THE ENVIRONMENTAL SUSTAINABILITY OF MAJOR INTERNATIONAL SPORTS EVENTS

WHAT RECOMMENDATIONS FOR SPORTS STAKEHOLDERS?

The restitution of the international seminar organized by the Sports Ministry

France, 2015
SEMINAR ON THE ENVIRONMENTAL SUSTAINABILITY OF MAJOR INTERNATIONAL SPORTS EVENTS
ORGANISED BY THE SPORTS DEPARTMENT
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SUMMARY OF DISCUSSIONS AND RECOMMENDATIONS FOR INSTITUTIONAL SPORT AND SPORTS MOVEMENT STAKEHOLDERS

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Part 1
Context and Purpose of Seminar

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Part 2
Presentation of Experts and Participants

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Part 3
Summary of Discussions on
Scope, Governance, Resources and Legacy

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Part 4
Recommendations to Sports Movement Institutions

This document does not reflect the French position; it is a summary of the discussions held during the seminar.
Organised at the initiative of the French Ministry of Sport on 25 September 2014 in Paris, the seminar on the sustainability of Major International Sports Events (MISE) was attended by some twenty European and international experts from sports organisations and institutions. The main goal of the seminar was to produce operational and strategic recommendations that would enable institutions (State, sports movement, EU, UN) to reinforce sustainability in the organisation of major events and enable the participants to exchange best practices and high quality experience. That goal was achieved insofar as it was the first step in a reflection that should now be ongoing and integrated in the preparation of MISEs by all the stakeholders concerned.

An MISE is a sporting event organised by one or several host countries and attended by different international delegations with the aim of practising one or several sports. MISEs are characterised by major technical and logistics challenges (the construction and development of venues, public transport, safety and security, etc.), have a high media profile, welcome thousands of people including supporters, journalists, technical teams and officials, and are often organised over several consecutive days. France, for example, has the honour of hosting and organising several MISEs each year: the French Open (Roland Garros), the 2015 World Rowing Championships, the UEFA Euro 2016 Finals, the 2017 World Handball Championships, the 2018 Ryder Cup, etc.

This seminar was thus organised in a triple world, European and national context:

**An historical rendezvous on the subject of climate, COP21**
At the end of 2015, France will host the world conference on climate change (COP21) which should reach an historical international agreement in the fight against climate change. This event offers a unique opportunity to engage the world of sport. This seminar is an integral part of the preparations for the conference and, as such, would like to contribute to efforts to strengthen the role of sport in developing a more sustainable society.


**Ongoing work in the European Union**
In its new 2014-2017 work plan, the European Union has launched a strategic reflection on the sustainability and legacy of major sports events. In order to contribute to the work carried out by the EU, this seminar has set itself the goal of identifying best practices and recommendations that can be pertinent on a European scale.

The sport movement, committed to sustainability in France and Europe

The sport movement, not only in France, but also in Europe and worldwide, is increasingly committed to fostering sustainable development both on an everyday basis and in the organisation of major international sports events. This seminar is an integral part of this dynamic current and would like to strengthen the exchange of best practices and sharing of experience among the various stakeholders in the sport movement. It will provide sports stakeholders with perspectives and knowledge that will facilitate decisions on future policies.

This document is a summary of the main discussions and a presentation of the main strategic and operational recommendations for sports institutions. It does not present an exhaustive picture of the way in which environmental concerns are taken into consideration but provides a summary of the discussions which took place. It also offers a complementary perspective to existing tools, documents and reference frameworks.

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p.5
To meet the aims of the seminar, the Ministry of Sport invited a panel of experts on the sustainability of major international sports events and event organisers from ministries and sports organisations in particular. The list of participants is set out below while a detailed description of their profiles and skills is given in appendix 1.

- Andreas Klages – German Olympic Sports Confederation - Germany
- Dorota Mogielenicka - UEFA Euro 2012 - Poland
- Epiphane Zoro - Comité National des Jeux de la Francophonie - Côte d’Ivoire
- Albertine Gbaka - Comité National des Jeux de la Francophonie - Côte d’Ivoire
- Tania Boa – Ministry of Sports - Côte d’Ivoire
- Francesco Anesi - Universidades de Trentino - Italie
- David Stubbs – 2012 Olympic Games in London – United Kingdom
- Neil Beecroft - UEFA Euro 2016 - France
- Pierre Lienhard – Sports Marketing Consultant - Switzerland
- Viviane Fraisse - Fédération Française de Tennis - France
- Corinne Fritch – Ministry of the Environment and Sustainable Development - France
- Philippe Appriou – Sustainable development advisor, DIGES (Interministerial Delegate for Major Sports Events) - France
- Fabienne Coblence - Ministry of Sports - France
- Besson Maël – Ministry of Sports - France
- Leo Dalet – Ministry of Sports - France
- Ines Boutar – Ministry of Sports - France
- Alexandre Marguerite – Ministry of Sports - France
- Madeleine Delaperriere – Ministry of Sports - France
- Jacqueline Renier – Ministry of Sports - France
- Margot Mendes – Ministry of Sports – France
- Raphaël Bouju - Atemia - France

The diversity of the participants meant that experience gained in events such as the 2012 London Olympic Games, the 2006 World Football Cup, UEFA Euro 2008, UEFA Euro 2012, UEFA Euro 2016, the French Open, Universidades de Trentino and the Jeux de la Francophonie could be studied closely. Because of the wide variety of contexts, organisational requirements, governance and financing methods presented, the initiatives described offered a broader vision of sustainability concerns, thus increasing the strategic interest of the recommendations made.
Discover the viewpoints of some of the participants on video


David Stubbs
Sustainability Manager for the 2012 London Olympic Games

Tania Boa
Director of Sustainability Standards and Promotion, Ministry of Sport, Côte d’Ivoire

Neil Becroft
In charge of implementing sustainability in UEFA operations, Switzerland
Based on the testimonials of experts, the participants were invited to reflect on four key themes relating to the organisation of major events: scope, governance, financing methods and resources, and legacy. Below is a summary of the main conclusions and questions addressed by the participants.

**Scope of action and sustainability**

- Is it possible to define a minimum valid scope of action for MISEs?
- How is the scope of action determined?
- What concerns should necessarily be taken into consideration?

**Recurring, essential concerns**

All events, whether cultural, sporting or professional, systematically come up against recurring, essential concerns. For example, all events must include transportation management, waste management, eco-design of amenities, management of the natural environment, etc. in their sustainability approach.

While the key issues are relatively easy to identify, the way in which they are approached varies considerably from one event to the other. The notion of the organiser’s accountability for environmental impacts (particularly transport) can be considered at various levels e.g. transportation of participants to or between competition venues, transportation of participants from their lodgings, home town or country, etc. This accountability is often directly related to the capacity for action of the organisation committee and its partners.

**Priorities to be defined for each context**

The sporting, technical, logistic, legal and political characteristics of an MISE must be analysed in detail in order to determine a realistic and efficient scope of action. This requires consultation of the various stakeholders and an analysis of the strengths and weaknesses of the venue. Definition of the scope of action must also include the organisation committee’s vision and reflect the course and strategic directions of the project.

**Tools and standards to determine the scope of action**

Standard ISO 20 121 on “Sustainable events” and the Global Reporting Initiatives (GRI) provide pertinent guidelines for drawing up sustainability priorities and defining the scope of action. However, these tools remain optional and have not been incorporated into the specifications of international federations.

**Close up on … ISO 20 121 certification for the London Olympic Games**

The London Olympic Games received worldwide praise for the quality of their sustainability approach, and their management system in particular. The organisation committee, through its sustainability manager, David Stubbs, implemented the first responsible management system to be applied to an international sports event, namely standard ISO 20 121. The system was certified by an external, independent auditor in June 2012. Extensive consultation and dialogue were engaged with the stakeholders of the event, including the local authorities, residents, service providers and partners, in order to determine the concerns, goals and concrete plans of action.

*Discover the report on the 2012 London Olympic Games*

Governance and sustainability

- What are the key ingredients to good sustainability governance?
- What points must be considered in particular for high quality governance?

A shared territorial ambition
A successful sustainability approach is a shared approach. It would seem important to guarantee the acceptability of an event in a particular territory by having a clear vision and territorial ambition. Some countries (Switzerland in particular*) also involve their citizens in the application process by means of referendums. Joint construction of the project with the different stakeholders and sharing of the decision-making power are among the key ingredients to the success of sustainability and, on a broader level, of the event itself.

*As an example, the people of the Grison Canton in Switzerland refused, by a 52.7% vote, that their territory bid for the 2022 Olympic Games, following a referendum organised in the areas concerned. http://www.swissinfo.ch/fre/jo-2022--la-candidature-suisse-a-coul%C3%A9/35125920

Visible, engaged leadership
Leadership plays an essential role in the success of sustainability. The people in charge of the project must clearly show their engagement, support and interest in developing sustainability. The technical manager or the elected member in charge of sustainability within the organisation committee must be a member of the board of directors and as close as possible to strategic decision-making.

A technical coordinator to monitor the project
In addition to the personal involvement of the persons in charge, all major events must appoint a person (or even several people) dedicated to the operational coordination of sustainability. The quality of the technical manager(s) is one of the keys to the success of the project.

Stakeholder engagement from the outset
Service providers, partners, employees and participants need to be informed as early as possible of the expectations and requirements of the organisation committee in terms of sustainability. This will facilitate understanding of the issues, foster innovation and engage each of the stakeholders.

Close up ... on the French Interministerial Delegate for Major Sports Events (DIGES)
Concerned with adopting the right approach to governance issues, the French government has appointed an interministerial delegate for major sports events with the task of "leading and coordinating the activities of the administrations of State and national public bodies who participate in hosting international major sports events in France. As the prime contact for organisation committees, the interministerial delegate will be paramount in facilitating relations between the State and stakeholders for each MISE.

For further information on the Interministerial Delegate for Major Sports Events http://www.sports.gouv.fr/international/DIGES
An unbiased project
Absence of bias, in relation to the project in general and sustainability in particular, is also one of the key ingredients of governance. Recognising difficulties, making key figures public and explaining choices are all essential for a good understanding and buy-in of sustainability.

Close-up ... on the "Commission for a Sustainable London 2012"
The Olympic Games organisation committee set up an independent commission to provide assurance on how the bodies concerned were meeting their sustainability commitments. The commission monitors the goals and performance of the actions carried out in order to provide a neutral, unbiased analysis of the sustainability programme implemented by the organisation committee.

For further information on the "Commission for a Sustainable London 2012"
www.cslondon.org
Resources and sustainability

- How is sustainability financed?
- How much does it cost to implement sustainability?
- What innovations exist in terms of means and resources for sustainability?

An integrated budget
The costs incurred by the implementation of sustainability are always difficult to determine. In addition to the allocation of human resources in charge of coordination, the action-related budget is mostly included under broader budget headings (transport, amenities, cleaning, etc.).

Savings generated
Sustainability also aims at optimising the use of natural resources. It therefore generates savings (materials, energy, water, etc.) which have a positive impact on the budget. However, these savings are difficult to evaluate using simple indicators.

High expectations from public authorities and partners
Most events are largely financed by the public authorities (State, local and regional authorities) who, within the framework of the environmental and social regulations to which they are subject, have increasingly stringent expectations and requirements concerning sustainability. Thus, a coherent, clear, efficient approach to sustainability is necessary today to obtain the support of public and private partners.

An opportunity for new financial resources
The adoption of a sustainability approach by MISEs is also a source of innovative private partnerships. Certain organisers have obtained new backing specifically designed to develop and implement their sustainability strategy. It would also seem that, although sustainability does not systematically attract new partners, it establishes loyalty and reinforces relations with existing partners.

Close up on ... the French Open
GDF SUEZ, an historical tennis partner, specifically backs the sustainability approach of the Fédération Française de Tennis, and especially the French Open. “As the Energy and Sustainability partner of the French Open, GDF SUEZ wishes to contribute its experience and know-how as an energy operator to the tournament and its spectators, particularly through actions focused on Corporate Social and Environmental Responsibility.

For further information on the sustainability approach of the French Open
Legacy and sustainability

- How can sustainability know-how be capitalised upon?
- How can the effectiveness of aware-raising among stakeholders be measured?
- What environmental improvements persist after the MISE is finished?

A methodological and intellectual legacy
With each event, the capacity to act in terms of sustainability increases, especially through the incorporation of new technical and methodological knowledge and know-how which constitute a major legacy for the sustainability of major events. Unfortunately, little is done in terms of capitalisation among organisation committees. It therefore seems necessary (see recommendation below) to reflect on how this know-how can be preserved, shared and improved upon at a sports institution level.

Awareness raising
Events have exceptional media potential which could be used more fully to raise awareness among spectators and listeners and thus create a legacy in the field of sustainability education.

A territorial legacy
In addition to an intellectual legacy, MISEs can have spin-offs such as the rehabilitation of certain neighbourhoods, the cleaning up of natural spaces and the implementation of waste sorting and recovery for local inhabitants. This technical legacy varies according to the size of the project and the degree to which sustainability is taken into account in the host country. However, it must be anticipated insofar as possible in order to strengthen the structural role of the investments made by the host country organising an MISE.

Close-up on .... UEFA Euro 2012 in Poland and the London Olympic Games
Several concrete examples illustrate the technical and territorial legacy of MISEs. These include the rehabilitation of an industrial wasteland in East London for the 2012 Olympics, which resulted in cleaning more than 2 million tonnes of contaminated soil and restoring biodiversity in the green and aquatic spaces near the games venues. Another example is the implementation of waste sorting by the organisation committee of the European Football Cup in Poland which increased waste recovery among local residents after the event.

Consult the brochure of the International Olympic Committee on the legacy of the Olympic Games
**Part 4
Recommendations to Sports Movement Institutions**

The following recommendations are based on the discussions, exchanges and analyses of all the participants present at the seminar. They are mainly addressed to sports institutions and organisations and are aimed at opening up discussion among all the stakeholders involved in organising an MISE.

**Recommendation 1 – Eco-condition financing**

Sports institutions finance international major sports events and, as a result, have the right to scrutinise the way in which they are organised. In order to encourage the organisation committees to mainstream sustainability in an efficient, disciplined manner, subsidies must be at least partly conditioned by the adoption of sustainability.

This cross-compliance must be accompanied by criteria that enable the engagement of the organisation committee to be identified as accurately as possible. These criteria must be easy to evaluate, pragmatic and realistic with respect to the organisational concerns of an MISE.

Although certain public authorities have already initiated cross-compliance, it would seem necessary for national, European and international sports institutions to give concerted thought to the subject in order to determine the criteria for doing so and harmonise requirements with respect to organisation committees.

**Recommendation 2 – Implement sustainability regulations**

For an MISE, taking sustainability into account is always a voluntary approach on the part of the organisation committee. Except for national regulations – when they exist – there are no sustainability requirements for sports events. The absence of any legal obligations often hinders the implementation of a sustainability strategy particularly with the restrictions imposed by the current economic context.

The creation of special regulations would be a strong signal for all the organisers and the sport movement and provide a catalyst for technical, managerial and organisational techniques.

Without causing applications from certain countries to be less attractive, defining European, and even international regulations on the sustainability of MISEs would lead to significant progress in the matter and systematic inclusion of sustainability in their organisational strategy.

**Recommendation 3 – Incorporate sustainability requirements in federation specifications**

In addition to legislation that is common to the member countries and in order to impose a framework for all countries (outside the EU in particular), it would seem necessary for international federations to incorporate sustainability requirements in their specifications.

The specifications of each international federation determine the way in which events are organised (sporting, technical, logistics, financial, etc.). The addition of environmental and social criteria e.g. waste, energy, transport, carbon offsetting, amenities, health, safety and human rights, would make the implementation of a valid sustainability strategy compulsory for each organisation committee.

The first action to be envisaged in the short term would consist of a critical review, by a group of experts, of all the federation specifications in order to identify any requirements that are incompatible with sustainability.
Recommendation 4 – Harmonise indicators to monitor impacts on the environment
Irrespective of regulations or federation requirements, most international major sports events implement sustainability actions. These are conducted according to the management, monitoring and reporting methods of each individual organisation committee. This diversity of practices makes it difficult to compare the environmental performance of major events.

The harmonisation of environmental indicators including their calculation methods and scope would result in a better understanding and visibility of MISE commitments. These indicators could concern major environmental principles (waste, energy, water, transport, biodiversity, amenities, etc.) and be systematically appended to the organisation committees’ financial and extra-financial statements.

It would seem necessary to reflect on the matter on an international scale so that all MISEs will be concerned regardless of where they are held.

Close up on ... the Global Reporting Initiative (GRI)
The GRI is designed to measure the sustainability performance of organisations. This standard tool proposes a common base of sustainability indicators for all types of projects and organisations. The guidelines include the complete range of economic concerns (economic value created, distribution of wealth, subsidies, investments, etc.), social concerns (employment, equal opportunity, diversity, accessibility, health, safety, etc.) and environmental concerns (energy, water, waste, transport, biodiversity, natural resources, etc.). This reference framework could be used as a basis for the development of MISE sustainability performance indicators.

Discover the GRI guidelines
Recommendation 5 – Develop technical units in sports institutions

The concrete, operational inclusion of sustainability always requires a broad panel of structures and skills. In order to simplify and accelerate the process with respect to organisation committees, it would seem pertinent that each sports institution (State-owned in particular) should have a “MISE sustainability” technical unit. This would act as a catalyst for sustainability in relation to transport, waste management and even the eco-construction of amenities.

By way of example, the French State has appointed an Interministerial Delegate for Major Sports Events (DIGES). The Delegate’s team includes a unit dedicated to providing support for the sustainability strategy of MISEs. Another example is the “Sport and Sustainability” mission of the Ministry of Sports and the IOC’s "Sport and Environment" commission.

Close-up on ... the Sport and Sustainability mission

The Sport and Sustainability mission concerns all those involved in the sport movement with the aim of providing information (tools, studies and resources) on sustainability and sport, fostering discussion and dialogue, boosting best practices and highlighting the ministry’s action in fostering sustainability. The mission is thus raising the level of competence of the entire French sport movement in terms of sustainability.

For further information on the Sport and Sustainability mission

Close-up on the IOC’s Sport and Environment Commission

After sport and culture, the environment has been the third dimension of Olympism since 1994. In 1995, the IOC set up the “Sport and Environment” commission whose role is to “advise the IOC Executive Board on what policy the IOC and Olympic Movement should adopt in terms of environmental protection and support for sustainable development and, through its members, supports the IOC programmes and activities in this field.”

For further information on the IOC’s Sport and Environment Commission
http://www.olympic.org/fr/commission-sport-et-environnement

Read the IOC’s report on “sustainability and sport”
Recommendation 6 - Create a European MISE sustainability network
In order to reinforce exchanges on best practices and share experience and know-how, the creation of a European network dedicated to the sustainability of MISEs is of major importance. The network could include those in charge of sustainability for the main recurring or occasional MISEs, technical experts, partners and sponsors involved in a CSR approach as well as certain elected members.

From a practical viewpoint, the network should also enable the knowledge, tools and know-how developed by each MISE to be capitalised upon. This would appear essential given the short life span of the organisation teams and the disbanding of the organisation committees after the event.

With respect to governance, the rotating leadership of the network could be based on a period of six months and be similar to that of the presidency of the European Council.

Several international sport and sustainability networks already exist, such as the Green Sport Alliance and the Global Sports Alliance.

Close-up on … the Green Sport Alliance and the Global Sports Alliance
The Green Sport Alliance is a North-American network of nearly 300 members, mainly sports teams and venues. The network encourages sustainability in sport, principally by sharing experience and dialogue among the different parties concerned.

The Global Sports Alliance is a global network whose role is to raise awareness of the importance of sustainability in the sport movement. The network takes action through the Ecoflag movement in order to give visibility to the parties involved.

For further information on the Green Sport Alliance
http://greensportsalliance.org

For further information on the Global Sports Alliance
http://www.gsa-world.org
Appendix 1
Presentation of participants

Andreas Klages – German Olympic Sports Confederation - Germany
In charge of the sustainability strategy at the German Olympic Sports Confederation. In particular, he specialises in sustainability applied to major sports events.

Dorota Mogielnicka - UEFA Euro 2012 - Poland
Formerly in charge of environmental and sustainability concerns in the infrastructure department of the organisation committee of UEFA Euro 2012.

Epiphane Zoro - Comité National des Jeux de la Francophonie - Côte d’Ivoire
Director General of the Comité National des Jeux de la Francophonie which will be held in Côte d’Ivoire in 2017.

Albertine Gbaka - Comité National des Jeux de la Francophonie - Côte d’Ivoire
Assistant Director General of the Comité National des Jeux de la Francophonie which will be held in Côte d’Ivoire in 2017.

Tania Boa – Ministry of Sports - Côte d’Ivoire
Director of Sustainability Standards and Promotion, Ministry of Sport, Côte d’Ivoire, and president of the development activities commission of the Comité des Jeux de la Francophonie which will be held in Côte d’Ivoire in 2017.

Francesco Anesi - Universidades de Trentino - Italie
Sustainability Manager during the Universidades de Trentino in 2013.

David Stubbs – 2012 Olympic Games in London – United Kingdom
Former Sustainability Manager for the 2012 Olympics in London, from bid preparation to the end of the games. He now advises the IOC on sustainability, especially in his role as a member of the IOC commission in charge of evaluating candidate cities and examining progress made in current host cities.

Neil Beecroft - UEFA Euro - Switzerland
In charge of implementing sustainability in UEFA operations in order to reduce their environmental impact, gauge the organisation’s economic advantages, and integrating a sustainable social dimension in the different UEFA events.

Pierre Lienhard – Sports Marketing Consultant - Switzerland
Former Senior Manager of Events and Sponsoring for the Swiss Football Association. He is a sports marketing consultant and expert on sustainability. In 2014, he published “Legacy, sustainability and CSR at Mega Sport Events – An Analysis of the UEFA EURO 2008 in Switzerland”.

Viviane Fraisse - Fédération Française de Tennis - France
Sustainability Project Manager for the Fédération Française de Tennis (French tennis federation) and the French Open (Roland Garros).

Raphaël Bouju - Atemia - France
Consultant, Atemia Consultancy. He specialises in providing support for the sustainability of major events and public policy to encourage eco-friendly events.
Corinne Fritch – Ministry of the Environment and Sustainable Development - France

Philippe Appriou – Sustainability advisor, DIGES (Interministerial Delegate for Major Sports Events) - France
Sustainability advisor – Head of the support and development unit, DIGES (Interministerial Delegate for Major Sports Events)

Fabienne Coblence - Ministry of Sports - France
In charge of Sustainability, French Ministry of Urban Affairs, Youth and Sports.

Besson Maël – Ministry of Sports - France
Official representative for Sustainability, French Ministry of Urban Affairs, Youth and Sports.

Leo Dalet – Ministry of Sports - France
Trainee, Sustainability Mission, French Ministry of Urban Affairs, Youth and Sports.

Ines Boutar – Ministry of Sports - France
Consultant, Sustainability Mission, French Ministry of Urban Affairs, Youth and Sports.

Alexandre Marguerite – Ministry of Sports - France
Head of the International Relations and European Affairs Bureau, Department of Sports, French Ministry of Urban Affairs, Youth and Sports.

Madeleine Delaperriere – Ministry of Sports - France
Deputy Head of the International Relations and European Affairs Bureau, Department of Sports, French Ministry of Urban Affairs, Youth and Sports.

Jacqueline Renier – Ministry of Sports - France
Official representative, International Relations and European Affairs Bureau, Department of Sports, French Ministry of Urban Affairs, Youth and Sports.

Margot Mendes – Ministry of Sports – France
Trainee, International Relations and European Affairs Bureau, Department of Sports, French Ministry of Urban Affairs, Youth and Sports.

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