



# IOC Sustainability Report: Executive summary

We are pleased to present this executive summary of the first Sustainability Report by the International Olympic Committee (IOC). The report describes the progress we have made on the implementation of our [Sustainability Strategy](#), which was issued in January 2017.

Although sustainability has been an important topic for the IOC for many years, the impetus for developing a specific Sustainability Strategy, which was started in 2015, arose directly from [Olympic Agenda 2020](#), the IOC's strategic roadmap, and in particular from Recommendations 4 and 5:

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

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

Our Sustainability Strategy was also developed in the context of a landmark global initiative: the United Nations (UN)'s [2030 Agenda for Sustainable Development](#) (and specifically the Sustainable Development Goals, widely known as the SDGs), which came into force on 1 January 2016.





Our Strategy covers the IOC's three spheres of responsibility:

- the IOC as an organisation;
- the IOC as owner of the Olympic Games; and
- the IOC as leader of the Olympic Movement.

It encompasses five focus areas:

- infrastructure and natural sites;
- sourcing and resource management;
- mobility;
- workforce; and
- climate.

This Sustainability Report looks in detail at how we are working towards our 18 sustainability objectives for 2020, in view of our strategic intents for 2030. We also provide detailed information on how sustainability is being integrated into our governance and internal management systems.

In order to align with best practice in sustainability reporting, we have elected to follow the requirements of the Global Reporting Initiative (GRI) Standards – Core Option. Additionally, this report has been independently assured by ERM Certification and Verification Services (ERM CVS). Quantitative data are presented for the calendar year 2017 and qualitative information extends through to mid-2018 in order to present the most up-to-date picture possible.

One of the most important aspects of sustainability reporting is to assess the various challenges and lessons learned over the reporting period. Not only does this help us to identify improvements for our next reporting cycle, but it is also intended to help other sports organisations accelerate their sustainability initiatives.

## Progress at a glance

The table on pages 4-7 highlights the key achievements and progress towards our 18 sustainability objectives for 2020. Work began on these objectives in January 2017, immediately after the approval of the IOC Sustainability Strategy. At the time of this report's publication in October 2018, we are therefore approximately 40 per cent through our implementation period.

In this respect, we would expect most of our targets only to be partially complete. As can be seen below, however, we have actually made significant progress across 11 of our 18 objectives, including one that has been fully completed. We have made some progress on the remaining seven, with significant work still being required, and we do not envisage any target falling short or needing to be substantially revised by 2020.

## 18 Sustainability objectives for 2020



Completed



Substantial progress and on track



Some progress but significant work required



We have provided a simple colour-coded rating to give a visual sense of our progress:

- Substantial progress and on track
- Some progress but significant work required

	2020 objective	Progress – January 2017 to mid-2018
THE IOC AS AN ORGANISATION		
1	Design and construction of Olympic House (the new IOC headquarters building) to be certified according to nationally and internationally recognised sustainability standards	On track to achieve the three targeted certifications: Leadership in Energy and Environmental Design (LEED), Minergie-P and the Swiss Sustainable Construction Standard (SNBS).
2	Increase energy efficiency of our buildings	<p><b>Madrid, Spain:</b> Energy saving works conducted, ISO 50001 certification for Energy Management Systems obtained, LEED Operation &amp; Maintenance certification achieved (Gold level).</p> <p><b>Lausanne, Switzerland:</b> An energy efficiency action plan for The Olympic Museum is being developed.</p>
3	Integrate sustainability in the sourcing of goods and services, including those from TOP Partners and official licensees	<p><b>Conventional suppliers:</b> Sustainability principles were formally integrated in new IOC procurement processes and key documents in the first half of 2018. We have started to engage with key suppliers to introduce our new sustainability requirements.</p> <p><b>TOP Partners and official licensees:</b> We have met with many of our TOP Partners to understand how sustainability is integrated in their operations and to identify potential areas of collaboration. The integration of sustainability principles into sourcing started in 2017 but is progressing more slowly than initially planned.</p>
4	Achieve a measurable reduction in waste quantities	<p>Initial actions implemented to improve monitoring of waste streams and to reduce waste or increase its reuse/recycling, targeting our five main waste streams: plastic, food, electronic waste, waste from events/exhibitions and paper/publications.</p> <p>Beyond the improvement of reuse and recycling practices, achieving an overall reduction of waste produced across our different activities is proving challenging as it involves significant changes in daily practices and internal standards. The move to the new IOC headquarters building in 2019 is expected to help foster waste reduction actions.</p>
5	Reduce the IOC's travel impact (business travel for IOC staff, Members and guests; vehicle fleet; staff commuting; freight)	<p>Policy changes and awareness-raising actions were implemented in 2017-2018 for business travel, vehicle fleet, staff commuting and freight. Further incentives were introduced to encourage more sustainable commuting practices; as a result, today more than half of IOC staff use sustainable transportation modes for their daily commutes.</p> <p>For business travel and freight, the environmental impact is dependent on the locations of Olympic Games, Youth Olympic Games and IOC corporate events. Achieving a significant reduction of this impact over a full Olympiad is therefore challenging. During 2017-2018, video, audio and web conferencing facilities were provided to IOC employees to facilitate remote communications.</p>



	2020 objective	Progress – January 2017 to mid-2018
6	Further increase staff diversity, in particular with regard to gender and geographical diversity	<p>The overall composition of our staff reflects diversity in terms of gender balance (55 per cent of staff are female) and nationalities (54 different nationalities in Lausanne, 60 in Madrid. Due to the location of IOC offices, there is a higher representation of European nationalities).</p> <p>The proportion of women in IOC Commissions has continued to increase in 2017-2018 – 38 per cent of positions held by women in 2017 and 43 per cent in 2018. Between 2016 and 2017, the proportion of women on the IOC Board of Directors increased from 19 per cent to 25 per cent, while the proportion of women in senior management roles in Lausanne increased from 36 per cent to 38 per cent.</p>
7	As part of IOC@work2020, further develop a wellness programme to promote healthy and active lifestyles at the IOC	<p>The IOC provides numerous incentives to its staff to encourage healthy and active lifestyles, such as the offer of sports activities, subsidies for sport-related expenses, healthy food options, nutritional advice, and subsidies for active and sustainable commuting practices. In 2017-2018, the main activities have focused on the integration of employee well-being and active lifestyle concepts in the design of Olympic House.</p>
8	Achieve carbon neutrality by reducing direct and indirect greenhouse gas (GHG) emissions and by compensating emissions as a last resort	<p>We have estimated our carbon footprint annually since 2015, including direct and indirect emission sources associated with the various IOC entities. Our carbon footprint is largely dominated by travel activities, which represent between 60 and 80 per cent of our footprint depending on whether or not it is an Olympic Games year.</p> <p>The actions listed in 1-5 above have contributed to reducing several sources of the IOC's carbon emissions. However, the main emission source (flights) is very dependent on the locations of Olympic Games, Youth Olympic Games and IOC corporate events.</p> <p>A first project was implemented as part of the IOC-Dow global carbon mitigation programme, delivering sufficient carbon savings to cover the IOC's estimated carbon emissions for 2017-2020.</p>
9	Include sustainability in corporate events	<p>Processes and procedures are being developed to ensure that our sustainability approach to event management across all our corporate events is as consistent as possible. This is being done in the form of an Event Sustainability Management System created in accordance with the international standard ISO 20121. The Olympism in Action Forum in Buenos Aires, Argentina in October 2018 is a pilot event for the implementation of this new approach.</p>
<b>THE IOC AS OWNER OF THE OLYMPIC GAMES</b>		
10	Ensure sustainability is addressed as a strategic topic with cities as early as the Invitation Phase/Dialogue Stage and throughout all phases of the Candidature Process	<p>Sustainability has been integrated into key IOC documentation shared with Interested Cities through the Candidature Process for the Olympic Winter Games 2026, including Olympic Agenda 2020 – The New Norm, a set of 118 reforms that reimagines how the Olympic Games are delivered. This was supported by dedicated sustainability and legacy visits conducted with Interested Cities and expertise provided by our partners.</p> <p>The IOC Candidature Questionnaire for the Olympic Winter Games 2026 has been updated to fully reflect the IOC Sustainability Strategy.</p>





	2020 objective	Progress – January 2017 to mid-2018	
11	Reinforce sustainability commitments in the Host City Contract so that bidding for and hosting an Olympic Games can act as a catalyst for sustainable development within the host city and region	<p>The IOC's Host City Contract – Operational Requirements were updated in June 2018 to fully reflect the IOC Sustainability Strategy.</p> <p>This objective is now complete as we do not envisage updating the Host City Contract again before the end of 2020.</p>	Objective completed
12	Strengthen support and monitoring of the implementation by Organising Committees for the Olympic Games (OCOGs) of sustainability-related bid commitments, Host City Contract requirements and IOC recommendations, including through the provision of common methodologies and independent third-party assessments where appropriate	<p>This is a continual process, and support and monitoring levels are advancing well to meet this objective.</p> <p>Technical guidelines on carbon footprinting and sustainable sourcing are nearing completion.</p> <p>However, we need to intensify efforts through increased sustainability education and support so that both IOC and OCOG staff understand the increasingly critical importance of this theme.</p>	
13	Facilitate exchanges between Olympic Games stakeholders (e.g. OCOGs, national partners, host city authorities, TOP Partners) and build strategic partnerships with relevant expert organisations to develop innovative sustainable solutions for planning and staging of the Olympic Games	<p>A number of meetings between the Tokyo 2020 Organising Committee (TOCOG) and Olympic Games stakeholders have been facilitated.</p> <p>Partnerships with international organisations such as the International Union for Conservation of Nature (IUCN), UN Climate Change and the C40 Cities Climate Leadership Group have been developed to support this objective.</p> <p>IOC TOP Partner Dow, became our official Carbon Partner in 2017 to support our approach to climate change mitigation, including the provision of innovative solutions for the Olympic Games.</p>	
<b>THE IOC AS LEADER OF THE OLYMPIC MOVEMENT</b>			
14	Provide mechanisms to ensure exchange of information and best practices between Olympic Movement stakeholders	<p>Workshops on three key topics were provided to the Olympic Movement in 2017 (water quality, sourcing and resource management, carbon).</p> <p>Nineteen case studies on sustainability projects conducted by International Federations (IFs) were researched, developed and shared in 2017, adding to the 20 case studies completed in 2016.</p> <p>We initiated development of "Sustainability Essentials", a series of simple, practical guides on sustainability topics for the Olympic Movement.</p> <p>Event water quality guidelines were established and agreed between the IOC and five relevant IFs.</p>	



	2020 objective	Progress – January 2017 to mid-2018
15	Facilitate access to relevant expert organisations to develop guidelines and innovative solutions	<p>We have continued efforts to build upon existing partnerships and create new ones in order to provide a stronger base of expertise with which to support and guide the Olympic Movement.</p> <p>Key examples include the launch of the Clean Seas programme with UN Environment, our partnership with UN Climate Change and G40 on climate change issues, and our ongoing work with IUCN on biodiversity matters.</p>
16	Leverage Olympic Solidarity to assist NOCs in implementing sustainability initiatives	<p>A strategic Sustainability Implementation Plan was created through stakeholder consultation for the National Olympic Committees (NOCs), which resulted in technical meetings and working groups being established.</p> <p>Carrying out the Plan will be challenging due to the wide geographical scope – it encompasses 206 countries.</p> <p>The creation of the European NOC Sustainability Working Group in 2017 provided insight into the range of initiatives required for successful implementation. Similar working groups are to be established in other regions.</p>
17	Set up an ambassador programme including athletes in order to raise awareness on sustainability in sport	This programme is currently still in the research and development phase and has not yet been activated.
18	Profile the role of the Olympic Movement in sustainability through aggregation of information and collective reporting	Collective reporting has not advanced as initially planned due to the lack of a dedicated Communications person to provide guidance, develop networks and identify communication opportunities. This will be addressed with the arrival of the Sustainability and Legacy Communications Manager in October 2018.

## Feedback and continuous dialogue

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

You can read the full Sustainability Report and learn more about all our sustainability initiatives at [olympic.org/sustainability](http://olympic.org/sustainability).



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