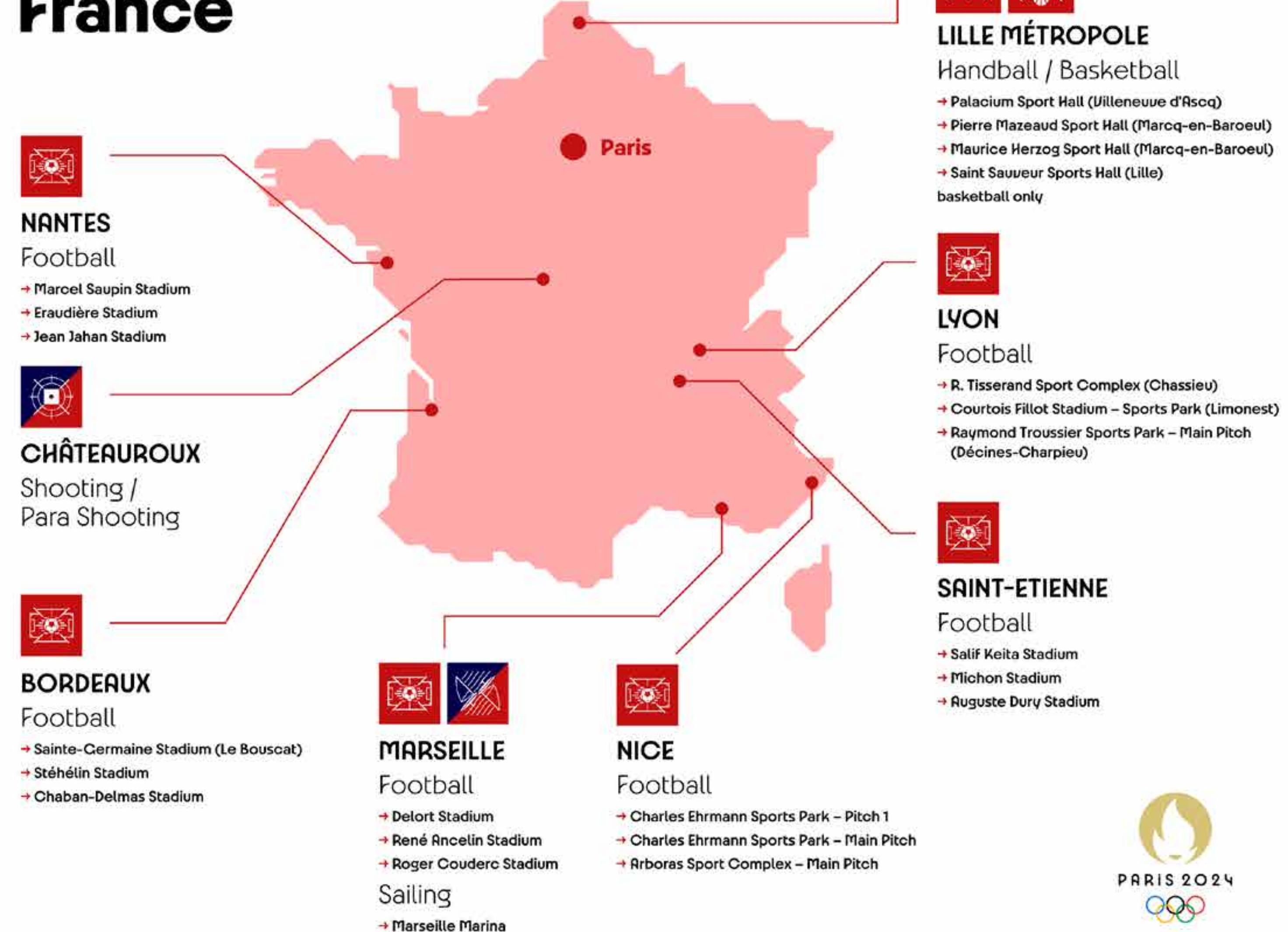
Overseas



- Training Venue
- Training & Competition Venue

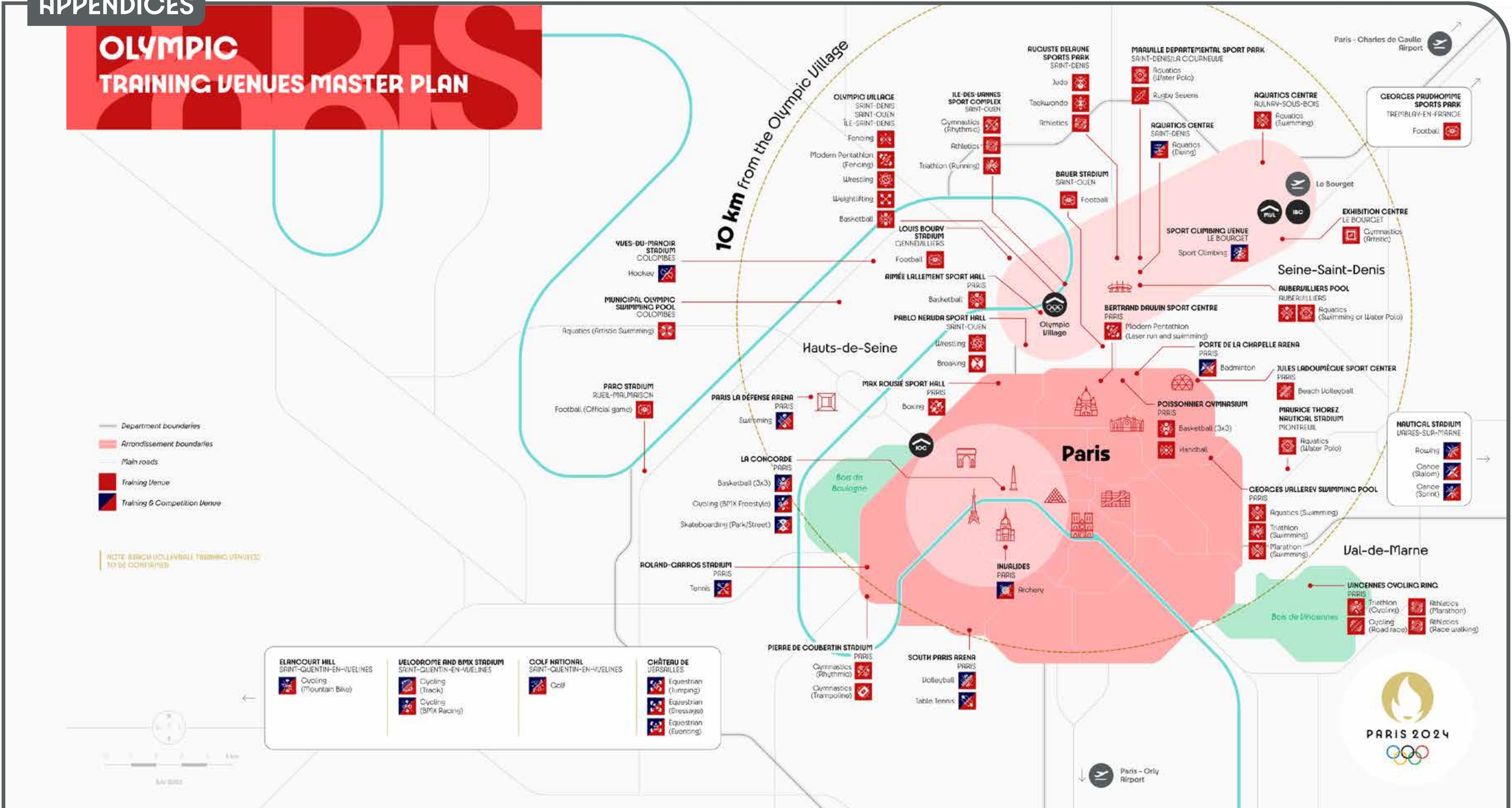
(City) Name of the bordering city in which the Training Venue is located.
Without mention, the Training Venue is located in the city hosting the competition.

France



OLYMPIC TRAINING VENUES MASTER PLAN

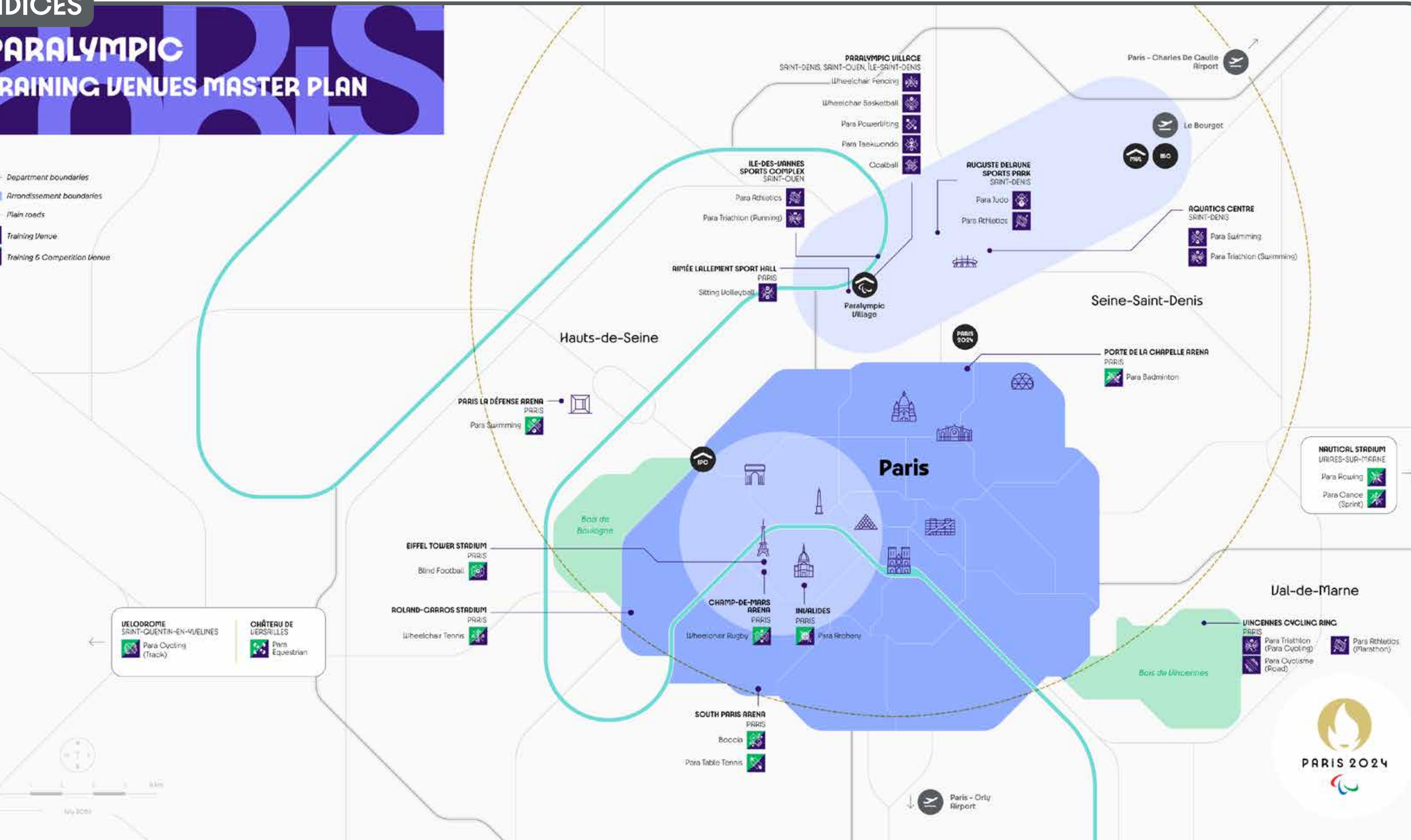
10 km from the Olympic Villages

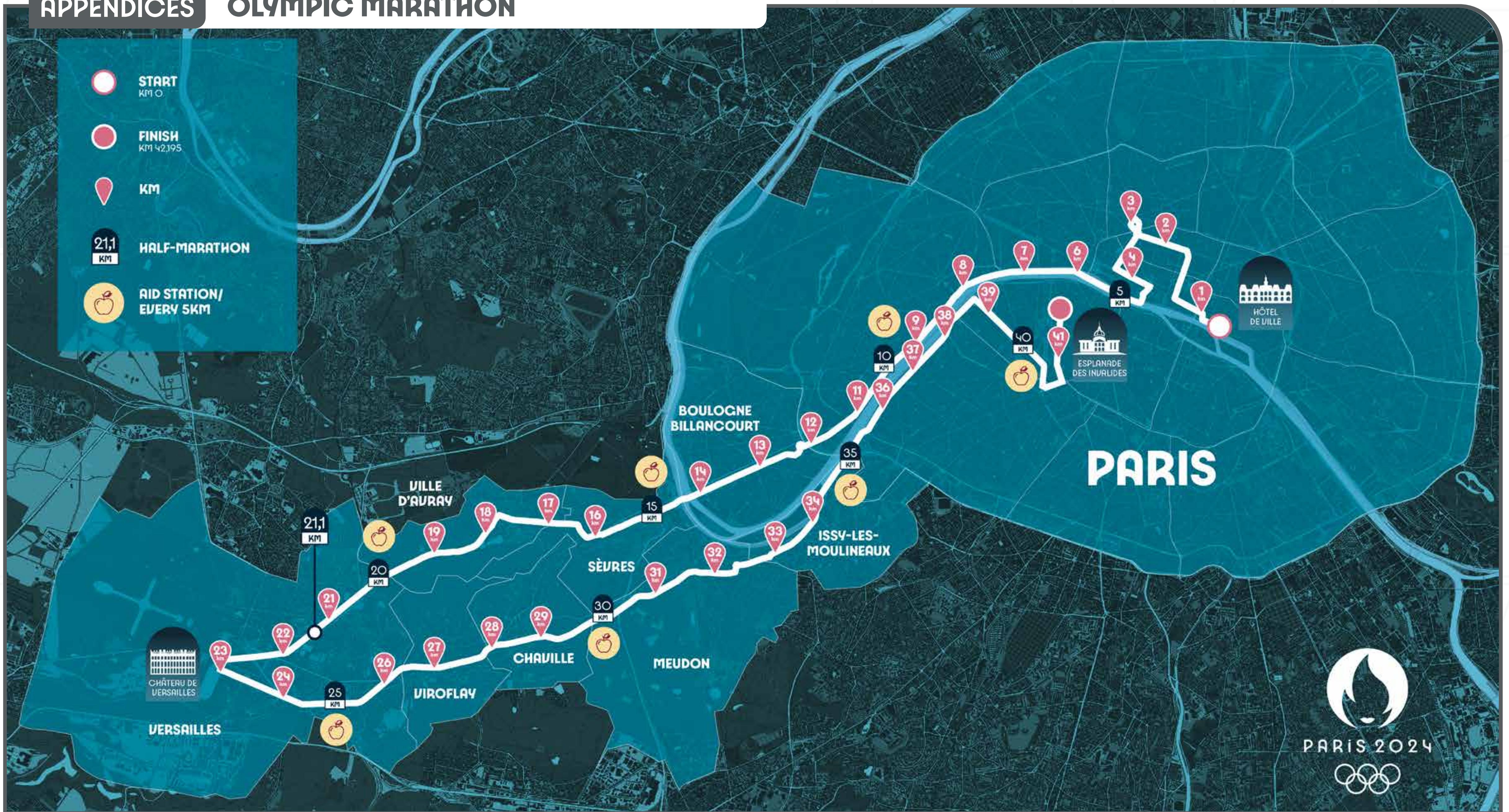


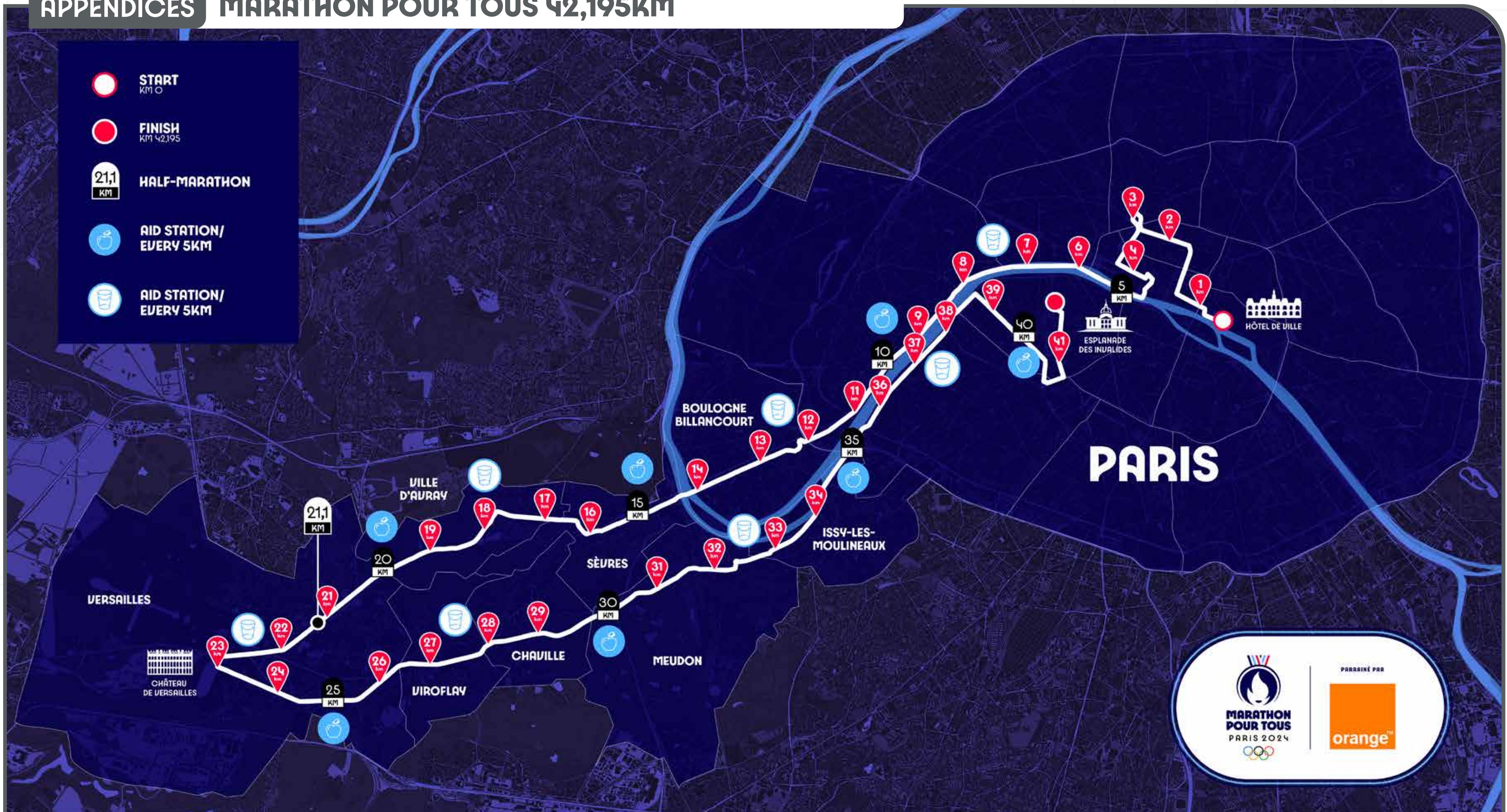
APPENDICES

PARALYMPIC TRAINING VENUES MASTER PLAN

- Department boundaries
- Arrondissement boundaries
- Main roads
- Training Venue
- Training & Competition Venue







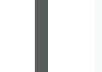
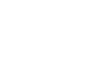
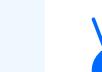
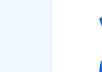
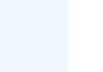
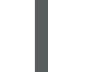
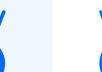
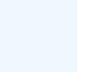
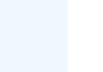
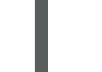
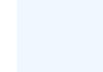
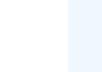
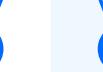
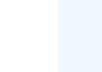
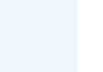
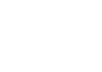
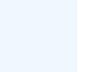
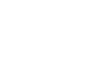
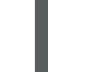
APPENDICES MARATHON POUR TOUS 10KM



Sport	24 07	25 07	26 07	27 07	28 07	29 07	30 07	31 07	01 08	02 08	03 08	04 08	05 08	06 08	07 08	08 08	09 08	10 08	11 08
	D-2	D-1	DO	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14	D15	D16
Ceremonies																			
Athletics									●	●	●	●	●	●	●	●	●	●	●
Archery	○			●	●	○	○	○	●	●	●	●							
Artistic gymnastics		○		○	○	●	●	●	●	●	●	●	●						
Artistic swimming														○	○	●	○	●	
Badminton		○	○	○	○	○	○	○	●	●	●	●	●						
Basketball		○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	●	●	
3x3 basketball					○	○	○	○	○	○	○	○	●						
Beach volleyball		○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	●	●	
BMX Freestyle				○		●													
BMX racing						○		●											
Boxing		○	○	○	○	○	○	○	○	○	○	○	●	●	●	●	●	●	
Breaking														●	●	●			
Canoe slalom	○		●	●	○	●	●		○	○	○	●							
Canoe sprint													○	○	●	●	●	●	

APPENDICES

OLYMPIC COMPETITION SCHEDULE

 Cycling track																
 Diving																
 Equestrian																
 Fencing																
 Football																
 Golf																
 Handball																
 Hockey																
 Judo																
 Marathon swimming																
 Modern pentathlon																
 Mountain Biking																
 Rhythmic gymnastics																
 Road cycling																
 Rowing																
 Rugby																
 Sailing																

APPENDICES

OLYMPIC COMPETITION SCHEDULE



Sport	D-2	D-1	DO	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14	D15	D16
Shooting	24 07	25 07	26 07	27 07	28 07	29 07	30 07	31 07	01 08	02 08	03 08	04 08	05 08	06 08	07 08	08 08	09 08	10 08	11 08
Skateboarding																			
Sport climbing																			
Surfing																			
Swimming																			
Table tennis																			
Taekwondo																			
Tennis																			
Trampoline																			
Triathlon																			
Volleyball																			
Water polo																			
Weightlifting																			
Wrestling																			



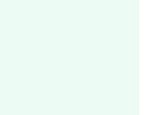
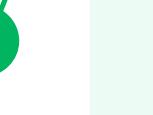
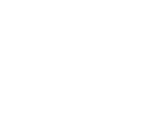
Ceremonies



Medals



Qualifications

Sport	28 O8 DO	29 O8 D1	30 O8 D2	31 O8 D3	O1 O9 D4	O2 O9 D5	O3 O9 D6	O4 O9 D7	O5 O9 D8	O6 O9 D9	O7 O9 D10	O8 O9 D11
 Ceremonies												
 Blind football			○		○		○		○			
 Boccia		○	○	○	 	 	○	○	 			
 Goalball		○	○	○	○	○	○	○				
 Para archery		○	 	 	 	 	 					
 Para athletics			 	 	 	 	 	 	 			
 Para badminton		○	○	○	○							
 Para canoe									○	 	 	
 Para cycling road								 	 	 	 	
 Para cycling track			 	 	 							
 Para equestrian (dressage)						 	 	 	 			

 Para cycling track											
 Para equestrian (dressage)											
 Para judo											
 Para powerlifting											
 Para rowing											
 Para swimming											
 Para table tennis											
 Para taekwondo											
 Para triathlon											
 Shooting para sport											
 Sitting volleyball											
 Wheelchair basketball											

APPENDICES

PARALYMPIC COMPETITION SCHEDULE

 Para table tennis		○	○	VV								
 Para taekwondo		VV	VV	VV								
 Para triathlon					VV	VV						
 Shooting para sport			VV									
 Sitting volleyball		○	○	○	○	○	○	○	VV	VV		
 Wheelchair basketball		○	○	○	○	○	○	○	VV	VV		
 Wheelchair fencing						VV	VV	VV	VV	VV		
 Wheelchair rugby		○	○	○	○	VV						
 Wheelchair tennis		○	○	○	○	○	○	○	○	○		
Sport	DO	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11
	28 O8	29 O8	30 O8	31 O8	O1 O9	O2 O9	O3 O9	O4 O9	O5 O9	O6 O9	O7 O9	O8 O9

 Ceremonies |
  Medals |
  Qualifications



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