A blueprint for change
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If you would like to comment on our sustainability approach or performance, or how this information is presented, please get in touch.

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London 2012
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Tim Brabants of Great Britain wins Gold in the men’s 1,000 metres flat water kayak, Beijing 2008
1.1
Statement from the Chair of LOCOG

When we bid to host the 2012 Olympic Games and Paralympic Games, we made a radical proposal to the International Olympic Committee. This proposal was entitled ‘Towards a One Planet Olympics’. We committed not simply to put on the biggest sporting event in the world, but to host the world’s first truly sustainable Olympic and Paralympic Games.

This builds on the work of previous Host Cities and recognises the Olympic and Paralympic Movement’s growing voice in the global debate on sustainable development. At the heart of this is the role of sport as a powerful lever of change, improving lives across the world.

Over the last year, the focus has been on construction, preparation and planning. From a sustainability perspective this means delivering sustainability on an unprecedented scale, and in a way that will leave a positive physical and behavioural legacy far beyond the departure of the Olympic and Paralympic Flames from London.

I’m excited to watch our plans materialise. The construction of the Olympic Park already shows how our work has transformed an under-developed part of London into a reconnected and thriving community. The sustainability plans we have developed are already changing the way large-scale construction projects are planned and built to respect local communities and the environment. Before these Games, no one had cleaned two million tonnes of contaminated soil on-site. No one had tried to calculate the complete carbon footprint of a Summer Games. And no one had built an 80,000-seat stadium as light in structure and environmental impact as ours.

I’m looking forward to the next 12 months; our ambitious vision continues to challenge us, our partners and our suppliers to raise the bar on sustainability. By working together with thousands of individuals and companies, we are changing the way that events of all sizes will be run in the future.

Our legacy is a blueprint for inspiring positive social, economic and environmental change that other Host Cities will inherit, learn from and build on, starting when we hand over to Rio 2016.

Sebastian Coe
Chair, London Organising Committee of the Olympic Games and Paralympic Games Ltd (LOCOG)
1.2
Statement from the Chief Executive of LOCOG
I’m proud of the fact that sustainability is a central part of how we do business and of our plans for the Games in 2012. This report covers our work up to the end of 2010.

Looking back at 2010
Of all our successes in the last year, there are five that stand out above the rest:
1 Low-carbon Games: new ways to deliver significant carbon savings.
   We have developed a new methodology for assessing potential future carbon emissions, which is helping us drive down our carbon footprint. Some of our partners, notably BT, are already using this new method themselves, forming a knowledge legacy beyond the events and construction sectors.
2 Olympic Park construction nearing completion: on time, on budget and leading the way on sustainability. All our venues and new infrastructure have been designed and built following stringent sustainability targets. As the Olympic Park takes shape, the iconic architecture is testament to the story of how a neglected corner of London has been enhanced for the local community.
3 Sourcing: inspiring change in the supply chain and creating an ethos of sustainability within the organisation. One of the most effective ways we found to deliver a sustainable Games is to embed sustainability upfront in the procurement process. Our Sustainable Sourcing Code is inspiring change amongst our suppliers, sponsors and licensees, who see the business advantages of sourcing sustainably.
4 Inclusive Games: exceptional approaches to volunteer recruitment and ticketing. In 2010, we launched our Games Maker volunteering programme, and announced our ticketing strategy, both of which demonstrate an inclusive approach right at the centre of the Games.
5 Taking sustainability into new areas of event operations: overlay materials, logistics, catering, ceremonies and technology. Too often at past events, ‘green’ initiatives have been marginal. At London 2012, sustainability is at the core of our operational planning and is helping us to find better ways of doing things.

Looking forward to 2011
Our focus will shift to preparing venues and testing our operations. We will be growing the capacity of our workforce, including recruiting tens of thousands of volunteers. It’s a fast-moving business and I am confident that sustainability will remain a constant in all that we do.

Paul Deighton
Chief Executive, LOCOG

I’m proud of how sustainability is a central part of how we do business.
Independent statement from Shaun McCarthy, Chair of the Commission for a Sustainable London 2012

As Chair of the Commission for a Sustainable London 2012, I have the privilege of a unique insight into all aspects of sustainability related to the Games infrastructure, the event and its legacy.

The London 2012 Sustainability Group was formed to develop clear objectives to support the promise to stage ‘the most sustainable Games ever’. This work was done well and as quickly as possible, but the inevitable consequences of an immovable deadline meant that some early decisions taken without the benefit of a clear sustainability framework, had to be resolved retrospectively, such as the cooling of the Aquatics Centre.

Construction is nearing completion and I commend the Olympic Delivery Authority (ODA) for their professional approach throughout. Not only have they delivered wonderful facilities ahead of schedule and under budget; they have also delivered unprecedented sustainability standards through a rigorous approach involving the on-site teams and management. The ODA’s performance in this area should be game-changing for the construction industry. I look to the Government, the Mayor of London and construction firms to follow the ODA’s example, which shows that quality, value, deadlines and sustainability are not incompatible but mutually supportive.

Staging the biggest event in the world in a sustainable way is a significant challenge and I have been impressed with LOCOG’s ambition to work with a wide variety of partners to deliver exemplary environmental targets along with unprecedented social objectives. Most of LOCOGs ambitions will be delivered during the Games so it is too early to say how successful they have been, but our reviews indicate a high level of commitment to challenging issues, as well as the organisational resources to deliver them. The systems necessary to support the ambitions are progressing and I expect to see these delivering results as we approach the Games in 2012.

London 2012 was always about more than the Games. It’s about the regeneration of one of the most deprived areas of Europe. Despite fears that efforts to support social and economic sustainability might be hampered by the recession and Government spending targets, some excellent programmes have been put in place to create employment opportunities for the local community, inspire young people and encourage healthier lifestyles.

I look back on a great sustainable construction project and look forward to a memorable, sustainable Games, towards a great sustainable city and wider community.

Shaun McCarthy
Chair of the Commission for a Sustainable London 2012

I hope London 2012 will act as the inspiration for a step change.
1.4
Our vision for a sustainable Games
The most spectacular sporting event in the world has the power to bring together the aspirations of the finest athletes on earth and the efforts of hundreds of thousands of individuals who create the stage for their performances. It has the power to revitalise communities and shoulder the hopes and dreams of billions of people around the world who will be watching with bated breath. Our vision is to use the power of the Games to inspire lasting change.

For six weeks in the summer of 2012, the eyes of the world will be on London. But for seven years before, and for many years afterwards, we will have changed and will be changing the way we impact on people, industry and the planet.

The Games are rejuvenating previously neglected communities in London, inspiring healthier, happier lifestyles across the UK and beyond, changing the way people everywhere perceive disability, and inspiring an entire generation to participate in sport. By building the stage and staging the Games, the construction, catering, hospitality and events industries will showcase the value of sustainability and embed it wholeheartedly into what they do. We are harnessing the incredible power of the Games by working with our partners, sponsors, volunteers and communities to create a transformational shift in sustainability.

Our vision is to use the power of the Games to inspire lasting change.
1.5
About London 2012
London 2012 partners

London 2012 is the UK-wide programme bringing together a broad spectrum of partners to deliver the Olympic and Paralympic Games. Two organisations are at the centre of delivery:

– **The Olympic Delivery Authority (ODA)** has built the new venues and infrastructure for the Games, and ensured that they will be used after the Games. The ODA is a public body, accountable to the Secretary of State for Culture, Media and Sport, and funded through council tax, National Lottery and regeneration funding.

– **The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)** is responsible for planning and staging the Games. LOCOG is a private company limited by guarantee, and we raise the vast majority of our funding from the sale of tickets and merchandise, sponsorship, broadcasting revenues and contributions from the International Olympic Committee.

LOCOG is ultimately accountable to the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) for the overall delivery of the Olympic and Paralympic programme in 2012, but we rely upon the commitments made across the London 2012 programme by our delivery partners:

– Olympic Delivery Authority
– Transport delivery partners including Transport for London (TfL)
– Department for Culture, Media and Sport (DCMS) – Government Olympic Executive (GOE), working with the Cabinet Office, Home Office and Olympic Security Directorate (OSD)
– The Mayor of London, the Greater London Authority (GLA) and London Boroughs
– The British Olympic Association (BOA) and British Paralympic Association (BPA)
– The International Olympic Committee (IOC) and the International Paralympic Committee (IPC)
– The Olympic Park Legacy Company (OPLC)
– The Royal Parks

David Beckham meets some of the workers on the Olympic Park, November 2010
London 2012’s evolution

LOCOG and the ODA were formally established in 2006. However, they are at very different stages in their lifecycle.

ODA has played an extremely prominent role to date, as it has been responsible for the demolition, remediation, design and construction work on the Olympic Park and other new permanent installations for the 2012 Games. The construction phase is now nearing completion, with all venues on track to be finished on time and to budget.

In contrast, LOCOG remained a small organisation throughout the period up to and just beyond the Beijing 2008 Games. LOCOG’s focus to this point has been on building the organisational structures, the commercial programme and developing the brand. Since 2008, LOCOG has embarked on a phase of rapid growth, with staff numbers doubling each year and set to peak at Games time.

London 2012’s headquarters are One Churchill Place in Canary Wharf. During 2010, additional office space was occupied at:
– 10 Upper Bank Street, Canary Wharf;
– 25 Canada Square, Canary Wharf; and
– Three Mills Studios in east London.

In 2011, a number of teams will become venue-based as the ODA hands facilities over. The testing programme is also due to commence in the summer of 2011.

By Games time, London 2012 will operate at over 100 venues, including over 30 competition venues and a wide range of non-competition venues such as the Athletes’ Villages, the International Broadcast Centre and Main Press Centre, training venues, logistics warehouses and transport depots.

The OPLC will continue to place emphasis on sustainability and integrate our commitments and objectives into the long-term plans for the Olympic Park.

The Paralympic logo and the cycling pictogram on the floor of the VeloPark to celebrate 1,000 days to go to the Paralympic Games, December 2009
1.6
About this report

Our reporting cycle

This is the first of three London 2012 Sustainability Reports, designed to chart our delivery against the London 2012 Sustainability Plan (2009). The next two reports will be released in the spring of 2012 and the winter of 2012/13.

This report covers the 2010 calendar year, and its focus is on construction and planning for the Games. The second report to be published in 2012 will provide a comprehensive pre-Games view of our programme. The timing of that report is important as it will provide a spotlight on our progress prior to the Games and the Rio +20 World Summit on Sustainable Development.

A new way to report

This work is an important step towards mainstreaming sustainability reporting for events. We are especially keen to receive feedback from readers on this year’s report. How does it read? Is it comprehensive, clear and honest? Is it useful for other events? If you would like to comment please email: Sustainability@london2012.com

Since 2009 we have been working with the Global Reporting Initiative (GRI) and other international partners to develop an Event Organisers’ Sector Supplement for the GRI G3 standard. This work is well advanced and should be completed later in 2011. Our pre-Games report in the spring of 2012 will follow this new format. In preparation for this, we have written this report in line with the existing GRI G3 format and pre-empted the event-specific aspects in the sector supplement.

The scope of this report


– **Scope**: this report was published in April 2011. It is an annual report which relates to the programme-wide activities of the official London 2012 stakeholders. However, the programme-wide format presents a challenge for GRI reporting which is normally predicated on a single reporting organisation. To address this we are treating LOCOG as the principal reporting organisation. This was felt most appropriate as LOCOG is the body specifically responsible for staging the Games and most closely linked to the event sector and the GRI supplement.

– **Materiality**: we determine materiality based on three main categories that have been identified and evaluated over time:
  – priority themes – the five headline themes as specified in the London 2012 Sustainability Policy (see Chapter 2);
  – subjects – specific topics identified as being relevant to our sustainability performance; and
  – issues – current matters, that actually or potentially impact our ability to achieve sustainability objectives and that need immediate attention to resolve.

The priority themes form the basis of strategies and action plans for the delivery bodies and official stakeholders. The London 2012 Sustainability Plan is the main point of reference for describing how the London 2012 Sustainability Policy is to be delivered. Subjects and issues are identified through internal management systems arrangements such as risk registers, legislative reviews, audits and stakeholder engagement, including assurance work undertaken by the Commission for a Sustainable London 2012 (see p96). The key principles guiding our efforts on measurement and reporting are scale, significance, control and influence. During 2011, we will be conducting a materiality review to improve our understanding of stakeholders’ expectations and to ensure these are better reflected in our sustainability efforts and reporting.
Governance: this report is provided by the London 2012 Sustainability Group, co-chaired by the Mayor’s Interim Advisor for the Environment and the Sustainability Director of the Department of the Environment, Food and Rural Affairs. Please see page 93 for further information on London 2012’s governance structure.

Report themes and structure
The Olympic Board agreed five priority themes which were felt to be most pertinent to London 2012 and its stakeholders. These themes are explained in further detail in Chapter 2:
– Climate change
– Waste
– Biodiversity
– Inclusion
– Healthy living

The report is structured according to the three core phases of delivery – building the stage, staging the Games and leaving a legacy. The focus of this report is on the first phase and preparations for the second; the second and third will be covered in more detail in the next two reports.

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<tr>
<td>Building the stage</td>
<td>Staging the Games</td>
<td>Building a lasting and sustainable legacy</td>
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<tr>
<td>Led by the ODA, it focuses on how sustainability has influenced the design and construction of the Olympic Park and other permanent venues and infrastructure.</td>
<td>Led by LOCOG, it focuses on preparing for and staging the events that are the Olympic and Paralympic Games.</td>
<td>The 2012 Games must secure an ambitious and enduring physical and social legacy for the Olympic Park area and around the UK.</td>
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For greater clarity, the chapter on staging the Games is structured using LOCOG’s ten objectives as this captures cross-cutting issues more effectively and helps to make the links for the reader.
Sustainability was first embedded as part of the London 2012 bid when, in partnership with BioRegional and WWF, we established the concept ‘Towards a One Planet Olympics’ – a sustainable Games guided by the principle that the world should live within its means.

Right from the start we had a choice and we chose to approach the planning and delivery of both the venues and the event within the spirit of ‘One Planet Living’. The five London 2012 sustainability themes encapsulate this approach and provide a framework for our strategic plans to deliver a truly sustainable Games.

The vision and rationale for the five themes are summarised below. In the following chapters, we detail the work done in 2010 that addresses these themes and meets our commitments as set out in the London 2012 Sustainability Plan.

2.1 Climate change
‘To deliver a low carbon Games and showcase how we are adapting to a world increasingly affected by climate change.’

Most activities associated with building and hosting the London 2012 Games incur a ‘carbon cost’. Our challenge is to understand how these emissions arise, work to minimise them, mitigate their impact and plan for adapting to the effects of climate change so that our buildings, infrastructure and lifestyles are fit for the long term.

2.2 Waste
‘To deliver a zero-waste Games, through exemplary resource management practices and by promoting long-term behavioural change.’

London 2012 seeks to optimise the opportunities to design out waste, while maximising the reuse and recycling of material arising during demolition, remediation and construction of the venues, as well as during the Games themselves. The Games and the lead-up to them present an opportunity to inspire change in waste-management practices in the events and construction sectors.

2.3 Biodiversity
‘To conserve biodiversity, create new urban green spaces and bring people closer to nature through sport and culture.’

London 2012 is committed to ensuring that the Games play their part by taking a responsible attitude to the management of natural resources, through direct enhancements to the valuable ecology of the Lower Lea Valley and London 2012 venues in the capital and across the UK, and by promoting the value of the natural environment and conservation throughout the UK and international sport sectors.
2.4 Inclusion
‘To host the most inclusive Games to date by promoting access, celebrating diversity and facilitating the physical, economic and social regeneration of the Lower Lea Valley and surrounding communities.’

The London 2012 Games will be everyone’s Games. London’s bid was founded on a celebration of the diversity of London’s and the UK’s population. London 2012 is committed to making sure that everyone can participate in, and benefit from, the Games and their legacy. This is a unique opportunity for the UK to demonstrate its rich diversity and social cohesion to an international audience and to promote the values of openness, respect and fair play.

2.5 Healthy living
‘To inspire people across the UK to take up sport and develop more active, healthy and sustainable lifestyles.’

Living healthy lifestyles, within the resources of the planet, is an essential element of working towards a one planet 2012. Some of the greatest health benefits that we can achieve are those that are within our own control: by eating well, engaging in physical activity and living in a healthy environment, we can improve our quality of life, our well-being and our happiness. London 2012 is committed to maximising the health benefits that the Games programme will bring – to spectators, to our workforce, to the whole of the UK.
Indicative map of the Olympic Park at Games time

- Hockey Centre
- Water Polo Arena
- Warm-up area
- Entrance point
- Trees
- Railway lines
- London Underground station
- Docklands Light Railway station
- London Overground station
- National Rail station

Metres
0  200  400

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Here we outline the actions that have been taken, and the progress made, during the building of the Olympic Park and other venues by the ODA.

3.1 The Olympic Delivery Authority

The ODA is responsible for the following:

- **Olympic Park**
  The master plan for the Olympic Park, the design and construction of the Park for the Games and for the immediate post-Games legacy in 2013.

- **Enabling works**
  The site clearance and the demolition of on-site buildings and structures, the remediation of contaminated land, the building of river walls and earthwork movements across the site.

- **Infrastructure and utilities**
  The design and construction of the roads, bridges and utility services within the Olympic Park.

- **Venues**
  The design and construction, and the post-Games deconstruction and transformation to legacy mode, of the new permanent and some temporary venues associated with the London 2012 Games, and for permanent works at existing venues.

- **Transport**
  Establishing the infrastructure to transport athletes, officials and spectators to the Games. Coordinating improvements and upgrades to public transport systems and roads that serve the Games.

- **Olympic Village**
  The residential units will house athletes during the Games. After the Games, the Village will be transformed into a mixed tenure residential neighbourhood, incorporating a range of affordable housing options.

**Sustainability priorities**

This ‘Building the stage’ chapter is structured using the five London 2012 Sustainability Policy themes.

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The ODA’s mission is ‘to deliver venues, facilities and infrastructure and transport on time and in a way that maximises the delivery of a sustainable legacy within the available budget’.
The ODA has embedded sustainability through the following 12 objectives:
- **Carbon**: minimise carbon emissions associated with the Olympic Park and venues.
- **Water**: optimise opportunities for efficient water use, reuse and recycling.
- **Waste**: implement reduction of waste through design, while maximising the reuse and recycling of materials during demolition, remediation and construction.
- **Materials**: identify source and use environmentally and socially responsible materials.
- **Biodiversity and ecology**: protect and enhance the biodiversity and ecology of the Lower Lea Valley, and other venue locations.
- **Land, water, noise, air**: optimise positive and minimise adverse impacts on land, water, noise, and air quality.
- **Supporting communities**: create new, safe, mixed-use public space, housing and facilities appropriate to the demographics and character of the Lower Lea Valley, adaptable to future climates.
- **Transport and mobility**: prioritise walking, cycling and the use of public transport to and within the Olympic Park and venues.
- **Access**: create a highly accessible Olympic Park and venues through the use of inclusive design.
- **Employment and business**: create new employment and business opportunities locally, regionally and nationally.
- **Health and well-being**: provide healthy lifestyle opportunities in the design, and during the construction, of the Olympic Park and venues.
- **Inclusion**: involve, communicate, and consult effectively with stakeholders and the diverse communities surrounding the Olympic Park and venues.

### Highlights
- The ODA’s Environment and Sustainability Management System retains third-party certification to ISO14001.
- All Olympic Park venues remain on track to achieve a BREEAM ‘Excellent’ rating.
- The Athletes’ Village is on track to achieve the Code for Sustainable Homes Level 4.
- All registered development sites are on track to achieve CEEQUAL ‘Very Good’ rating, with some outstanding results already achieved.

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<tr>
<th>London 2012 overarching themes</th>
<th>Climate change</th>
<th>Waste</th>
<th>Biodiversity and ecology</th>
<th>Inclusion</th>
<th>Healthy living</th>
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<td><strong>12 Olympic Delivery Authority objectives</strong></td>
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3.2 Climate Change

Overview

The ODA has taken a comprehensive approach to climate change – seeking to minimise its carbon footprint through the design of the venues, the provision of low carbon energy across the site and the inclusion of climate change adaptation measures in its designs.

The ODA aspires to achieve a 50 per cent reduction in carbon emissions for the built environment by 2013.

Progress at a glance

<table>
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<th>Commitment</th>
<th>Status</th>
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<tr>
<td>Reduce carbon emissions arising from the operation of the built environment in the Olympic Park by 50 per cent by 2013</td>
<td>On track*</td>
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<tr>
<td>Achieve 15 per cent carbon dioxide reductions for permanent venues, beyond 2006 Building Regulations</td>
<td>On track</td>
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<tr>
<td>Deliver 20 per cent of all energy demands for the immediate post-Games legacy using on-site renewable sources</td>
<td>Target not achieved</td>
</tr>
<tr>
<td>Achieve BREEAM ‘Excellent’ rating for permanent venues (in legacy) at the Olympic Park</td>
<td>On track</td>
</tr>
<tr>
<td>All ODA development sites to register with CEEQUAL</td>
<td>Achieved</td>
</tr>
<tr>
<td>Build the Athletes’ Village to Code for Sustainable Homes Level 4</td>
<td>On track</td>
</tr>
<tr>
<td>Transport 50 per cent (by weight) of construction materials to the Olympic Park by rail or water</td>
<td>On track</td>
</tr>
<tr>
<td>Reduce the amount of drinking water used per person per day by 40 per cent in new permanent venues (other than the Village) measured against 2006 standards</td>
<td>On track</td>
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<tr>
<td>Use Sustainable Urban Drainage Systems (SUDS)</td>
<td>On track where underlying geology and contamination allow</td>
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<tr>
<td>Plan and design to allow for one-in-100-year flood events, and a six millimetre per year sea level rise</td>
<td>On track</td>
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<tr>
<td>Reduce the amount of drinking water used in Athletes’ Village homes by 35 per cent, measured against average London consumption of 160 litres per day</td>
<td>On track</td>
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<tr>
<td>Work with partners, Thames Water and the Environment Agency to identify an appropriate source of water to supply through the non-potable water network</td>
<td>Achieved</td>
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* The ODA is seeking to deliver 7% of the 50% target through a local retrofit scheme in the four Host Boroughs.
Highlights

– The Velodrome is the first venue in the Olympic Park to be completed and has achieved a 31 per cent reduction in carbon emissions over 2006 building regulations.
– The Energy Centre’s natural gas-fired CCHP engine is predicted to reduce annual CO₂ emissions of the Olympic Park by 25 per cent and the Energy Centre’s 3 MW biomass boiler is predicted to save 1,000 tonnes of CO₂ per annum.
– More than 90 per cent of the cooling provided to the venues will be HFC-free after the Games.
– Over 85,000 tonnes of embodied carbon have been saved, predominantly through efficient building design and average cement substitutions of 32 per cent.
– The ODA is on track to reduce potable water use by 57 per cent through water reduction and water substitution measures, including a new water recycling treatment centre.

The Velodrome

This is the most energy-efficient venue on the Olympic Park, achieving a 31 per cent improvement over 2006 Building Regulations Part L requirements. It’s also the fastest cycling track in the world. Built with 100 per cent legally and sustainably sourced timber, it may be the world’s most sustainable too.

The energy efficiency performance has been achieved by compact design. This optimises natural lighting and minimises the heated volume of air in the main cycling arena, using natural ventilation for passive cooling. Seventy per cent reductions in potable water demand have been achieved by installing a rainwater harvesting and supply system alongside water efficient fittings and sanitary ware, including waterless urinals. The design team reduced the size and depth of the foundations and developed a lightweight cable net system, saving 1,000 tonnes of steelwork.

The velodrome, January 2011
The ODA’s energy and renewables challenges

The ODA set an ambitious target to deliver a 50 per cent reduction in carbon emissions, and provide 20 per cent of renewable energy on-site through its mean, lean and green approach. Despite extensive preparatory work to try to deliver a 120 metre wind turbine at Eton Manor, the ODA announced in May 2010 that it would not be able to proceed with the planned installation owing to a number of technical factors.

Following the decision on the wind turbine, detailed assessment of the alternative renewable technologies has been undertaken. Feasibility assessments demonstrate that it is possible to deliver between nine and 10 per cent on-site renewable energy through PV arrays and a 3MW biomass boiler located at the Energy Centre. Other options considered have proven not to offer value for money.

The ODA remains committed to delivering an overall reduction in carbon emissions of 50 per cent. Even without the wind turbine, which would have contributed to over half of the renewable energy target, the ODA has so far delivered a 43 per cent reduction in carbon emissions.

Other options are now being explored to meet its commitments, such as reductions through a local energy retrofit scheme. This is being developed with the London Development Agency (LDA) and will focus on energy-efficiency improvements in the Boroughs surrounding the Olympic Park (see also section 4.3).

The ODA Learning Legacy continues to work with other organisations exploring how best to capture some of the lessons learnt in order to disseminate and share best practice. A number of papers have been drafted including a paper on the energy strategy and these will be available later in 2011.
Transport

Before the Games
The ODA remains on track to deliver 50 per cent (by weight) of construction materials to the Olympic Park by sustainable transport, with the current percentage standing at 67 per cent.

During the Games
The objective to deliver a 100 per cent ‘public transport Games’ remains on target. The ODA is exploring low-carbon options for the directly managed transport, such as bus and coach operations, in partnership with Network Rail and London Underground. Together, they are delivering sustainability improvements to stations including Stratford and West Ham.

West Ham station

West Ham will be one of the three ‘gateway’ stations to the Olympic Park. Spectators will reach the southern entrance of the Olympic Park from West Ham by walking along an improved section of The Greenway, a public walking and cycling route.

During the Games, there will be a new temporary route directly from the platform to The Greenway, which spectators arriving at West Ham will use without disrupting regular commuters.

Some permanent legacy improvements will also be made to the local area, such as regrading the access ramp and redesigning a known area of anti-social behaviour from the road to The Greenway.

The ODA has invited tenders for the opportunity to install and trial spectator-powered lighting. The system generates electricity through footfall, harvesting energy for night-time illumination using highly efficient lighting.

A barge loaded with waste material from the Olympic Park making its way for recycling, June 2009
Reducing water consumption
An important part of adapting to the demands of a changing climate is reducing water demand and increasing water efficiency. London 2012 therefore considers water measures as part of its climate change strategy.

The ODA is on track to exceed the Olympic Park water target of reducing potable water use by 40 per cent. This is being achieved through water-efficient fittings, rainwater harvesting, filter backwash recycling and the UK’s largest non-potable network and water recycling treatment works. All venues have water-efficient fittings in their designs, the majority of which have already been installed.

The water recycling treatment works will be commissioned in September 2011. The installation of the non-potable network is complete. It will be supplied with reclaimed wastewater or ‘blackwater’, treated to a water quality that exceeds bathing water standards. All major venues are using this water to flush WCs and to irrigate. The only venue not on the network is the Aquatics Centre, which has a sufficient supply of non-potable water to flush its own toilets from a filter backwash recycling system.

3.3 Waste
Overview
Waste minimisation and management begins with design. The ODA seeks to design out, as far as is practicable, the production of waste during construction and operation of the facilities.
## Progress at a glance

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reclaim 90 per cent of material from Olympic Park demolition work for reuse and recycling</td>
<td>On track</td>
</tr>
<tr>
<td>Use 25 per cent (by weight) recycled and/or secondary aggregate for construction of venues and Park-wide infrastructure</td>
<td>On track</td>
</tr>
<tr>
<td>Achieve 20 per cent, by value, of construction materials from a reused or recycled source</td>
<td>On track</td>
</tr>
<tr>
<td>Waste Management Contractor committed to diverting 90 per cent of construction waste from landfill through reuse, recycling and recovery</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure a high recovery rate of materials from disassembly of temporary structures during post-Games transition</td>
<td>On track</td>
</tr>
</tbody>
</table>

### Highlights

- Approximately 2,000 tonnes of waste has been removed from the site by barge.
- A total of 98.5 per cent of demolition waste recycled and in some cases reused – eight buildings have been reused off-site.
- More than 80 per cent of soil has been cleaned and reused on the Olympic Park.
- Foundations for the Aquatics Centre, Handball Arena and the Olympic Stadium have used concrete with more than 30 per cent of recycled materials.
- At least 20 per cent of the precast concrete units for the Olympic Stadium and Aquatics Centre seating terraces, temporary bridge decks and Handball Arena comes from recycled aggregate.

The removal of contaminated soil from the Aquatics Centre site, September 2007
Construction
An on-site Waste Consolidation Centre (WCC) has been set up by the ODA waste management contractor to process segregated construction waste received from the 17 contractors across the Park. Waste materials segregated over the past 12 months include timber, bricks and solid concrete, construction plastic, metal and office waste. Site-won material has been used as engineering fill, in temporary road construction and in designs of The Greenway and gabions.

Demolition and disassembly
During the demolition phase of the ‘big build’, where old industrial buildings were dismantled, 98.5 per cent of materials were reused or recycled. In addition, a total of eight buildings have been reused off-site.

In terms of post-Games disassembly and reuse, all temporary venues have been designed to use bolted steel truss systems that can be reused when the Games are over and where PVC material has had to be used to ‘wrap’ the buildings it can also be reused or recycled post-Games. The building ‘wraps’ contain no phthalate plasticisers, with the exception of the Basketball Arena which was procured prior to the non-phthalate material entering the market.

Sourcing
The ODA has set a target of using 100 per cent legal and sustainably sourced timber in the Olympic Park. To date, all timber used for the construction has met this commitment. A Timber Supplier Panel was established to support this aim.

Handball
The design of the Handball Arena is defined by its striking top layer which is wrapped in 3,000 square metres of copper cladding. The ODA has worked with the manufacturer of the cladding to ensure the copper has a high recycled content. Sixty-five per cent is from production scraps. To demonstrate that the copper was responsibly sourced, the ODA helped the manufacturer audit their full chain of custody: from mine, to manufacture, to delivery to site.
3.4

Biodiversity

Overview

The Olympic Park is an area of approximately 250 hectares. It is being transformed from an area of relatively poor environmental quality into the largest urban park in Europe for 150 years. At least 45 hectares of new wildlife habitat is being delivered, with the potential to become Sites of Importance for Nature Conservation (SINC). The river corridors are of particular value and contain important habitats that include mudflats, reed beds marginal vegetation, along with associated species.

Progress at a glance

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimise and mitigate the impact of construction activity where possible on existing species and habitats in the run-up to 2012</td>
<td>On track</td>
</tr>
<tr>
<td>Develop new and enhanced water and land habitats within the Lower Lea Valley, from open water and wetlands to species-rich grasslands</td>
<td>On track</td>
</tr>
<tr>
<td>Implement the Olympic Park Biodiversity Action Plan</td>
<td>On track</td>
</tr>
<tr>
<td>Provide natural links along the river valley corridor to achieve ecological continuity – including links to the ‘green grid’ (a network of open space across east London)</td>
<td>On track</td>
</tr>
<tr>
<td>Habitat preservation</td>
<td>On track</td>
</tr>
<tr>
<td>Eradicate invasive species, such as Japanese Knotweed and Giant Hogweed</td>
<td>On track</td>
</tr>
<tr>
<td>Incorporate habitat features into the design of buildings</td>
<td>On track</td>
</tr>
<tr>
<td>During the Games and legacy, plant species native to south-east England (and ideally of locally-grown stock), which are suited to projected future climates – including being tolerant to drought</td>
<td>On track</td>
</tr>
<tr>
<td>Create habitat utilising some of the seed stock collected from the Olympic Park site prior to clearance</td>
<td>On track</td>
</tr>
<tr>
<td>Create undisturbed areas for wildlife</td>
<td>On track</td>
</tr>
</tbody>
</table>

The new landscaped park taking shape in the Olympic Park, February 2011
Highlights

The majority of the Olympic Park’s bird and bat boxes (675 in total) have been assigned a location.

- Designs for the Athletes’ Village, Aquatics Centre, Eton Manor and Main Press Centre include more than 15,000m² of living roof.
- A UK nursery has been contracted to supply 60,000 plants and 60,000 bulbs for the Olympic Park gardens, located adjacent to the Aquatics Centre.
- Five kilometres of improvement works have been completed within the Olympic Park waterways, including the removal of debris, dredging and repairing the river walls.
- A one-hectare habitat creation project started off-site at East Marsh in 2008 is beginning to colonise.

Habitat preservation

- On-site

To preserve wildlife on the Olympic Park site, trees cut down during the site clearance have been used to create protective log walls. These structures act as new habitats for amphibians, reptiles, invertebrates and plants.

To prevent invasive species taking over, work continues to eradicate Japanese Knotweed and Giant Hogweed.

Parklands

The parklands have emerged from a post-industrial landscape – derelict, polluted, inaccessible and unsafe. As a result of an integrated approach to the project, the team have designed and constructed beautiful parklands, restored the waterways and provided an extraordinary range of habitats for wildlife and people.

Sustainability has been at its core – utilising recycled materials and soil in the design of the new landscape; creating a landscape which accepts, absorbs, stores and utilises rainwater; minimising flood risk through the design of new wetland areas; maximising opportunities for a rich ecology; and providing shading and cooling to reduce the effects of the urban heat island.
Habitat creation
Habitat features have been incorporated into the design of buildings such as 675 nesting boxes for bats and birds and the creation of green and brown roofs. Brown roofs have been installed on the Deep Foul Pumping Station, Primary Sub-Station and Main Press Centre.

To achieve ecological continuity, areas of undisturbed habitat have been incorporated in the design of the parklands and there has been provision of natural links along the river valley corridor that connect to a network of open spaces across east London called the ‘green grid’.

A meadow blooms around the Olympic Stadium, August 2010
3.5 Inclusion
Overview
The ODA is working with LOCOG on communication and consultation with communities neighbouring the Olympic Park and other venues. This ongoing programme supports active local participation in the regeneration of the area.

Progress at a glance

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote supplier diversity and maximise opportunities for local and UK minority-owned businesses and social enterprises to benefit</td>
<td>On track</td>
</tr>
<tr>
<td>Inspire, engage and involve people and communities around the Olympic Park in developing legacy plans</td>
<td>On track</td>
</tr>
<tr>
<td>Create excellent architecture and urban design, based on inclusive design principles, in the Olympic Park</td>
<td>On track</td>
</tr>
<tr>
<td>Recruit and develop a diverse workforce and ensure that opportunity and training are available to all</td>
<td>On track</td>
</tr>
<tr>
<td>Promote sustainable employment opportunities and boost skills levels locally and across the UK</td>
<td>On track</td>
</tr>
<tr>
<td>Bring opportunities for under-represented groups in the construction industry, including women, BAME and disabled people</td>
<td>On track</td>
</tr>
<tr>
<td>Deliver a construction workforce of which at least 10–15 per cent are residents from the five Host Boroughs¹</td>
<td>Exceeding</td>
</tr>
<tr>
<td>Ensure at least seven per cent of the construction workforce is made up of people previously unemployed before working on London 2012</td>
<td>Exceeding</td>
</tr>
<tr>
<td>Place at least 2,250 people into construction traineeships, apprenticeships and work placements (up to 2012)</td>
<td>Exceeding</td>
</tr>
<tr>
<td>Encourage contractors to pay the London Living Wage</td>
<td>On track</td>
</tr>
</tbody>
</table>

Highlights
- At the end of December 2010, there were 6,499 people working on the Olympic Park and 5,381 people working on the Athletes’ Village.
- A total of 222 women have received help in finding employment through the ODA’s Women into Construction project.
- Seventy-five per cent of the previously unemployed people placed into work since April 2008 are from the five Host Boroughs.
- Overall, 3,259 training interventions have been provided through the ODA’s National Skills Academy for Construction.
- In total, 408 apprentices have worked for the ODA on the construction programme.

¹ The original five east London Host Boroughs of Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest have now been joined by Barking and Dagenham. This is not reflected in ODA and LOCOG statistics on workforce and recruitment.
Employment and skills
At the end of December 2010, there were 6,499 people working on the Olympic Park and 5,381 people working on the Athletes’ Village. The table below shows the division of labour.

<table>
<thead>
<tr>
<th>Commitment</th>
<th>December 2010 Olympic Park contractor workforce percentage</th>
<th>December 2010 Athletes’ Village contractor workforce percentage</th>
<th>Benchmark percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women*</td>
<td>4.3%</td>
<td>2.9%</td>
<td>11%</td>
</tr>
<tr>
<td>Disabled people**</td>
<td>1%</td>
<td>0.5%</td>
<td>3%</td>
</tr>
<tr>
<td>BAME</td>
<td>19%</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Previously unemployed</td>
<td>12%</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>Employment from five Host Boroughs</td>
<td>21%</td>
<td>27%</td>
<td>15%</td>
</tr>
</tbody>
</table>

* In manual trades, three per cent of the Olympic Park workforce and 1.3 per cent of the Athletes’ Village workforce were women, against the national average which is one to two per cent.

** Ethnicity and disability data is provided voluntarily by the workforce; the percentage of respondents disclosing disability suggests under-reporting.

The London Living Wage
The ODA encourages contractors to implement the London Living Wage (LLW). Of those who responded to a voluntary question, 82 per cent of the Olympic Park workforce said that they receive the London Living Wage. Eight per cent indicated that they were not and 10 per cent preferred not to say. In the Athletes’ Village, 60 per cent of the workforce declared themselves as earning the London Living Wage, eight per cent stated they did not and thirty-two per cent preferred not to say. The London Living Wage (LLW) is £7.85 per hour from June 2010, and £7.60 per hour in 2009.

Diversity and equality
The ODA introduced a work placement initiative as part of the Women into Construction Project which offers newly qualified women an opportunity to gain experience of working on-site. A total of 47 women have done work placements, of which 16 were students, and of the remaining 31 women, 87 per cent gained full-time employment at the end of the placement.

By the end of December 2010, 222 women had been brokered into employment on the Olympic Park, 401 had received training in construction, and 601 had benefited from employment support as part of this programme.

In 2010, Opportunity Now, part of Business in the Community, recognised the ODA’s gender equality programme with the Innovation Award. Opportunity Now praised the fact that women working on the Olympic Park were empowered and supported to use their skills to further develop their careers.

‘Gaining employment has changed my life tremendously as I was very depressed and had a lack of confidence. This has helped me financially, emotionally and socially.’ Semra Kamil Yusuf, participant in the Women into Construction project
Skills and training
The London 2012 Apprenticeship Programme has exceeded its target. It has now had 408 apprentices who have experienced working on the construction programme. The ODA is the first initiative of its kind to be awarded National Skills Academy for Construction (NSAfC) status.

Contractors and suppliers
  – Local and UK Business
The ODA held a series of ‘meet-the-buyer’ events, putting local and UK minority-owned businesses in contact with Tier 1 contractors. For the SMEs, this increased their understanding of potential buyers’ requirements, while the Tier 1 contractors were encouraged to register business opportunities on CompeteFor.

  – Local community
Events were held with stakeholders and local community groups to consult them on the plans for the venues and infrastructure for the Games as part of the town planning consultation process. These include:
  – The View Tube: a permanent venue and viewing gallery for people to find out more about the Olympic Park as it is being developed.
  – Quarterly community meetings: providing construction updates in four identified areas around the Olympic Park.
  – Olympic Park Engagement Network (OPEN): hosted twice a year by the ODA Chief Executive for individuals, communities and businesses that represent the Olympic Park’s closest neighbours.
  – ODA’s 24-hour Construction Hotline for members of the public.
  – ODA education programme: providing schools with tours of the Park and health and safety workshops. So far, more than 300 local schools have visited the Olympic Park and nearly 7,000 children and young people have attended workshops.
  – Olympic Park tours: run daily for stakeholders and the public to see progress first hand. More than 125,000 people have been on a site visit hosted by the ODA, including 70,190 in 2010.

The Olympic Park welcomed its 100,000th visitor to the Park in September 2010.
Access
The ODA’s Built Environment Access Panel (BEAP) involves disabled people, as users and experts, to review designs prior to planning applications. The ODA’s Access and Inclusion Forum (AIF) assists the ODA in delivering an inclusive and accessible Olympic Games, Paralympic Games and legacy for disabled people, for women and men of all cultures, faiths and ages. The membership includes a wide range of disability organisations across the east London Host Boroughs, London-wide, and nationally.

3.6
Healthy living
Overview
The ODA seeks to use design to eliminate health and safety risks associated with the construction, maintenance and use of the Olympic Park and venues. It also looks to enhance the health of those working on the site now, and those using the facilities in the future.

Progress at a glance

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure zero fatalities during the construction of the Olympic Park, the Athletes’ Village and other venues</td>
<td>On track</td>
</tr>
<tr>
<td>Meet the requirements of the Code of Construction Practice</td>
<td>On track</td>
</tr>
<tr>
<td>Adhere to the ODA Health, Safety and Environment Standard</td>
<td>On track</td>
</tr>
<tr>
<td>Identify and review hazards, including hazardous materials, throughout the design process</td>
<td>On track</td>
</tr>
<tr>
<td>Implement the ODA Occupational Health Strategy</td>
<td>On track</td>
</tr>
</tbody>
</table>

Highlights
- The accident rate sits at 0.175 and remains well below the industry average.
- The ODA has had 17 periods of a million man-hours without a reportable accident.
- At present, 55 million man-hours have been spent working on the Olympic Park.
- There are over 400 cycle parking bays within the Olympic Park construction site.
- Health and well being standards and good practises developed in the Olympic Park will be shared as part of the legacy learning process.

Safety
Health and safety is closely monitored on site and a zero-fatality target has been set during the construction of the Olympic Park, the Athletes’ Village and other venues.

The ODA Health, Safety and Environment Standard was issued in 2007 and has been updated regularly, with the fourth edition issued in March 2010. This provides clear guidance to contractors and their staff on safety standards and procedures. Further data and examples of good practice can be found in the Health and Safety report dated September 2010.
Hazardous materials
Small pockets of contaminated material arising during the ‘big build’ will be cleaned and reused on site wherever possible, with minimal materials taken to landfill sites.

Application of the London 2012 PVC policy has encouraged the supply chain to investigate new materials with less environmental impact. For example, due to PVC alternatives being thoroughly explored, the Water Polo Arena has been designed with a phthalate free external wrap.

Noise and air quality
The ODA’s Code of Construction Practice (CoCP) includes measures for minimising effects such as noise and vibration and dealing with pollution incidents.

The ODA requires all contractors to use Ultra Low Sulphur Diesel in its machinery. A desk study was undertaken to review the cost benefit of fitting diesel particulate filters (DPFs) to on-site plants. The results of the study demonstrated that the costs and benefits of DPFs being used on the Olympic Park do not represent good value for money when compared with other measures.

Healthy lifestyles
The major investment in infrastructure and facilities on site to support sustainable construction targets has been accompanied by a programme of activities including, cycle route maps, cycle to work days with cycle mechanics available to service bikes, the provision of 400 cycle parking bays, and healthy eating events.

Park Health and Village Health continue to support occupational hygiene and provide medical facilities for the Olympic Park. The presence of a physiotherapist on site has also been instrumental in reducing the number of lost days due to musculoskeletal disorders.
4.1 LOCOG’s role and responsibility
LOCOG’s aim is to set new standards of sustainability for the Games and create a powerful knowledge legacy for more sustainable event management. LOCOG is responsible for the overall planning, coordination and delivery of London 2012’s Games-time operations. This includes integrating venues, sport, Villages, security, Games services and broadcast functions. Given the nature of many of these activities, sustainability is a key area for consideration and several are material to delivering our sustainability objectives.

To ensure an appropriate level of oversight, LOCOG compiles six-monthly reports for the IOC and IPC on progress against plans as part of the Coordination Commission visit. The IOC and IPC have consistently praised the quality of our progress, people and plans.

Our intention is to stage the Olympic and Paralympic Games through clear leadership and partnership working. We have adopted a rigorous, phased approach to our management of the programme and our partners.

<table>
<thead>
<tr>
<th>Foundation phase</th>
<th>Strategic/business phase</th>
<th>Operational planning phase</th>
<th>Games readiness phase</th>
<th>Games time</th>
<th>Dissolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2011</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2013</td>
</tr>
</tbody>
</table>

LOCOG has adopted 10 sustainability objectives that have been identified as being most material to the delivery. This part of the report is structured around these objectives and each sub-section details the status of these objectives and any supporting target areas. The table overleaf illustrates the relationship between LOCOG’s objectives and the five London 2012 sustainability themes.

An artist’s impression of Horse Guard’s Parade as it might look during the London 2012 Beach Volleyball competitions.
## LOCOG sustainability objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Page number</th>
<th>Climate change</th>
<th>Waste</th>
<th>Biodiversity</th>
<th>Inclusion</th>
<th>Healthy living</th>
</tr>
</thead>
<tbody>
<tr>
<td>To operate an effective sustainability management system</td>
<td>36</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>To deliver a low carbon Games and showcase how the Games are adapting to a world increasingly affected by climate change</td>
<td>43</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To deliver a zero-waste Games, demonstrate exemplary resource management practices and promote long-term behavioural change</td>
<td>51</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To deliver the London 2012 Food Vision and leave a strong, sustainable legacy for London and the UK by nurturing commercial and educational partnerships</td>
<td>56</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>To optimise sustainability through procurement, licensing and sponsorship deals</td>
<td>59</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>To embed sustainability in the planning and delivery of LOCOG venues and operations</td>
<td>66</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>To deliver the LOCOG Diversity and Inclusion Strategy and host the most inclusive Games to date by promoting access and celebrating diversity</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>To deliver the LOCOG Employment and Skills Strategy and provide individuals with a work and life experience that they can use to enhance their personal and professional lives once the Games are over</td>
<td>78</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>To influence behaviour change and promote sustainable living through outreach initiatives and leveraging the power of commercial partnerships</td>
<td>84</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>To create a knowledge legacy for sustainability in event management through comprehensive knowledge management transfer and transparent sustainability reporting</td>
<td>90</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
4.2  
**Sustainability management system**  
**Objective:** To operate an effective sustainability management system.

**Introduction**  
An effective management system is a vital starting point for improving the sustainability of events. It requires top management commitment and needs to be integral to the way an organisation does business. A good management system will provide the processes necessary for identifying and evaluating issues and implementing effective sustainability measures.

The most relevant management system for events is BS 8901:2009 “Specification for a sustainability management system for events”. The standard itself was inspired by London 2012.

**Progress at a glance**

<table>
<thead>
<tr>
<th>Target area</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve and maintain third-party certification to BS 8901:2009</td>
<td>On track</td>
</tr>
<tr>
<td>Work with relevant Functional Areas to embed sustainability into Games readiness and C3 workstreams</td>
<td>On track</td>
</tr>
<tr>
<td>Work with relevant Functional Areas to embed sustainability into Games workforce and volunteering workstreams</td>
<td>On track</td>
</tr>
<tr>
<td>Work with relevant Functional Areas to ensure sustainability issues are adequately addressed as part of post-Games dissolution activities</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure no significant issues are identified as a result of thematic and annual reviews undertaken by the Commission for a Sustainable London 2012 – no red or amber ratings</td>
<td>On track</td>
</tr>
</tbody>
</table>

Sustainability is being incorporated into all delivery partners’ internal management systems. At LOCOG we have embedded sustainability in decision-making from the outset. This includes the management of projects and venues, information and knowledge, procurement and contracts, finance, human resources, legislative compliance reviews and internal audits. Embedding sustainability has helped to create a culture that will withstand organisational changes and budget pressures as the programme develops. This will help us deliver a more sustainable Games, as well as complying with BS 8901:2009.

Compliance has been reviewed as part of LOCOG’s internal audit programme, delivered in conjunction with KPMG LLP. However, during 2010, we decided to seek independent third-party certification. This was done, in part, to support the wider event industry in taking up the standard through transfer of knowledge and learning. Following a competitive process, we appointed SGS as our certification body in December 2010. The formal certification programme will begin early in 2011.

We also seeks to influence activities that are outside our direct control. For example, city-wide activities that take place outside LOCOG-owned venues and are the responsibility of delivery partners such as the Greater London Authority.
Materiality and strategy
We have chosen to focus our activities on those issues that are of greatest relevance and significance to our stakeholders and to the delivery of the Games. Inevitably, as a high-profile and heavily scrutinised programme, this has resulted in a diverse range of themes, subjects and issues being identified and high stakeholder expectations.

One of the most challenging tasks has been to establish a comprehensive set of sustainability objectives and targets within the context of a rapidly changing organisation and programme.

Governance and decision-making
A governance and decision-making framework has been established within LOCOG. This is essential to ensure risks are managed and issues resolved. Further details on how governance and decision-making is undertaken across the entire London 2012 programme is provided in Chapter 5.

LOCOG governance and decision-making framework
The LOCOG Board of Directors is responsible for the planning, organisation, financing and staging of the operational elements of the Games. The following committees report directly to them:

- The Audit Committee is responsible for overseeing financial integrity, internal controls and risk management, internal and external audit, and ensuring that processes are in place to allow employee concerns to be raised.
- The Athletes’ Committee informs, challenges and monitors LOCOG’s plans for all service levels and policies which may affect the athletes’ experience of the 2012 Olympic and Paralympic Games, making appropriate recommendations to the LOCOG Board.
- The Remuneration Committee defines LOCOG’s remuneration philosophy and principles.
The Strategy, Risk and Resources Committee is accountable for the delivery of LOCOG’s vision and holds the four core sub-committees to account. The four sub-committees are:

- Games Operations Committee: accountable for delivering the Games operations strategic priority, staging a memorable Games within a balanced budget;
- Organisation Committee: accountable for delivering the organisation’s strategic priority, making sure that as an organisation we are lean, adaptable and focused on delivering operational excellence within a balanced budget;
- Communications and Engagement Committee: accountable for delivering the communications and engagement strategic priority and delivery of legacy imperatives; and
- Ceremonies Committee: accountable for decisions in relation to the Olympic and Paralympic Opening and Closing Ceremonies.

Ethics

LOCOG has in place a Code of Practice regarding conflicts of interest that requires disclosure by directors and staff. This ensures that any actual, potential or perceived conflicts arising in relation to our conduct of business can be identified and managed. Since November 2009, the Code requires all permanent staff, all persons in a position of “Head of Functional Area” or higher, and all persons within the Procurement Department to register their interests on an online Register of Interests database.

There is a Code of Practice on Gifts and Gratuities that requires all staff to report any gifts or gratuities, including hospitality given or received, to line managers. The Anti-Fraud Policy was revised in February 2010, which identifies the Head of Risk Assurance as the Anti-Fraud Officer. It requires all staff to act with integrity and to raise any concerns about actual or suspected fraud with the Anti-Fraud Officer. If circumstances warrant it, staff can report concerns to the independent Expolink “hotline” or to Michael Beloff QC as the independent referee.

LOCOG has a ‘Speak Up’ policy, which encourages staff to report any concerns about inappropriate or wrongful activities in the organisation. This policy was updated in February 2010.

All staff are required to complete a LOCOG Ethical Policies e-learning module, which was launched in September 2010 and covers all ethical policies including Conflicts of Interest, Gifts and Gratuities and Anti-Fraud.

The Ethical Compliance Officer also carried out a review of ethical compliance across the organisation and found it to be satisfactory.

Risk management

The delivery of the Games comes with a complex set of risks. Each area of LOCOG has a risk register that identifies the likelihood and impact of risks occurring and the actions being taken to manage them. Risk assessments are updated regularly and reported to senior management and the LOCOG Board.

The Sustainability team ensures that significant sustainability related risks and issues are identified and maintained as part of this process.
Health and safety management

During 2010, we continued our commitment to establishing and maintaining standards for health, safety and welfare. Senior management has pledged support for a programme of leadership and the development of suitable policies and procedures that will be appropriate for our activities both before and during the Games.

The goal is to have a zero-harm safety culture where partners, suppliers and workforce work together in establishing and maintaining a safe and healthy work environment.

To achieve our goal and objectives, the health and safety (H&S) management strategy will focus on:
- developing, communicating and implementing policies and procedures
- demonstration of effective leadership to underline a positive health and safety culture
- organising the delivery of both cross-cutting corporate arrangements and specific operational arrangements via an integrated planning process
- an emphasis on public safety
- incorporating health and safety into our procurement procedures for both products and services
- using indicators to measure our performance
- reviewing and auditing the H&S programme (strategy, policies, guidance, and compliance)

The H&S management system for LOCOG will undergo considerable development during 2011 in order to become “Games ready”. A structure for departmental consultations will be established now that the organisation is becoming operational. All new starters are given health and safety inductions and where required specialist training is provided.

Individual accidents and cases of ill health are recorded, however, at present the rates of injury are not being calculated – this will begin in 2011. There have been no recorded instances of non-compliance with regard to the health and safety impacts of products and services.
Office activities

LOCOG continued to be a largely office-based organisation during 2010, and all our office-related activities are covered by a Sustainable Office Policy. It sets out our aspirations for a more sustainable office and helps staff contribute to creating such an environment.

The policy focuses on:
– compliance with, and exceeding where practicable, all applicable legislation, regulations and codes of practice
– maximising efficient use of office resources, using a reduce, reuse, recycle hierarchy
– reducing energy and water use
– ensuring our offices are fully accessible
– providing a healthy and safe working environment
– taking into account embodied carbon, responsible sourcing and healthy material considerations when procuring office products and services

The policy was formally adopted by the Organisation Committee in 2010, although an informal system had been in existence for a number of years.

Utilities are managed centrally by the landlord and their representatives at each of LOCOG’s offices. Electricity data for 2010 has been obtained for all offices, apart from One Churchill Place where the information was not available in time for this report.

Total indirect electricity consumption for LOCOG-occupied areas of 25 Canada Square, 10 Upper Bank Street and Three Mills Studios during 2010 was calculated to be 536,002 kilowatt hours. Whilst water is delivered to the buildings via a metered supply, tenants are charged according to a deductive methodology using sub-meters on certain floors. Mechanisms are currently in development to track and record utilities data. Key partners in this process include EDF Energy, BP, Aggreko, Thames Water, and representatives of existing venues.

Management

Day-to-day management of the LOCOG sustainability programme is undertaken by the Sustainability team. This includes ten full-time equivalent staff as of the end of December 2010. The Head of Sustainability reports to the Director of Strategic Programmes who is a member of the Executive Management team.

During 2010, the Sustainability team was supported by a number of specialist volunteers, secondees and interns.

Diversity and inclusion and workforce activities are, additionally, supported by distinct teams within the Human Resources department. Health and safety is managed by a team within the Games Operations department.

Policy

An overall LOCOG Sustainability Strategy exists that provides the overarching framework for our sustainability programme. This was formally signed off by the Organisation Committee in October 2010. Other strategies and plans exist, or are being developed, to support the delivery of these objectives and supporting target areas. These may be strategic (for example, enterprise wide) or tactical (for example, Functional Area or workstream specific) and take different forms to account for LOCOG’s unique nature. Several are outlined in subsequent sections of this chapter.
Games readiness
We define readiness as prepared sites and venues, prepared teams and prepared systems within the organisation and across all delivery partners.

Testing is a critical element of assuring the whole organisation is equipped to deliver the Games in 2012. LOCOG will begin to host a number of sports test events in the summer of 2011, and at the end of 2010, readiness objectives began to be developed for key areas of the organisation, including sustainability.

Workforce and volunteering
We will hire and mobilise a workforce of about 200,000 people, comprising 6,000 paid staff, up to 70,000 volunteers and over 100,000 contractors, with a vision of a “one team” approach.

In 2010, the core organisation increased in size considerably, bringing the total LOCOG headcount to 945 by the end of the year. The total composition of our workforce includes personnel from a number of our key delivery partners that have started to relocate their staff alongside LOCOG’s. The total headcount for December 2010 was 1,749.

Our vision is to deliver a once-in-a-lifetime experience that will inspire Games-time volunteers. These volunteers will be known as Games Makers to reflect the essential role they play in making the Games happen. McDonald’s is the Presenting Partner for the Games Maker programme.

To ensure we have the foundations in place for the ‘one team’ approach, we have developed a comprehensive set of labour standards, which are now embedded into our procurement and business processes.

The Games-time workforce training stream began in the summer of 2010. We are currently improving the induction process with the use of e-learning tools to support the current 30-minute workshops. Sustainability is one of the embedded themes.
Wind-down and dissolution
Although the Games are still over a year away, we have started planning for the wind-down and dissolution of the organisation. Rather than being regarded as a stand-alone activity, this is occurring in parallel with core business and Games readiness activities. This is to ensure that we can retain the right skills and resource levels to deliver a controlled dissolution of the organisation in 2013. The scoping and outline planning phase commenced mid way through 2010 and moved into detailed implementation planning late in 2010.

Audit and assurance
The process of accounting, auditing and reporting on material sustainability issues is a key part of our sustainability programme. The development of robust systems across an organisation as complex as LOCOG is a continuous process that requires focus on those areas that are most important.

The Risk Assurance team is responsible for our Internal Audit programme. This is delivered in conjunction with KPMG LLP and includes sustainability as part of its remit. During 2010, the Risk Assurance team carried out a number of reviews, which included sustainability. The team also completed their high-level review of our sustainability management system in 2010. This identified a number of improvement areas including internal reporting.

Independent, outcome-based assurance on the sustainability of the London 2012 project continues to be provided by the Commission for a Sustainable London 2012 (see section 5.1 for more details). To date, the Commission has identified no significant threats to the delivery of LOCOG’s sustainability objectives.

Focus on delivery partners

Olympic Delivery Authority (ODA) Transport
Given its Games-time remit, ODA Transport decided early on that it would align as far as possible with LOCOG’s sustainability programme. Following a series of assessments carried out by certification body Lloyd’s Register Quality Assurance (LRQA), ODA Transport became one of the first organisations to be independently certified to BS 8901:2009 in May 2010.

In June 2010, the ODA Transport team won the prestigious London Excellence Award for its Management Systems. London Excellence recognises the hard work that companies put into the delivery of its service, whether through people involvement and development or innovation and learning.

City Operations (London)
During 2010, the City Operations (London) programme made significant progress in its approach to sustainability. An overarching sustainability strategy has been developed with a commitment to a management system compliant with BS 8901:2009. This exciting events management legacy will help the Greater London Authority group roll out the standard by the end of 2012.
4.3

Low-carbon Games

Objective: To deliver a low carbon Games and showcase how we are adapting to a world increasingly affected by climate change.

Introduction

The London 2012 Sustainability Plan has set out our strategic approach for delivering a low-carbon Games based on the following hierarchy:

- Avoid/eliminate: use design to reduce or eliminate emissions at source.
- Reduce: optimise resource efficiency in energy use, transport, materials and work practices.
- Substitute/replace: introduce renewable energy and lower carbon technologies both on site and through transport.
- Compensate: implement measures to deal with residual or unavoidable emissions and promote behaviour change.

Progress at a glance

<table>
<thead>
<tr>
<th>Target area</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define and measure the carbon footprint of the Games</td>
<td>On track</td>
</tr>
<tr>
<td>Reduce the footprint through avoiding, reducing and substituting carbon emissions and quantify achievements through specific case studies</td>
<td>On track</td>
</tr>
<tr>
<td>Supply 20 per cent of Olympic Park electricity requirements at Games time using new local and renewable energy sources</td>
<td>Target not achieved</td>
</tr>
<tr>
<td>Mitigate unavoidable carbon emissions of the Games by influencing the uptake of best practices and innovative approaches, behavioural change initiatives, and other forms of compensation and quantify achievements through specific case studies</td>
<td>On track</td>
</tr>
</tbody>
</table>

Our carbon footprint

London 2012 is the first Summer Olympic and Paralympic Games to attempt to map a complete carbon footprint of the Games over the entire project term. The carbon footprint has been calculated as a forward looking estimate, a ‘reference footprint’, for the seven-year lifetime of the project, from winning the bid in 2005 to dissolution after the Games in late 2012.

Using the footprint methodology as an impact assessment has helped identify priority areas for avoidance and reduction efforts. The full London 2012 carbon methodology and reference footprint report was published in May 2010 as part of the Games knowledge legacy. It is important that these figures are recognised as order of magnitude reference footprint predictions. At the time of calculation, the project had many unknown elements, the data quality was mixed and there was little relevant information available from previous events. The key finding from the original carbon footprint study was that the largest segment (approx. 50 per cent) comprised embodied carbon in construction materials.

The reference footprint for LOCOG amounted to approximately 400,000 tonnes of CO₂ (approx. 13 per cent of the total London 2012 reference footprint), of which 50 per cent was due to the embodied carbon in the materials used for the temporary overlay (the temporary works and installations that are added at a venue).
During the latter part of 2010, a detailed review was carried out of the LOCOG reference carbon footprint, shown below. The focus of this review was on Games operational areas (for example, within LOCOG’s ‘owned’ footprint) because these are where there is still potential to influence decisions. Within this exercise, priority was given to the items previously identified as ‘big hitters’. These include venue overlay, technology services and Games Family transport. Venue energy use was also included as we have more accurate information on energy requirements for the Games.

LOCOG-owned carbon footprint (tCO₂e) as of December 2010

<table>
<thead>
<tr>
<th>Item</th>
<th>Original reference footprint</th>
<th>Revised reference footprint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overlay</td>
<td>199,000</td>
<td>188,000</td>
</tr>
<tr>
<td>Venue energy use</td>
<td>15,000</td>
<td>86,000</td>
</tr>
<tr>
<td>Technology</td>
<td>50,000</td>
<td>26,000</td>
</tr>
<tr>
<td>Games Family transport</td>
<td>34,000</td>
<td>34,000</td>
</tr>
<tr>
<td>Athletes’ travel grants</td>
<td>28,500</td>
<td>28,500</td>
</tr>
<tr>
<td>Games workforce catering and uniforms</td>
<td>15,700</td>
<td>15,700</td>
</tr>
<tr>
<td>Other smaller items</td>
<td>57,800</td>
<td>57,800</td>
</tr>
<tr>
<td>Total</td>
<td>400,000</td>
<td>438,000</td>
</tr>
</tbody>
</table>

Items in blue are under review but results were not available at time of publication
Items in green were not reviewed during the current footprint update
In each case, the original reference footprint figures have been carried through

The 10 per cent increase in the reference footprint is due to the expanded scope of the measurement; the principal new item being temporary power generation. As we review other items it is likely there could be some further adjustments to the reference footprint but we do not anticipate any major shifts.

The apparent reduction in the technology reference footprint is due to the original data assuming that the majority of services would be off-site. The revised estimate recognises that much of the technology services will be on-site. The energy use has therefore been separated out and apportioned to ‘venue energy use’.

Christina Bassadone (rear) and Saskia Clark (front) of Great Britain compete in the Women’s 470 class race, Beijing 2008 Olympic Games on August 13, 2008 in Qingdao, China
Our energy and renewables challenges

We started with great ambitions for renewable energy – to source 20 per cent of energy from new local renewables. In 2004, when the commitment was written, it was expected that the London renewable energy market would grow significantly, but this has not happened. Renewable energy supply in London currently makes up less than two per cent of the UK’s renewable energy stock and is shrinking relative to demand.

Despite best efforts, the 20 per cent Games-time renewable target will not be achieved. We reported the challenges associated with this target in the revised London 2012 Sustainability Plan in 2009, which relied on dependencies beyond LOCOG’s direct control and influence. This included utilising new renewables infrastructure on the Olympic Park (see section 3.2) and other potential new installations in the local area reviewed by our energy utilities partner, EDF Energy. Nearly all of these schemes have proven unviable.

As a result, LOCOG has been in dialogue with a number of its stakeholders, including the Commission for a Sustainable London 2012, to consider alternative proposals that will achieve equivalent carbon emission savings to the original target. The updated carbon footprint analysis confirms that 20 per cent of the estimated Games-time electricity usage on the Olympic Park equates to 4,890 tonnes of CO₂ equivalent, based on standard grid average carbon intensity, and taking into account the use of temporary generators.

Our new approach to meet this target is predicated on energy conservation measures – to reduce energy use by minimising demand and introducing energy-efficient measures (see pages 47-49). This would be in addition to the significant footprint reductions achieved through minimising embodied impacts. Detailed calculations for the estimated effect of these alternative proposals will be announced during 2011.

The key learning factor is that for major one-off events, especially in urban areas, installation of renewable energy sources is not necessarily the best approach to take. Rather than looking into specific technical solutions from the outset, it would be better to have an overall carbon target to be delivered in the most effective way possible.

The real wins have been in measuring the projected carbon footprint and using this information to shape avoidance and reduction measures. The total carbon emissions avoided through these measures is significantly greater than it would have been through simply pursuing the original target for renewable energy established in 2004.

It is our intention to publish learning legacy case studies on the energy strategy so that other projects and events benefit from our experience.

Aggreko was appointed at the end of 2010 as the supplier of temporary power and the company is committed to working with LOCOG to minimise noise and air-quality impacts. It is LOCOG’s aim to minimise particulate matter of prime running temporary generation at all venues by 80 per cent and Aggreko is already working with its technical teams and industry on ways to achieve this. Opportunities to use biofuels within the prime running temporary generators are also being explored.
Reducing our carbon footprint

We have two main ways to reduce our carbon footprint:
– reducing embodied carbon impacts; and
– energy conservation measures.

At present, our reduction efforts focus on reducing embodied impacts through the venue design and procurement process. These now form part of current design briefs and procurement activities and can be reported as already representing a decrease in the reference footprint of some 105,000 tonnes CO$_2$e.

The majority of other targeted carbon reductions are focused on improving the efficiency of Games operations. The potential to reduce the footprint of the Games is shown in the table below, though these targets must first be incorporated into operational plans before they can be reported with certainty.

**LOCOG-owned carbon footprint (tCO$_2$e) taking carbon-reduction opportunities into account, December 2010**

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated actual footprint based on current reduction commitments</th>
<th>Potential actual footprint based on further reduction opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overlay</td>
<td>85,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Venue energy use</td>
<td>86,000</td>
<td>77,000</td>
</tr>
<tr>
<td>Technology</td>
<td>26,000</td>
<td>17,000</td>
</tr>
<tr>
<td>Games Family transport</td>
<td>34,000</td>
<td>34,000</td>
</tr>
<tr>
<td>Athletes’ travel grants</td>
<td>28,500</td>
<td>28,500</td>
</tr>
<tr>
<td>Games workforce catering and uniforms</td>
<td>15,700</td>
<td>15,700</td>
</tr>
<tr>
<td>Other smaller items</td>
<td>57,800</td>
<td>57,800</td>
</tr>
<tr>
<td>Total</td>
<td>335,000</td>
<td>280,000</td>
</tr>
</tbody>
</table>

Items in blue are under review but results were not available at time of publication
Items in green were not reviewed during the current footprint update
In each case, the original reference footprint figures have been carried through
The reference footprint figures were a useful starting point and have turned out to be reasonably accurate, despite the relatively low quality of data when first calculated nearly three years ago. Further carbon footprint updates will be produced in the pre-Games report and post-Games report. The latter will provide actual emissions data from the Games and a valuable benchmark for other events.

Our approach to emissions avoidance, reduction and substitution

- **Avoid/eliminate**
  This is the most important part of the carbon management hierarchy. The key measures that have contributed to avoiding emissions are:

**Low-carbon design solutions:** The term ‘Compact Games’ is used to describe how the majority of venues are within or close to the Olympic Park, reducing potential travel impacts. Further solutions include using existing venues or temporary venues and, where there is no legacy use, choosing low embodied carbon materials, as well as operational decisions such as not having an international Torch Relay.

**New targets:** Overlay design choices will make efficient use of existing materials, including modular structures, to reduce the amount of bespoke manufacture for the Games. This approach enables us to hire at least 85 per cent of materials for temporary overlay at Games venues: for example, structures, such as buildings and tents, as well as the majority of the seating, boundary and services integration. Hiring materials also means a more manageable portfolio of owned items for post-Games reuse. Initial estimates suggest that this strategy alone has the potential to reduce embodied carbon by 76 per cent.

There are two further targets looking to reduce the scope of the project and thereby eliminate unnecessary materials and energy use.

- **The physical footprint of venue overlay will be reduced by 25 per cent against a 2006 baseline.**
  Already, the floor area requirement for London 2012 venues has been reduced by more than 90,000 square metres, from a 2006 baseline estimate. This saves on new build, rental requirements and freightling. Reducing the floor area of venues also reduces the demand for artificial lighting. Assuming 15W of electrical demand per square metre, this would give savings of approximately 0.8ktCO₂e.

- **Use of non-essential comfort cooling**\(^2\) will be reduced by 70 per cent against a 2008 baseline.
  This is expected to realise significant carbon savings. Detailed figures are still being calculated.

- **Reduce**
  It is important to be accurate when making claims about carbon emission reductions. In the context of London 2012, most achievements should be viewed strictly as avoidance or compensation measures. We will not claim an overall carbon reduction figure, as this would be misleading. However, there will be some specific case studies tracing the carbon savings of chosen materials, equipment or services.

\(^2\) Essential comfort cooling (air-conditioning) has been defined as a technical sport requirement (for example, Field of play), and broadcast and technology requirements (for example, for temperature-controlled technology centres and broadcasting cabins). Non-essential items include temporary workspaces and hospitality areas, which are traditionally included in heating, ventilation and cooling (HVAC) schemes.
## Future reduction opportunities

To help prioritise future efforts, new reduction opportunities have been rated using a simple scale:

<table>
<thead>
<tr>
<th>Potential savings</th>
<th>Carbon savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>of LOCOG's total footprint</td>
<td>&lt;2ktCO₂e</td>
</tr>
<tr>
<td>Potential savings of 0.5 per cent to 2.5 per cent of LOCOG’s footprint</td>
<td>2–10ktCO₂e</td>
</tr>
<tr>
<td>Potential savings of more than 2.5 per cent of LOCOG’s footprint</td>
<td>&gt;10ktCO₂e</td>
</tr>
</tbody>
</table>

### Overlay and equipment hiring strategy:

There is still scope for further savings if substantial items within Furniture, Fixtures and Equipment (FF&E) can be hired.

### More temporary surfacing:

Much of the footprint of the surfacing category is attributable to hard surfacing for roads and parking. Therefore substituting some hard surface areas with hired, temporary and/or lightweight surfacing could yield significant cost and carbon savings.

### Introduce supplier carbon reporting:

There is potential to introduce reporting metrics for overlay suppliers, similar to those already planned for technology partners. Evidence shows that the effort of reporting emissions raises awareness sufficiently to generate small reductions.

### Making best use of grid electricity:

Using grid electricity, rather than generator-delivered energy, would deliver further carbon savings. Reductions could be made by looking for further grid connection opportunities at off-park venues, extending the grid within the park and/or carefully locating mobile equipment, such as servers.

### Introduction of a Games-time energy management system:

The use of real-time energy monitoring systems are being considered for use in the Olympic Park. These can be set up to send notifications when energy usage goes beyond a trigger point, thus helping to identify unnecessary energy use.
**BP Ultimate diesel: up to B7 biodiesel blend:**

BP has stated its intention is to use BP Ultimate for most vehicles, a blend with up to seven per cent biodiesel, which would reduce the reference footprint of diesel use by about 2ktCO_{2e}.

**Greater use of biodiesel:**

According to Defra/DECC, biodiesel has a carbon footprint half that of pure mineral diesel. Substituting 20 per cent of fuel used with biodiesel is thought to be feasible. This would result in overall savings of 6ktCO_{2e}.

**Low-carbon Flame:**

LOCOG and EDF Energy have worked on options for low-carbon alternatives to the conventional gas fuelled Olympic Flame. This could save up to 1.6ktCO_{2e}.

**Load-optimised generators:**

Generators have an optimum loading where electricity output per unit of fuel is maximised. Individual generators vary, but fuel efficiency could be improved by around 20 per cent with careful load management.

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**Substitute/replace**

Here we replace conventional methods with new technologies. However, such innovations can be especially challenging in the context of the Games where operational reliability is paramount. This is balanced against the desire for greater efficiency and cost-effective solutions that drive change and create legacy.

**Progress made**

Examples of replacement technology being considered for the Games are:

- low-carbon transport: low-emission Games car fleet and logistics vehicles, and new fuel technologies
- energy efficient technology solutions, for example, for sports results services
- choice of catering equipment and white goods appliances
- alternative fuel sources for the Olympic and Paralympic Flames

Specific solutions will be reported in subsequent editions of this report.

**Compensate**

We recognise that the construction of venues and infrastructure and the staging of the Games produces significant carbon emissions, making the compensation element of the carbon management hierarchy crucial.

Our carbon management strategy has a two-pronged approach for compensation:

- knowledge transfer and influencing standards; and
- influencing behaviour change.
Key activities being pursued include:

- **Local area retrofit scheme**: In addition to measures by the ODA outlined in section 3.2, further impetus and scope is expected to be provided by EDF Energy and Lloyds TSB, to make this a London-wide retro-fit programme, targeting schools and sports clubs across the capital.

- **Knowledge legacy publications**: Two technical publications were issued by London 2012 in 2010: ‘Temporary materials guidelines’ and the ‘Carbon footprint methodology’. These and other case studies to be developed will form a resource for other projects and events to use and in turn develop further.

- **Real-time venue energy tracker**: This tool, being developed by EDF Energy, will provide a visual means of demonstrating energy conservation in action.

- **Smart meters**: A total of 3,000 smart meters with in-home displays are being installed in the Athletes’ Village. This is a joint initiative with EDF Energy and GE and will support work on athlete engagement during the Games.

- **Partner carbon offset initiatives**: A number of London 2012 commercial partners are developing carbon offset projects specifically related to their Games involvement.

- **Asset disposal strategy**: An asset disposal strategy has been developed for post-Games solutions for reusing equipment and other materials that have been bought, rather than hired, for the Games (see page 53).

### Building on LOCOG’s carbon methodology

BT has built upon London 2012’s groundbreaking approach for measuring the carbon footprint of the Games to assess the carbon footprint of London 2012 communications services and identify opportunities to reduce their impact.

For example, for the first time at a Summer Games, the communications solution for London 2012 is a single converged network, rather than installing separate networks for voice and data traffic.

Using a converged network dramatically reduces energy consumption and waste, and maximises potential for reuse after the Games. The design reduces the range of equipment required. For example, the BT Hosted Voice platform eliminates the need for separate telephony gateways and switchboards at each venue.

Services installed for the London 2012 Games will become part of the national BT infrastructure after the Games. Next generation fibre access in east London, Weymouth, and other Games venues will become a valuable economic legacy for the benefit of local businesses and communities. Equipment no longer required after the Games will be recovered for refurbishment, reuse or recycling.

Relevant reduction measures include BT and LOCOG teams using conferencing services to reduce the need to travel to meetings, and Openreach piloting the use of electric vehicles for its engineers in Stratford and on the Olympic Park.
Cutting Coca-Cola’s London 2012 carbon footprint

As a Worldwide Partner of the Olympic Movement, the Coca-Cola Company is working with LOCOG to ensure that their sponsorship is delivered sustainably. Coca-Cola is following the London 2012 hierarchy to avoid, reduce, replace and compensate for its carbon footprint before and during the Games.

This is being supported by a detailed evaluation of Coca-Cola’s Games-related carbon footprint using the same model developed for LOCOG. Specific carbon reduction initiatives will be identified from this baseline study, with a strong emphasis on minimising energy use.

A Technical Advisory Group made up of stakeholders from Government, NGOs and industry has also been established to sense-check Coca-Cola’s strategy and advise on key decisions.

4.4 Deliver a zero waste Games
Objective: To deliver a zero waste Games, demonstrate exemplary resource management practices and promote long-term behavioural change.

Introduction
The London 2012 Zero Waste to Landfill target is widely considered to be a flagship sustainability commitment. Finalised in 2009, the Games Waste and Resource Management Strategy proposes that waste materials should be viewed as a “resource”. Key to achieving this vision is a consistent and integrated approach to waste management throughout all “closed venues” managed by LOCOG. We are also working with suppliers, partners and local authorities to encourage the alignment of waste practices at ‘open sites’ with those adopted for closed venues.

Our core focus is on the planning and delivery of the Games, but we cannot ignore the fact that LOCOG itself is already operational, using materials and generating waste.

With this in mind we commissioned an independent review of waste management practices across the organisation, including its offices, significant events and offsite works for the 2010 calendar year:
- The estimated total amount of waste: approx 235 tonnes.
- Residual waste, commingled recycling and confidential paper: 89 per cent of all waste.
- The proportion of waste diverted from landfill: 92 per cent.
- The overall recycling rate (includes management of WEEE): 64 per cent.

3 The Games Waste and Resource Management Strategy can be found within Chapter 3 of the revised London 2012 Sustainability Plan.
4 ‘Closed venues’ are sites managed by LOCOG where entry is only by ticket holders and accredited personnel.
Progress at a glance

<table>
<thead>
<tr>
<th>Target area</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that no waste arising during the 77-day Games period is sent directly to landfill from closed venues</td>
<td>On track</td>
</tr>
<tr>
<td>Treat all waste as a potential resource and ensure that at least 70 per cent of Games-time waste from closed venues is reused, recycled or composted</td>
<td>On track</td>
</tr>
<tr>
<td>Take reasonable endeavours to reuse or recycle at least 90 per cent, by weight, of the material arising from the installation and deconstruction of LOCOG temporary venues and overlay</td>
<td>On track</td>
</tr>
<tr>
<td>Work with suppliers, partners and local authorities to encourage alignment of waste management practices at open sites with those adopted for closed venues</td>
<td>On track</td>
</tr>
<tr>
<td>Work with partners to develop tools, public education and outreach initiatives to promote low waste lifestyles</td>
<td>On track</td>
</tr>
</tbody>
</table>

McDonald’s reducing waste

McDonald’s is committed to achieving zero waste to landfill throughout their business and is working with LOCOG’s Sustainability team to achieve this in the Olympic Park. McDonald’s believes that the Games offer a great opportunity to drive consumer and industry awareness of the issue of managing food-contaminated waste and hopes to work collaboratively to find an ongoing solution.

In the meantime, there are a number of trials taking place. One such trial involves taking waste from 145 McDonald’s restaurants and sending it to Energy Recovery Facilities where it provides electricity and heat for local buildings and the national grid. Processing waste in this manner reduces carbon emissions by up to 52 per cent, and removes nearly 15,000 tonnes of waste from landfill per year.

Waste and packaging
Delivery packaging is reused wherever possible.

Corrugated cardboard is recycled, and sophisticated forecasting systems are used to minimise waste, so that less than three per cent of food is wasted.

In total, 89.5 per cent of our primary packaging is now made from renewable resources.

All take-away bags, napkins and cup carriers are made from 100 per cent recycled paper.

The majority of the boxes used to package hot food are made from 72 per cent recycled fibres.
Resource management tools
The Waste and Resources Action Programme (WRAP), in collaboration with LOCOG, has developed an Event Resource Management Plan (RMP) tool for use within the UK event industry. The online tool, developed with industry input, helps event organisers develop a resource management strategy for their event. Both organisers and suppliers are encouraged to identify types of waste generated at the event, opportunities to reuse items and to reduce event waste, leading to cost savings.

The tool enables event organisers to communicate their waste management objectives and targets with their supply chain. It also provides a portal to store and capture supply chain commitments, waste measurements and event waste reports. The tool will be launched in the spring of 2011.

Use of assets after the Games
A key consideration in 2010, and going into 2011, was planning what happens to LOCOG owned assets after the Games. There is a team in place to develop these plans and a high-level strategy document was approved in 2010. By working closely with the Sustainability team, detailed plans, per Functional Area (FA), will be finalised during 2011.

LOCOG has discussed potential legacy use of assets with the Glasgow 2014 Commonwealth Games and the Government. Bid commitments were also made in relation to the donation of sports equipment and these will be followed up.

Reuse has also been identified as a key priority for a number of operational sustainability strategies including venues, technology and logistics (see section 4.7).

Carrier bags
LOCOG has operated an interim policy on the use of carrier bags for several years now. Currently all official London 2012 shops provide paper bags to customers if deemed necessary. LOCOG does not favour the use of single-use plastic bags. Neither do we permit the use of oxo-degradable plastics (for example, materials which are degradable through the use of additives) or compostable biopolymers, which can find their way into a household waste stream.

Use of carrier bags will be avoided by our appointed catering suppliers. Carrier bags are required at official London 2012 shops and the Sustainability team has been working closely with the Retail Licensing team to develop a robust approach. LOCOG will go out to market for a more sustainable carrier bags solution in early 2011.

Recycling and composting
Discussions with potential recycling and processing facilities and the Greater London Authority’s Waste team continued throughout 2010. A significant challenge for us is the availability of suitable facilities in London that can process waste for composting. However, we are aware of a number of facilities that have the potential to come on stream by 2012, including several which have received funding from the London Waste and Recycling Board.

During 2010, we finalised our market strategy for Waste and Resource Management Services, held an industry day with prospective bidders and concluded with a period of contractual negotiations at the end of the year.

More details on WRAP can be found here.
Packaging and consumables specification for catering and cleaning

In January 2010, an agreement was reached to develop a Games packaging and consumables specification aimed principally at Games caterers. LOCOG worked with WRAP, the National Non-Food Crops Centre\(^6\) and representatives of the packaging industry to develop the following packaging requirements:

- Suppliers and licensees will support LOCOG’s commitment to a zero-waste Games by reducing waste, achieving high recycling and sending no waste directly to landfill.
- Where practicable, all products and packaging will be able to be reused, recycled or recovered.
- Compostable products and packaging should only be used where it’s not possible to reuse or recycle such items easily.
- Suppliers and licensees must retain appropriate documentation in respect to any compostable products and packaging supplied.
- Unless otherwise agreed with LOCOG, oxo-degradable products and packaging (including film wrapping) are not permitted.
- Suppliers and licensees will maximise the use of recycled content in products and packaging.

The specification was circulated to prospective caterers and cleaning companies in the spring of 2010 as part of the tendering process.

Temporary venues and overlay

During 2010, development of tools and guidance continued for design teams and contractors to support the reuse and recycling of materials and products for temporary venues and overlay.

Specifically, work concluded on developing Temporary Materials Guidelines, which were published in May 2010. They have provided strategic direction to the venue design teams, given the lack of other sustainability guidance that appears to exist for temporary buildings or facilities.

Recycling communications and engagement

An issue identified by LOCOG in 2009 was the inconsistent manner in which venues and events throughout the UK currently communicate waste and recycling services. This often leads to confusion and poor recycling performance.

During 2010, we produced guidance for operational planning teams within all local authorities where there is a London 2012 venue. The guidance also supports those delivering a range of services, including cleaning and waste management. We will continue to work closely with City Operations (London) as waste-management plans take shape.

LOCOG approached WRAP to develop a scheme that encourages consumers and back-of-house staff to recycle as much as possible during the Games. Support agencies for the project will be appointed in early 2011 and scheme guidelines will be ready in the spring of 2011 in time for event trialling.

\(^6\) More details on the NNFCC can be found [here](#).
Coca-Cola promoting recycling at the Games

Millions of drinks will be consumed during the Olympic and Paralympic Games and the company recognises that their product packaging will contribute significantly to the recyclable waste stream. The Coca-Cola Company is therefore working in partnership with LOCOG to develop a compelling campaign to encourage visitors to recycle.

London 2012 products and packaging

Recycled content in London 2012 branded products and packaging continues to be an area of focus. Examples include branded stationery, souvenirs produced using recycled stainless steel and umbrellas produced using recycled polyester.

The Producer Responsibility Obligations (for Packaging Waste) Regulations 2007 is a complicated piece of legislation, particularly for an organisation such as LOCOG. In 2008, we liaised with the Environment Agency to develop guidance for the legislation, including a Decision Support Assessment for Suppliers and Licensees flowchart.

While specific packaging guidelines for official licensees and catering organisations exist, the current generic guidelines (available on the London 2012 website) are in the process of being updated and will be released in 2011.

We continue to be a licensee of the On Pack Recycling Label (OPRL) scheme developed by WRAP and the British Retail Consortium. All official licensees are required to use the icons on London 2012 branded packaging wherever relevant and practicable. Approximately half of London 2012 branded products produced during 2010 carry the OPRL icons.

London 2012 merchandising labels

More information on the On Pack Recycling Label scheme can be found here.
Venue overlay

There are two waste-related targets of relevance to the overlay programme:
- Twenty per cent of materials purchased by LOCOG, by value, will be from recycled and secondary sources.
- Endeavour to reuse or recycle at least 90 per cent of material arising from the installation and deconstruction of temporary venues and overlay.

During 2010, a Sustainable Commodities Working Group was established to help achieve these objectives. Specific achievements to date include:
- Internal layout within permanent buildings has been designed with legacy use in mind, ensuring minimal transformation and reducing waste.
- Specifying standard tent sizes and cabin modules so they can be hired.
- Reduced need for overhanging canopies.
- Reuse of ODA site offices reducing the need for additional hired accommodation. They will then be used by the legacy conversion team.
- In the Main Media Centre, use of 2.4m high partitions rather than full height, wherever possible, reduces the need to alter the existing/legacy services arrangement at ceiling level.
- A section of the seating in the Main Media conference room has been changed so it can be hired, rather than bought.
- Field of play lighting has been significantly reduced on a number of warm-up courts at Eton Manor as well as warm-up courts in the Basketball Arena and the Handball Arena.
- Where possible, tents are designed with 5m spacing to allow natural ventilation, reducing the need for Heating Ventilating and Air Conditioning.

4.5
Food Vision

Objective: To deliver the London 2012 Food Vision and leave a strong, sustainable legacy for London and the UK by nurturing commercial and educational partnerships.

Introduction

In recent years, one of the most significant changes in the global food industry has been the growing movement towards sustainable food production and consumption. It is now clear to many that a prosperous industry not only delivers high-quality food, drink and service, but it does so in a sustainable way.

Until recently, with the retail food sector leading the development of sustainable food production there had been little demand or incentive for the hospitality sector to engage with sustainability issues. That changed with the publication of the London 2012 Food Vision, ‘For Starters’, in December 2009. This was the first time that a sustainable food policy had been developed for the Olympic Games and Paralympic Games, or any other major event.
Progress at a glance

<table>
<thead>
<tr>
<th>Target area</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure food and beverage services at the Games are delivered in accordance</td>
<td>On track</td>
</tr>
<tr>
<td>with the <em>London 2012 Food Vision</em> commitments</td>
<td></td>
</tr>
<tr>
<td>Encourage organisations throughout the events, catering and hospitality</td>
<td>On track</td>
</tr>
<tr>
<td>sector to commit to supporting and implementing London 2012 standards</td>
<td></td>
</tr>
<tr>
<td>across the industry</td>
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</table>

Key areas of the London 2012 Food Vision

- Food safety and hygiene
  - Safe food
  - Traceable food
  - Resilient supply chains

- Choice and balance
  - Catering for diverse dietary requirements
  - Quality, choice and value
  - Free drinking water
  - Healthy and nutritious options

- Food sourcing and supply chains
  - Minimal environmental impact
  - High ethical standards
  - Meeting defined product standards

- Environmental Management, resource efficiency and waste
  - Efficient use of equipment
  - Reduced packaging and reusable materials
  - Minimising waste and promoting recycling

- Skills and education
  - Supporting improved skill levels
  - Sustainability at the core of industry training
  - A truly diverse work force

Food Charter

Within the Food Vision was a proposal for a Food Charter campaign to promote sustainable food across the hospitality sector. After much debate within the Food Advisory Group and reviews of draft documentation, it was decided that a charter would be problematic in terms of administration and verification and that it would be more effective coming from the industry rather than LOCOG.

Progress in 2010

The primary focus for 2010 was the procurement of Tier 1 catering contractors. The Food Vision standards were communicated and applied throughout the tendering and evaluation process.

The procurement process included a number of industry days during the year to brief potential bidders on the scale and specific nature of our requirements. By the end of 2010, all the Tier 1 contract negotiations were near completion. All contractors are expected to be signed up in 2011, after which a full announcement will be made.
In December 2010, three notable things happened:
– The Mayor of London announced that the London 2012 Food Vision standards would be applied to all future catering contracts for the GLA Group – this includes the Fire Brigade, Metropolitan Police, Transport for London and GLA Corporate.
– LOCOG won a ‘Good Food on the Public Plate’ award for its Food Vision from Sustain.
– Sustain launched a campaign for London to become a ‘Sustainable Fish City’, drawing on standards developed for the London 2012 Food Vision.

During 2011, LOCOG Catering will be working with our appointed catering contractors to develop and test operational plans, including menus, confirming food provenance, training modules and information material. The goal for 2011 is twofold:
– To encourage more organisations to announce publicly that they will adopt the Food Vision standards in their businesses and events.
– Find one or more host organisations to issue guidelines for the catering industry on how to apply the Food Vision standards, possibly under the London 2012 Inspire mark.

**McDonald’s Open Farm programme**

McDonald’s has established its Open Farms programme to raise awareness of the key role British farms will play in providing food for the London 2012 Games. The programme aims to drive consumer and industry awareness of progressive farming practices by promoting the best in animal welfare standards that these farms demonstrate.

McDonald’s uses only British and Irish beef in its 100 per cent hamburgers, reared to rigorous standards in animal welfare, feeding and veterinary care standards. As part of the Open Farms programme, McDonald’s will formally share best practice from farms supplying the Games with other farmers to raise standards across the supply chain.

On 28 May 2010, McDonald’s held its first Open Farm visit. Local dignitaries and Olympian Heather Fell visited Maiden Castle beef farm in Dorchester.

Further people have visited farms in Scotland, Northern Ireland, Cumbria and Derbyshire to see how farmers supply 100 per cent British and Irish beef, free range eggs and organic milk. In 2011, visits will be made to potato and lettuce farms. The public can enrol for farm visits at [www.mcdonalds.co.uk/openfarms](http://www.mcdonalds.co.uk/openfarms)
4.6 Procurement, licensing and sponsorship

Objective: To optimise sustainability through procurement, licensing and sponsorship deals.

Introduction

Sustainable sourcing is the procurement of products and services with environmental, social and ethical issues in mind.

Progress at a glance

<table>
<thead>
<tr>
<th>Target area</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure all priority spend area contracts are procured and monitored in accordance with the LOCOG Sustainable Sourcing Code and applicable supporting strategies and guidelines</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure 100 per cent of official LOCOG licensees to adhere to the sustainability approvals process</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure 100 per cent of materials are sourced in accordance with LOCOG policies</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure 100 per cent of timber and timber products are sourced in accordance with LOCOG policies</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure all contracting organisations where the London Living Wage is applicable to their contract commit to paying this as a minimum</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure all legitimate complaints received in connection with sustainability are handled appropriately</td>
<td>On track</td>
</tr>
</tbody>
</table>

Core principles of the LOCOG Sustainable Sourcing Code

- Labour practices
- Health and safety
- Diversity and inclusion
- Animal welfare and testing
- Animal and plant products
- Timber and timber products
- Publications and other printed materials
- Sustainability related certified products
- Reducing waste
- Recycled content
- Packaging
- Waste electrical and electronic equipment
- Environmental management
- Supply of products
- Transport
- Low-carbon Games
- Restricted substances and materials
- Heavy metals and brominated fire retardants
Our strategy
The sourcing and procurement of products and services is probably one of the most significant areas in which LOCOG can make a difference in respect of our sustainability performance. LOCOG’s procurement activity involves hundreds of individual purchases from a wide range of suppliers and licensees in a short but intensive time period. The build-up began in late 2009 and will peak in 2010 and 2011.

LOCOG views sustainable sourcing as integral to the way we work and helps us make informed and balanced decisions when procuring products and services required for the Games. We continue to encourage suppliers and licensees to adopt, or further develop, practices according to the core principles (page 59).

These principles are reflected in the Sustainable Sourcing Code, which is currently being updated for the release of the third edition in 2011.

Progress in 2010
Despite the deterioration in the economic climate, our commercial programme has made outstanding progress towards generating the £2bn of income needed to finance the Games from the private sector.

Sponsorship
By the end of 2010, LOCOG had 46 marketing partners representing over 90 per cent of its total domestic sponsorship budget target. This revenue comes in the form of cash, and in kind as products and services. The aim is to maintain long-term, mutually beneficial, strategic partnerships with all sponsors.

Sustainability continues to be a key factor in sponsorship deals. This works both in respect of managing risk and leveraging the value of commercial partnerships. A number of the deals signed in 2010 are supporting our sustainability objectives and target areas.

adidas: a leading sustainable sports brand
adidas’ vision is to be the leading sustainable sports brand post-London 2012. Its commitments are:
- 90 per cent of products carrying London 2012 marks to have sustainable content in 2012.
- 100 per cent of volunteer products to have sustainable content.
- 100 per cent of athletes’ clothing to have sustainable content.
- 100 per cent compliance with the LOCOG sourcing code.
- adidas has a self-imposed task of finding new solutions and replacement fabrics for its high performance products. In total it has developed 149 new materials to match its ‘Better Place’ Guidelines. This ensures that almost all adidas athletes will compete in more sustainable products.

In 2011, adidas will build on initial discussions it has been having with stakeholders and establish a more formal dialogue involving a range of civil society and other interest groups covering sourcing standards and labour rights.

adidas will also be publishing its list of suppliers authorised for LOCOG production from mid-2011 onwards. All its London 2012 suppliers will also be registered with Sedex.
Official licensees
A proportion of LOCOG’s revenues are generated by licenses granting companies the legal right to produce and sell London 2012-branded merchandise.

The London 2012 licensing and retail programme features:
– up to 10,000 product lines
– 50–70 licensees
– over £80m expected revenues

At the end of 2010, we had 41 licensees and five London 2012 shop operators, including John Lewis, Next and Sainsbury’s. Approximately 1,000 products have been launched so far, with around 7,000 to be launched by the end of 2011 and 10,000 by Games time.

Since London 2012-branded products are consumer-facing and a very visible part of the Games, licensees have a significant role to play in supporting our sustainability agenda. Already a number of licensees have taken significant steps towards enhancing the sustainability credentials of their products and packaging.

Whilst 90 per cent of licensees signed to date are British, the reality is that many products supplied and sold by UK companies are actually manufactured overseas. As a result, sustainability continues to be a priority in all licensing deals, with an emphasis on responsible sourcing. During 2010 the sustainability approvals process was modified after feedback from licensees.

Twenty-four licensees produced merchandise during 2010. Two production sites were prohibited from producing licensed products until critical issues were addressed.

A number of licencees have already taken significant steps towards enhancing the sustainability credentials of their products and packaging. For example, Grant Barnett was the first company to develop a recycled polyester fabric that could be used for umbrellas. It also offers a service for customers to return their unwanted umbrellas for recycling.
Touch of Ginger

The knowledge gained from the London 2012 project will be invaluable for Touch of Ginger and will embed sustainability practices into the core of its business.

Touch of Ginger state that 90 per cent of its sourcing requirements use UK manufacturing.

PET disk packaging is now moulded in place of polycarbonate and moulded products, previously produced in Acrylonitrile butadiene styrene (ABS), are now moulded in PET or Acylate Styrene Acrtonitrile (ASA) across all London 2012 and Touch of Ginger production.

Touch of Ginger is working with a Tier 1 marketing partner to supply premiums manufactured from left over ‘2 Years to Go’ London 2012 pin badges. These are being smelted down to become ‘1 Year to Go’ premium objects, including solid cast-metal mascots.

Procurement

LOCOG requires all organisations and businesses awarded a contract to complete the online assessment for Diversity Works for London (DWFL) and provide their results to LOCOG within 30 days of the award. As the first organisation in the UK to attain the Gold Standard award, we also ask each supplier to strive for the Gold Standard.

In terms of completed deals, we are about a third of the way through our procurement programme based on value (approx. £200m contracts placed). There are already several examples of influencing markets and adopting innovative solutions with suppliers that have a clear focus on sustainability outcomes. Early engagement with the market place has been a key factor in our ability to deliver this successfully.

We will be easy to do business with. We will be transparent and will actively promote diversity and inclusion to everyone we do business with.
Procurement governance model

- Around £200m of contracts awarded.
- Around 100 individual projects completed.
- Around 150 unique suppliers.
- Sixty per cent of awarded contracts to unique SMEs.
- Fifty per cent of suppliers outside London and the South East.
- Contracts awarded in every nation and region of the UK.

The Procurement Governance Model (PGM) is embedded into LOCOG’s sourcing of items with a lifetime spend of over £20,000. The Procurement team works with each Functional Area and the LOCOG Evaluation Group (LEG) to ensure all requirements are captured, timelines are set, risks and issues are documented and sourcing strategies are signed off.

The LEG has increased the involvement of key stakeholders throughout the business, including representatives from Health & Safety, Sustainability, Diversity & Inclusion, Workforce, Legal, Finance, Security and Logistics. The group is involved throughout each tender, from kick-off meetings to the final supplier presentations.

‘The Diversity and Inclusion Business Charter represents a bold and potentially groundbreaking attempt to tackle the issue of diversity in supply chains in a way that few businesses have attempted before.’

CSL Report, January 2010

Chartered Institute of Purchasing and Supply (CIPS) Standard

In November 2010, LOCOG Procurement was awarded the standard of excellence in procurement policies and procedures by the Chartered Institute of Purchasing and Supply (CIPS). This recognises the PGM as having robust and effective working relationships with key business functions across the organisation.

Village furniture

Ramler is the supplier of furniture for the Athletes’ Village on the Olympic Park and the Satellite Villages. The challenge is to present LOCOG with value-based products that meet the high level of sustainability criteria established by the organisation.

In response to this, all major furniture pieces will be manufactured using 1,600 tonnes of Forest Stewardship Council (FSC) certified timber. With the assistance of the Department of the Environment, Food and Rural Affairs and LOCOG, Ramler were able to provide full FSC Chain of Custody for all timber bedroom furniture, over 44,000 pieces, being used in Villages.

They are also developing zero-waste plans whereby they aim to responsibly reuse, sell on and/or donate products within the UK after the Games.

‘The policies on sustainability were ‘in a class of their own’, especially with the added complexity of linking up and satisfying so many outside bodies, such as the London boroughs.’ David Noble, CEO, Chartered Institute of Purchasing and Supply (CIPS).
Management of risk

Management of risk and seeking to minimise negative impacts that may arise from the actions of sponsors, suppliers and licensees continues to be a focus. This can be broken down into three distinct phases as follows:

– Selection: sponsors, licensees and suppliers must demonstrate commitment to sustainability and the necessary credentials.
– Contract management: delivery against what is agreed in contracts, financial due diligence checks, including sustainability issues.
– Sustainability complaints investigation and resolution: in the event of issues arising, seek to validate key information and remediate as required.

In January 2010, the Commission for a Sustainable London 2012 published its review of LOCOG procurement. The report acknowledges that LOCOG will face challenges in ensuring that all the products and services it procures, the merchandise it licences and the partners it brings on board meet our sustainability standards. The processes and plans we have put in place are set up to meet this challenge.

– Contract management

Commercial agreements are managed centrally within LOCOG. Operational contract management sits within Functional Areas (FAs) and governed by LOCOG committees (see section 4.2). Contract managers are in place within the FAs and more will be recruited in 2011. These contract managers will have industry experience and be responsible for day-to-day performance management of suppliers.

In 2010, the Sustainability team continued to develop tools and resources to support suppliers and licensees in meeting their sustainability obligations. The team has also started a review of all completed contracts to prioritise how best to deploy resources.

– Supplier Ethical Data Exchange

LOCOG continues to be a member of the Supplier Ethical Data Exchange (Sedex) and, where required, all suppliers and licensees should register at least as a B member.

Production sites are also required to register. Given the diversity of the supply chain, it has been a challenge getting some suppliers on board, with some suppliers questioning why they should register and disclose their production sites. As a result, we have been working closely with Sedex to provide as much support as possible.

Getting suppliers onto Sedex will be a priority for LOCOG in early 2011, coinciding with the contract management process going live.

– Supply chain audits

In 2010, we invited auditing firms to be authorised audit providers, carrying out social and environmental audits within LOCOG’s supply chain. Once approved, audit providers will carry out these audits at our request.

Unless otherwise agreed, audits assess the supplier or licensee’s performance in accordance with the current Sedex Members Ethical Trade Audit (SMETA) best practice guidance. Providers are also required to meet the minimum auditor competencies for each role (for example, sole auditor, lead auditor, auditor, or work interviewer).

As the Games draw closer, we will require bespoke audits covering single issues (for example, timber, food safety, waste management) or multi-issue audits for site contractors (for example, environmental/health and safety management).

8 More detail on Sedex can be found here.
9 More details on SMETA can found here.
Materials sourcing
We have continued to employ a clear and consistent policy for mitigating the impacts of the manufacture, supply, use and disposal of all materials for the Games. Decisions take account of a range of factors, including:
– whether the identified use is necessary or merely desirable;
– fitness for purpose (for example, structural integrity, installation and dismantling);
– value for money;
– environmental and social impacts; and
– availability and suitability of substitute materials.

The Temporary Materials Guidelines [see page 54] is an example of guidance provided in early 2010 to support the implementation of this policy.

– Restricted substances and materials
In 2008, LOCOG published a list of restricted substances and materials. This list was revised in light of stakeholder feedback in 2009. As the procurement programme entered the volume stage we developed various tools to support the implementation of our restricted substances and materials policies. For example, processes are in place for merchandise licensees and venues commodities (see section 4.7) particularly where PVC or HFC gases are proposed.

We continue to challenge the supply chain to find a sustainable approach to materials selection and use. Already there are several examples where more appropriate alternative materials have been found and innovative approaches adopted. Given the nature of the Games delivery programme there are challenges too. For example, whilst a hiring strategy is favourable for the avoidance and reduction of greenhouse gas emissions, LOCOG is limited to what is available on the market.

There are also limited alternatives for some applications. For example, PVC is the only material suitable for inflatable toys and in such instances we have specified that it is phthalate-free.

We are in the process of compiling a number of materials case studies to support our learning legacy agenda.

– Timber
LOCOG is committed to ensuring that all timber and timber products are of known origin and there is credible evidence of legal harvesting. Where FSC-certified timber or timber products are not available, we will source material of verified legal origin, such as that certified by the Programme for Endorsement of Forest Certification (PEFC) Scheme.

FSC-certified products used or sold by LOCOG during 2010 included office copier paper supplied by Xerox, paper stationery, merchandise packaging and licensed products such as posters. We also procured a number of print and publishing licensees, including Carlton Publishing, Haymarket Media Group, John Wiley & Sons and Time Out, all of whom will publish on FSC-certified stock.

The majority of timber and timber-derived products are expected to occur in the immediate lead-up to and during the Games. As a result, responsible sourcing of timber continues to play a key part in the procurement of Games-time suppliers.
The London Living Wage
The London Living Wage (LLW) is designed to provide a minimum acceptable quality of life for people working within London. We expect all contractor organisations (and subcontractor organisations) working on LOCOG contracts to pay the LLW where it is considered by LOCOG to be applicable and appropriate. We are developing mechanisms to monitor our supply chain in respect of the LLW, which will be introduced in 2011.

Complaints and dispute resolution process
In 2010, we appointed Ergon Associates, working in partnership with Impactt, to develop an approach for investigating and resolving complaints involving its supply chain in respect of sustainability. A Complaint and Dispute Resolution Process was developed, which is designed to assist us in fulfilling our commitments and to provide a means by which individuals and organisations can bring to LOCOG’s attention serious non-compliance with our Sustainable Sourcing Code.

The process is now live and the Sustainable Sourcing Code is undergoing some minor amendments to reflect what has been put in place. The next edition is due to be published in 2011.

LOCOG continues to have constructive dialogue with the Playfair 2012 campaign, which in the UK is coordinated by the Trades Union Congress (TUC) and Labour Behind the Label. They continue to call for LOCOG to disclose publicly sites of production in its supply chain. After a careful review, we have concluded that maintaining accurate and publicly accessible production details would be challenging due to the size and complexity of our supply chain. However, LOCOG already requires suppliers and licensees to fully disclose the locations of all production and warehouse locations. We also encourage suppliers and licensees to disclose publicly their production sites where it makes sense to do so in the context of their business activities.

4.7
Embed sustainability in planning and delivery
Objective: To embed sustainability in the planning and delivery of LOCOG venues and operations.

Introduction
Sustainability is an integral consideration of all operational planning workstreams. These workstreams are as follows:

- Functional Area Operations: ensuring the delivery of services within venues and spaces during Games time.
- Venue Operations: establishing responsibilities, accountabilities, venue team structure and communications plans to support the operation of the venue.
- City Operations: driving interactions with boroughs and local authorities in London and the across the UK.
- Park Operations: focusing on operating the Olympic Park through the whole transition from ODA construction through overlay installation, testing and the Games.
During 2010, LOCOG made good progress in embedding sustainability in the planning and delivery of LOCOG venues and operations. In 2011, we will determine whether other operational Functional Areas require specific sustainability objectives to be established by the end of the year.

### Progress at a glance

<table>
<thead>
<tr>
<th>Target area</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure LOCOG venues and infrastructure are delivered in accordance with the LOCOG Venues and Infrastructure Sustainability Strategy</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure Village operations are delivered in accordance with the LOCOG Villages Sustainability Strategy</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure Games technology is delivered in accordance with the LOCOG Technology Sustainability Strategy</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure Games logistics are delivered in accordance with the LOCOG Logistics Sustainability Strategy</td>
<td>On track</td>
</tr>
<tr>
<td>Optimise composition of Games Family vehicle fleet</td>
<td>On track</td>
</tr>
<tr>
<td>Achieve an average of 120g per km or less of CO₂ emissions across the fleet of M1 passenger vehicles required for the Games</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure 100 per cent of Games Family buses and coaches achieve at least Euro IV standard</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure 100 per cent of vehicles entering LOCOG-accredited venues are compliant with the LOCOG Low-Emission Venues Policy</td>
<td>On track</td>
</tr>
<tr>
<td>Encourage long-distance domestic visitors and visitors from nearby countries (including teams and officials) to use rail rather than air transport</td>
<td>On track</td>
</tr>
<tr>
<td>Encourage members of the Games Family to travel on London’s public transport network wherever possible</td>
<td>On track</td>
</tr>
<tr>
<td>Ensure press operations are delivered in a manner that is consistent with LOCOG’s sustainability objectives</td>
<td>On track</td>
</tr>
<tr>
<td>Work with broadcasters, including the Olympic Broadcasting Services, to minimise their sustainability impacts and support the communication of the London 2012 sustainability story</td>
<td>On track</td>
</tr>
<tr>
<td>Deliver all cleaning services in accordance with a BS 8901:2009 certified management system and a supporting Sustainability Management Plan</td>
<td>On track</td>
</tr>
<tr>
<td>Work with partners to ensure that look and wayfinding solutions are delivered in accordance with LOCOG’s sustainability objectives</td>
<td>On track</td>
</tr>
<tr>
<td>Work with partners to ensure that the Opening and Closing Ceremonies are staged in a manner that is respectful to LOCOG’s sustainability objectives</td>
<td>On track</td>
</tr>
<tr>
<td>Work with partners to ensure that Torch Relay operations respect LOCOG’s sustainability objectives</td>
<td>On track</td>
</tr>
<tr>
<td>Determine whether other operational Functional Areas require specific sustainability objectives to be established by the end of 2011</td>
<td>On track</td>
</tr>
</tbody>
</table>
Venues and infrastructure
Sustainability is an integral part of the Venues and Overlay Delivery Strategy and is one of the four core commitments in the LOCOG Design Strategy, alongside design quality, brand and accessibility.

In 2010, we developed our Venues Sustainability Strategy. This defines where venues and infrastructure can make an important contribution to the London 2012 sustainability commitments.

To focus our approach and achieve our goals, we have six priority areas:

- Reduce LOCOG-owned carbon emissions and minimise our carbon footprint by hiring 85 per cent of commodities.
- Reduce planned footprint of LOCOG venues by 25 per cent against 2006 baseline.
- Reduce non-essential comfort cooling (HVAC) by 70 per cent against 2008 baseline and maximise opportunities for natural ventilation.
- Minimise particulate matter of prime running temporary generation by 80 per cent (from a Stage 11 to 11LB plant classification).
- Ensure 20 per cent of materials purchased by LOCOG, by value, will be from recycled or secondary source (stretch target).
- Reuse or recycle at least 90 per cent, by weight, of material arising from the installation and deconstruction of its temporary venues and overlay (stretch target).

- LOCOG design requirements
Design plays a key role in delivering the 2012 vision. To ensure sustainability is taken into account during the design phase, each venue team must follow the Temporary Venues and Overlay Sustainable Design Requirements. The Design Requirements allow LOCOG to measure and monitor sustainability during the design process. Data are currently being collated to track progress against the priority areas.

BT – artificial intelligence helping to minimise waste
An artificial intelligence tool, developed by BT at its UK research laboratories, is optimising requirements for new equipment and cabling while making maximum use of existing cable routes. It is estimated that this will enable a five per cent reduction in the volume of equipment required by the London 2012 communications network. Where new cabling is required, BT blown-fibre technology will minimise the need for digging.

- Town and country planning
We require planning permission for all temporary overlay at proposed venues that will be installed and used for 28 days or more. As part of the town and country planning process, we must report on the environmental impacts, protection and management of a proposed development.

By the end of 2010, 25 planning applications had been submitted. Sustainability statements have been prepared for all of these venues, and full Environmental Impact Assessments have been undertaken and submitted for Greenwich Park and Horse Guards Parade.

- Site management
It is important to manage the sustainability considerations at each venue including environmental legislation, risks, planning conditions, emergency preparedness and response, operational procedures (for example, energy and waste management), monitoring and compliance.

Overlay contractors and suppliers will be required to sign up to the Venues Sustainability Code of Practice and are expected to operate in accordance with a Sustainability Guidance Pack for Suppliers.
Environmental Management Plans will be completed for each venue. Policies and procedures for effective environmental management and protection will be developed where required.

**Water**

LOCOG is striving to reduce water demand by procuring water-efficient commodities and adopting best practice management techniques. We are also looking to monitor drinking and bathing water quality at relevant London 2012 venues and accommodation sites.

We are challenging suppliers to reduce water use. For example it is working with Elliott’s, its supplier of temporary buildings and toilets, to use low flow taps, dual flush and low capacity toilets.

Water management will continue to be an area of focus in 2011 and will be addressed as part of the Venue Operating Plans.

**Biodiversity**

LOCOG has carried out ecological surveys for every competition venue that has been through the town and country planning process. Ecological surveys have also been completed for non-competition venues where required.

We continue to work closely with relevant stakeholders including Natural England, Environment Agency, English Heritage, Royal Parks and Lee Valley Regional Park Authority to ensure that there will be no significant adverse effect on any designated site. Appropriate mitigation and restoration measures are identified in conjunction with the relevant landowners, operators and stakeholders. For example, an Ecological Mitigation and Management Plan has been produced for the activities at Greenwich Park.

The same applies for any tree preservation orders, for example a specific tree management plan has been developed for Greenwich Park. Work is also under way to review all aspects of the temporary infrastructure programme to maximise opportunities to integrate with the natural landscape.

Biodiversity considerations will be incorporated into the environmental components of Venue Operating Plans. Opportunities to promote biodiversity and access to nature will be developed for all Games competition venues during 2011.

**Village Operations**

Village Operations is one of the most complex set of services to be delivered during the Games. It involves close collaboration with nearly all other LOCOG Functional Areas to ensure delivery.

A Villages Sustainability Strategy is in the process of being developed to define how sustainability will be embedded into Village Operations. It will define where Village Operations can make an important contribution through implementing, managing and measuring London 2012 sustainability commitments and setting out priority initiatives.

**Technology**

Technology plays a vital role at the Games. It is relied on as much to update press and visitors with information as it is to pick a winner from the most exciting finishes. A Technology Sustainability Strategy was developed during 2010 with the support of all technology delivery partners.
It defines where LOCOG technology can make an important contribution through implementing, managing and measuring London 2012 commitments and setting out a number of priority areas. Action plans are being developed, as are case studies to promote legacy learning after the Games.

**Airwave**

Airwave is the official Private Mobile Radio Services Supplier for London 2012. Its targets and commitments for 2010 have been focused on aligning network design and build, and bringing suppliers on board to comply with commitments made for the games themselves.

Below is an update on what Airwave has achieved during 2010 and how it is moving forward in 2011:

**Climate change**

- Managed carbon through a combination of reduction measures and residual offsetting with VCS renewable energy carbon credits.

Reduction measures include:

- Trialling new cooling methods, such as coating the cabin roofs with reflective membranes that reduce the need for cooling and more efficient cooling systems that do not utilise air conditioning reducing energy consumption.
- Installing new equipment at base stations which are 27 per cent more energy efficient like for like than the old.
- Installing new equipment at the switch sites that is 41.9 per cent more energy efficient like for like than the old.
- Fitting 57 per cent of network sites with smart meters.

**Zero waste**

- Hiring hand terminals so that can be reused after the Games.
- Testing two hydrogen fuel cells sites to provide back-up power, eliminating the use of batteries.

**Sustainable sourcing**

- Established environmental working groups consisting of Airwave and main suppliers.
- Registered with Sedex.

**Broadcast**

LOCOG is responsible for coordinating and liaising with the Olympic Broadcasting Services London (OBSL) to ensure that broadcasters are provided with the venue, facilities and services needed to deliver inspirational TV and radio coverage to the global audience. This includes administering the Olympic Broadcasting Co-operation Agreement in terms of Games-time obligations.

Sustainability is a key consideration for delivering London 2012 broadcast services and plans have started to be developed in partnership with OBSL.

**Logistics**

LOCOG Logistics is responsible for providing comprehensive material management and logistical support to all LOCOG functions. A Logistics Sustainability Strategy was developed during 2010 with the support of UPS and defines where LOCOG Logistics can make an important contribution through implementing, managing and measuring London 2012 commitments. It sets out the following priorities:

- Deliver all LOCOG/UPS managed goods to Games venues by more sustainable modes of transport
- Reduce LOCOG-owned carbon emissions and minimise the Logistics carbon footprint through hiring or leasing
– Source all Furniture, Fixtures and Equipment (FF&E) in accordance with the LOCOG Sustainable Sourcing Code
– Source 100 per cent of timber derived procured FF&E in accordance with LOCOG policies
– Reuse or recycle at least 90 per cent, by weight, of LOCOG owned assets and any packaging handled
– Work with partners to trial and promote more sustainable approaches to delivering goods and encourage others to adopt similar approaches throughout the logistics sector

So far the following actions have been taken:
– A review of transportation of goods by barge
– Development of operational plans to move the majority of freight destined for football stadiums by rail
– Identification of potential real-telematics solution and commenced trials at the UPS Tamworth facility with the aim of deploying it through the entire London 2012 logistics fleet
– Identification of biomethane, biodiesel, and pure electric as the preferred low carbon vehicle technologies and began working on trials.
– Initial definition of zero-waste-to-landfill plans

We have also been working with the ODA, the Freight Transport Association and the Noise Abatement Society on plans to trial and adopt quiet night-time deliveries during the Games. This enables more night-time deliveries to be made, reducing daytime congestion and background noise levels.

Transport
LOCOG is responsible for the safe, secure and reliable transportation of the ‘Games Family’, including bus and coach services for athletes, broadcasters and press and technical officials and for managing the deployment of the approximate 4,000 vehicles provided by BMW group, the Games automotive partner. We also oversee the services delivered by ODA Transport, which is responsible for public transport.

– Environmental and health assessments
As part of the London 2012 Transport Plan, a Strategic Environmental Assessment (SEA) and a Health Impact Assessment (HIA) were undertaken during 2010:
– The results of the SEA are due to be published for stakeholder consultation in 2011. The SEA has not identified any significant adverse environmental effects likely to arise from the operation of the London 2012 Transport Plan.
– The HIA concluded that health impacts were low. It did however highlight areas where opportunities existed to improve the health of travelling individuals and for positive legacy impacts. These have been taken forward in the London 2012 active travel programme and specific impact studies associated with Games-time travel.

– Low emissions through procurement and ‘mass movement’
We will use a variety of transport systems to meet the differing needs of our client groups. Wherever possible, this will be by ‘mass movement’ using buses and coaches. Shared or dedicated car services will be used for clients who travel in smaller groups or whose work during the Games requires a more flexible service:
– All buses and coaches procured by LOCOG and ODA Transport will meet at least Euro IV emissions standard.
– We are still on track to achieve an average of 120g/km or less of CO₂ emissions across the fleet of M10 passenger vehicles supplied by the BMW Group. The BMW Group will also showcase electric vehicles and provide bicycles for athletes and LOCOG staff.

10 Vehicles designed for the carriage of passengers and comprising no more than eight seats in addition to the driver’s seat.
– During 2010, we worked with Deloitte to develop our Low-Emission Venues Policy, which details emissions standards for vehicles and plants. The standards will be published in an updated version of the LOCOG Sustainable Sourcing Code in 2011.

– Keeping London moving

Plans for the Olympic Route Network and Paralympic Route Network (ORN/PRN) were published during 2010, with Transport for London responsible for its detailed design and delivery. The ORN/PRN will enable the key participants, such as athletes and officials, to travel safely, securely and efficiently between venues and their accommodation, while also keeping London and the rest of the UK moving. Key developments include:

– Providing public transport information to Games Family members.
– Securing Eurostar as the official International Rail Services Provider, providing London 2012 with arrival and departure services at St Pancras International station.
– Ongoing Spectator Journey Planner development, to provide whole journey solutions for spectators.
– Launch of the ODA Transport’s Travel Advice for Business Programme to help businesses minimise Games-time disruption.

Further information on London 2012’s sustainable transport plans can be found in the seventh issue of ‘Pace’. The Commission for a Sustainable London 2012 also published its snapshot review of sustainability and transport across the London 2012 project in June 2010.

– Making the Games accessible

Good progress has been made in respect of the planning and delivery of the London 2012 Accessible Transport Strategy, which was originally produced in 2008.

Agreements have been reached with key delivery partners on the role of individual London Underground and National Rail stations identified as key stations for the Games. Pre-booked accessible parking will also be provided for spectators who hold a valid Blue Badge, or a recognised national disability parking permit. London 2012 will provide further information about parking spaces for disabled spectators during 2011. In addition, work progressed on development of the Games Mobility service, particularly in respect of scoping and determining equipment requirements.

Press Operations

The press will tell the London 2012 story to the world as it happens. With an audience in the billions, LOCOG’s role in ensuring press operations run smoothly is vital.

Reducing the amount of paper used during the Games to print and distribute results and information to the international media, athletes and other members of the Games Family has been a key area of focus for the Press Operations team. We have been supported in this aim by a number of stakeholders, including the IOC and IPC. Significant progress to date includes:

– An agreement from the international newspapers and agencies based at the Main Press Centre (MPC) on the Olympic Park that they no longer require paper copies of reports to be printed and delivered to their offices. Previously, each office would have received several copies of each of the hundreds of printed reports produced each day.
– An agreement to make no printed deliveries to International Federation hotels or to media accommodation. At previous Games, thousands of copies would have been produced at each of these locations daily.
– The removal of the requirement to print and distribute ‘Flash Quotes’ and ‘Media Conference Highlights’ at the MPC. It is estimated that this will result in a reduction of hundreds of thousands of copies over the 16 days of competition.
Work will continue to keep a check on the number of printed copies being produced. Distribution will be targeted to areas such as the press tribunes and the Venue Media Centres to ensure that only what is required is delivered.

We have been helped in this process by the advent of a new ‘remote’ information service – known as myInfo+ – which will enable media (and other clients) to access the Games-wide information system via their own laptops, decreasing the need for printed information.

Other operations

-- Cleaning services
All cleaning services will be required to deliver their obligations to LOCOG in accordance with BS 8901:2009 and operate to an agreed Sustainability Management Plan.

-- Look and wayfinding
Sustainability is a key theme of the Look and Wayfinding Strategy. We will go out to market for look, wayfinding and signage solutions in early 2011.

-- Ceremonies
The Ceremonies will adhere to the same sustainability policies and guidelines throughout their design, planning and delivery.

Sustainability requirements with regard to sourcing metals for medals, diplomas, flowers and podia will continue to be an area of focus in 2011.

-- Torch Relay
The Olympic Torch Relay begins with an official ceremony in Greece, followed by delivery of the Flame to the UK and then a 70-day journey around the UK. The final few days of the Relay will take place in London, before the Olympic Cauldron is lit during the Opening Ceremony of the Olympic Games. The Paralympic Torch Relay takes place in the period between the Olympic Games and Paralympic Games.

Sustainability considerations include the design and manufacture of the Torch itself. Sustainability requirements in respect of the Torch Relay will continue to be an area of focus during 2011.
4.8
Most inclusive Games to date
Objective: To deliver the LOCOG Diversity and Inclusion Strategy and host the most inclusive Games to date by promoting access and celebrating diversity.

Introduction
The London 2012 bid was founded on celebrating the diversity of London and the UK. Our aim is to make this everyone’s Games and we continue to make great progress towards that. We want everyone to have the chance to participate in the activities and opportunities that London 2012 offers.

The Olympic Park itself is located in one of the most diverse areas in the country. The original five East London Host Boroughs are home to 22 per cent of London’s total black, Asian and minority (BAME) population and almost two-thirds of London’s Bangladeshi community. In addition, more than a quarter of Host Borough residents were born outside the EU, 110 different languages are spoken in Tower Hamlets and, in Newham, BAME communities make up 61 per cent of the population.

The LOCOG Diversity and Inclusion Strategy (2008) sets out in more detail exactly how we intend to achieve our diversity and inclusion objectives.

Progress at a glance

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor and report on delivery of the LOCOG Diversity and Inclusion Strategy’s priority themes and associated performance indicators</td>
<td>On track</td>
</tr>
<tr>
<td>Monitor and report on the delivery of the LOCOG Diversity and Inclusion Charter</td>
<td>On track</td>
</tr>
</tbody>
</table>

‘I feel strongly that the London 2012 Olympic and Paralympic Games will be a fantastic celebration of the many different communities and cultures which exist in the UK and will bring everyone together.’ Archbishop Desmond Tutu

Schoolchildren from Curwen Primary School, Newham welcome the Chief Executive of the IPC, February 2011
### Areas of focus

<table>
<thead>
<tr>
<th><strong>Business</strong></th>
<th>To spread opportunities at the Games as widely and fairly as possible, we are supporting programmes that help businesses across the UK reap the rewards of the Games being staged in London. See page 62 for details.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workforce</strong></td>
<td>By upholding the highest standards in recruiting and building a diverse and inclusive workforce, and ensuring opportunity and training for all, we are encouraging people from all backgrounds to get involved in working at a venue or as a volunteer.</td>
</tr>
<tr>
<td><strong>Service delivery</strong></td>
<td>We aim to stage the most accessible Games ever. By using the power of the Games, we are improving accessibility to transport, accommodation and visitor attractions across the capital.</td>
</tr>
<tr>
<td><strong>Communities</strong></td>
<td>We are making sure there are no barriers to anyone enjoying and benefiting from the Games, its long-term legacy or the accompanying cultural events.</td>
</tr>
<tr>
<td><strong>Participants</strong></td>
<td>We want to get more women, disabled and deaf people, LGBT and black, Asian and minority ethnic (BAME) people taking part in sport and physical activity.</td>
</tr>
</tbody>
</table>

See section 4.6 to find out more about embedding diversity and inclusion into our procurement process.

### An inclusive workforce

In keeping with our promise to make London 2012 everyone’s Games, we want to recruit the most diverse workforce possible, regardless of age, race, disability, sexuality, gender, gender identity or belief. LOCOG has developed several programmes:

- **attitude over age**: our outreach programme for older and younger people
- **access now**: our outreach programme for disabled people
- **action on inclusion**: our outreach programme for black, Asian and minority ethnic (BAME) people

LOCOG continues to make progress across all diversity strands. Currently LOCOG staff members that self declare as either female, under 30 or disabled, deaf or having a long term health condition are on or above the target zone for 2012. We have still to reach our target zones for ethnicity, over 50s and sexual orientation.
We launched our Diversity and Inclusion Leadership Pledge in February 2010. All hiring managers were asked to voluntarily commit to deliver LOCOG’s legacy of inclusion. Following on from this, London 2012’s second Diversity Week in March 2010 offered the opportunity to showcase how diversity and inclusion into volunteering, procurement, community relations and service delivery.

TV boost for disability sport

In January, LOCOG announced that it had awarded the UK broadcast rights for the London 2012 Paralympic Games to Channel 4 after a highly competitive tendering process.

Channel 4 will show more than 150 hours of coverage during the 12 days of the Paralympic Games, far more than has ever been screened before in the UK. The Government and London 2012 stakeholders will be working with Channel 4 as part of the Legacy Plan for disabled people. This partnership will ensure there is appropriate and accessible coverage of the Paralympic Games and that broadcasting of disability sport will be extended before and after the Games in August and September 2012.

Service delivery

Our aim is to make London 2012 the most accessible Olympic and Paralympic Games possible, 22 projects have been identified across LOCOG, examples include:
– an inclusive ticket sales strategy;
– accessible venues;
– a food strategy that builds on London’s diverse mix of nationalities, cultures, religions and cuisines. See section 4.5 for information about London 2012’s Food Vision; and
– working closely with City Operations (London) to deliver an innovative Paralympic Inclusive Environment by focusing on the Thames, using river transport and the paths and walkways that border the river.
StreetGames

Legacy Leaders aims to build, develop and sustain a network of grassroots sports projects in disadvantaged communities. It is hoped the programme will help one million young people living in deprived areas access sport by 2012.

Operating in the top 20 per cent most deprived areas in the UK, the programme aims to ensure that the inspirational power of the 2012 Games is felt at grassroots level and that all young people have the opportunity to take part in sport regardless of their social background or where they live.

StreetGames Legacy Leaders is based on the concept of doorstep sport; sport delivered to young people where, when and how they want it. This can range from five-a-side football or basketball on a housing estate, to handball sessions in the local community centre. Coaches and young volunteers are recruited from the same communities as the young people the projects seek to engage with, which helps promote greater cohesion within neighbourhoods.

In October 2010, Coca-Cola Great Britain announced a three-year partnership with StreetGames that will allow the charity to deliver an improved sporting experience to over 110,000 young people throughout the country.

Ticket prices
There are a range of prices and initiatives in place to make London 2012 tickets as accessible as possible.

Of the 8.8 million tickets available for the Olympic Games:
– 75 per cent went on sale to the public in March 2011
– 90 per cent are priced at £100 or under
– Two-thirds are priced at £50 or under
– 2.5 million are priced at £20 or under
– 100,000 tickets are to be donated to UK schools

There is a ‘pay your age’ scheme at over 220 sessions for anyone aged 16 and under on the day of the Olympic Games Opening Ceremony (27 July 2012). At the same sessions, adults aged 60 or over on the day of the Opening Ceremony pay £16.

It is clear that there is no ‘one size fits all’ model, so we have tailored our services to the different needs of our disabled spectators. As a result, we have put together a range of ticket products and services.

Reporting

London 2012 will have more tickets on sale for disabled people than any previous Games.
Diversifying the Games Maker programme

During the summer of 2010, people from all over the world could apply to become a London 2012 volunteer – known as Games Makers.

The application process for the general public opened on 15 September. However, specialist groups, including deaf and disabled people, were given the opportunity to apply from the 27 July.

This early pre-launch enabled deaf and disabled people to take additional time to consider the opportunity. They could ask LOCOG’s Volunteering team questions and work with their support networks and LOCOG’s disability delivery partners to submit an application.

Community outreach and engagement included attendance and presentations at Mosques, Sikh Temples and Christian Churches, live interviews on national and ethnically targeted radio. Specialist promotional material was produced, including multi-lingual leaflets and promotional videos starring leading culturally diverse figures.

This huge engagement and outreach resulted in hundreds of thousands of people applying to become a Games Maker. The variety of those applicants exceeded LOCOG’s targets around diversity and inclusion.

Membership and awards

As an organisation, LOCOG is a member of the following organisations:

In the last year LOCOG has won the following awards:
– The Peter Robertson Award for Equality and Diversity Champions – October 2010.
– Employers Forum on Age Award for Best Private Sector, Innovation – June 2010.

4.9

Deliver the Games employment and skills strategy

Objective: To deliver the LOCOG Employment and Skills Strategy and provide individuals with work and life experience that they can use to enhance their personal and professional lives once the Games are over.

Introduction

The London 2012 Games give people unprecedented access to thousands of new jobs and career opportunities. In staging the Olympic and Paralympic Games in London, we are committed to increasing job and business opportunities for the communities in the area, improving skills development and reducing worklessness.
Progress at a glance

<table>
<thead>
<tr>
<th>Target area</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor and report on delivery of the LOCOG Employment and Skills Strategy’s priority areas and associated indicators</td>
<td>On track</td>
</tr>
<tr>
<td>Monitor and report on supplier uptake of the LOCOG Employment and Skills Charter</td>
<td>On track</td>
</tr>
</tbody>
</table>

Our strategy

At Games time, there will be a workforce of around 200,000 people, comprising 6,000 paid full-time and temporary employees, up to 70,000 volunteers and around 100,000 contractors.

LOCOG’s role in employment and skills initiatives spans three workforce groups – paid staff, volunteers and contractors. In August 2010, we published our Employment and Skills Strategy, which classifies initiatives across the workforce groups into three areas (see below).

Our contribution to enabling sustainable employment

- We provide individuals with **experience** that they can use to enhance their personal and professional lives.
- We strive to deliver educational and community programmes, with a particular **focus on young people**.
- We provide opportunities and help individuals develop and enhance their **professional skills**.
- **Creating employment opportunities**

| Creating employment opportunities | Developing young people | Experience and skills development | We provide opportunities and help individuals develop and enhance their professional skills | We strive to deliver educational and community programmes, with a particular focus on young people | We provide individuals with experience that they can use to enhance their personal and professional lives | Our contribution to enabling sustainable employment |
**Monitoring delivery**

We are currently developing mechanisms to monitor and report on the delivery of the three main areas of the strategy against a number of indicators.

We are also in the process of establishing a LOCOG Employment and Skills Board, to be chaired by the CEO, to monitor the progress that is made against commitments.

**LOCOG measures**

Creating employment opportunities
- Number of opportunities provided by LOCOG through our paid workforce
- Number of opportunities provided by LOCOG through the contractor programmes
- Number of employees who are residents of the east London Host Boroughs (target zone of 15–20 per cent)
- Number of employees who were previously workless (target zone of 7–12 per cent)

Skills development
- Number of opportunities provided by LOCOG through the volunteering programmes
- Number of opportunities created by LOCOG for internship programmes
- Number of opportunities created by LOCOG for secondment programmes

Opportunities for young people
- Number of apprentices employed
- Number of work experience placements offered
- Number of schools and colleges enrolled in the Get Set education programme

LOCOG continues to work with the Host Borough Unit to track, on a monthly basis, the number of Host Borough residents we are recruiting. This enables us to target our sourcing and outreach programmes across the boroughs effectively.

One of the consequences of the Government’s Comprehensive Spending Review, which took place during 2010, was the reduction in funding available to LOCOG’s stakeholders for pre-employment and skills development training. We are working with our stakeholders to ensure that any funding that is available is targeted appropriately.

**Creating employment opportunities**

With the recent economic downturn, the certainty of jobs that LOCOG is able to offer is unique and further reinforces what is already a compelling employment proposition.

Key initiatives in this area include:
- Contractor opportunities: LOCOG is working with other organisations to ensure contractors are trained and have the necessary skills. We are also helping with sourcing and planning the contractor workforce, encouraging diversity and supporting local employment initiatives.
- Secondment programmes: up to 10 per cent of LOCOG’s workforce will be secondees from partner organisations, government departments and other stakeholders, who form part of the permanent staff.
- Public-sector/local-government support: in partnership with Adecco, LOCOG is communicating job vacancies through job brokerages and Job Centre Plus in the Host Boroughs.
- Host Borough applications: LOCOG strongly encourage residents in the Host Boroughs to apply for job opportunities.
- Diversity and inclusion programmes: employment and skills programmes are integrated with and support LOCOG’s diversity and inclusion programmes (see section 4.8).
- Employment of athletes: Adecco is working with the British Paralympic Association and the British Olympic Association to support the employment of both current and retired Paralympic and Olympic athletes, via the Athletes Career Programme.
- Outplacement support: provision of outplacement support to help staff find jobs after the Games including investigating employment opportunities with commercial partners.
- Employment and Skills Charter: part of the procurement process with contractors that clearly stipulates the commitments we expect from them. Mechanisms to track progress and uptake of the Charter are currently in development.
- London Employer Accord partnership to ensure that the Games act as a major catalyst to get more than 5,000 workless Londoners into work.

Experience and skills development
During 2009, we undertook a skills gap study, with the support of the LDA, to look at the demand for the LOCOG contractor workforce and analyse the supply in the labour market. Areas of concern were:
- The need for main contractors and volunteers to have sufficient customer service skills.
- A gap in the number of Security Industry Authority licensed private security guards.
- A gap in the number of appropriately trained chefs.
- New transport industry legislation coming into force by 2012 could mean a shortage of drivers at Games time.
Further information on this skills gap study is available in the Labour Market Forecasting and Gap Analysis Report, which was published by LOCOG in February 2010. Our experience and skills development initiatives therefore focus on the following areas:

- Developing skills in categories where labour forecasting suggests there is a future gap in the market (and therefore a supply challenge).
- Capturing the enthusiasm of those who wish to volunteer, helping them to experience volunteering and develop their skills before the Games.

**Bridging the Gap**

LOCOG, in partnership with the Home Office, launched an initiative called Bridging the Gap to make sure the need for security staff at the Games is met.

Pilot programmes ran in 2009 to create employment opportunities in this area with the involvement of Podium (the further and higher education unit for the Games), the LDA and the security industry. Since September 2009, 80 colleges are now offering ‘Bridging the Gap’ modules alongside existing courses across the UK. LOCOG anticipates that the programme will deliver a trained and competent workforce of 8,000 by Games time, with a further 2,000 through its contractors.

The course allows students to achieve four qualifications – Level 2 BTEC Award in Undertaking Stewarding at Spectator Events, Level 2 NVQ in Spectator Safety, Level 2 Award in Door Supervision and Level 2 Award in CCTV Operations.

Students are drawn from established education institutions, the unemployed, the east London Host Boroughs and represent all diversity strands. All students are offered a guaranteed interview with LOCOG’s security services provider.

The British Security Industry Association as the primary stakeholder will integrate the Bridging the Gap initiative into the security industry to create recruitment opportunities.

**Developing young people**

LOCOG has a number of initiatives in place to provide opportunities and development for young people. Key initiatives in this area include:

- Get Ahead programme: as LOCOG’s apprenticeship programme, by the end of 2010 Get Ahead had recruited 32 school leavers to work across LOCOG departments, with the majority coming from the east London Host Boroughs. On-the-job training is provided as well as the opportunity to study for a Level 3 NVQ in Business Administration. A final intake of up to 10 school leavers is planned for September 2011.
- Graduates: we are piloting a programme with our technology department for graduate placements, which commenced in September 2010.
- Get Set education programme: this is a key initiative delivered by LOCOG and our partners to provide resources to involve schoolchildren and young people (see page 102).
- Work experience: a structured work-experience programme is offered with one-week placements at LOCOG for young people at school and college.
Young Leaders Programme: a programme sponsored by BP that is designed to give 100 young people from disadvantaged backgrounds the opportunity to gain and apply learned skills, raise their aspirations and develop leadership skills. The young people will be required to apply these skills in their local communities, culminating in them taking an active volunteer role at the Games.

Press Operations module: specialist modules have been developed with Sheffield Hallam University where up to 600 students will be well placed to assist at the Main Press Centre and at other venues as volunteers during the Games.

Podium – the further and higher education unit for the Games: Podium has a central remit of engaging universities and colleges to get involved with the Games through communication, fostering of collaboration and utilising London 2012 to enhance existing activity. The unit’s website has more than 3,000 registered users and the Head of Unit is seconded to LOCOG to advise on further and higher education.

Seb Coe visits Buxton Primary School, Leyton in Waltham Forest, March 2011.
4.10
Promote sustainable living
Objective: To influence behaviour change and promote sustainable living through outreach initiatives and leveraging the power of commercial partnerships.

Introduction
The Olympic Park sets a new benchmark for sustainable development; however, this extends beyond the Park itself into east London and the UK. By engaging volunteers, spectators, partners and the general public, our ambition is to inspire behaviour change and promote sustainable living.

Progress at a glance

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and deliver the initiatives set out in the LOCOG Sustainability</td>
<td>On track</td>
</tr>
<tr>
<td>Communications and Stakeholder Engagement Plan</td>
<td></td>
</tr>
<tr>
<td>Deliver the objectives of the Changing Places programme</td>
<td>On track</td>
</tr>
<tr>
<td>Deliver the objectives of the London 2012 active travel programme</td>
<td>On track</td>
</tr>
<tr>
<td>Embed sustainability messages into all major internal and external-facing</td>
<td>On track</td>
</tr>
<tr>
<td>LOCOG-controlled programmes</td>
<td></td>
</tr>
<tr>
<td>Ensure all major LOCOG events and relevant Cultural Olympiad projects</td>
<td>On track</td>
</tr>
<tr>
<td>adhere to the London 2012 Sustainability Guidelines for Corporate and</td>
<td></td>
</tr>
<tr>
<td>Public Events</td>
<td></td>
</tr>
<tr>
<td>Work with partners to develop and promote new standards of sustainability</td>
<td>On track</td>
</tr>
<tr>
<td>in event management</td>
<td></td>
</tr>
<tr>
<td>Develop an engagement programme for athletes and the Olympic and</td>
<td>On track</td>
</tr>
<tr>
<td>Paralympic Movements</td>
<td></td>
</tr>
</tbody>
</table>

Strategy
LOCOG has developed a Sustainability Communications and Stakeholder Engagement Strategy, which is supported by a detailed implementation plan. Delivery is through either stand-alone programmes or initiatives (several of which are outlined in this section of the Report) or is embedded into other LOCOG-controlled programmes (see Chapter 5 for examples). These programmes and initiatives are running through the whole cycle of the Games, embedding a legacy of sustainable living beyond 2012.
The Changing Places programme
The London 2012 ‘Changing Places’ programme encourages volunteers to get out and transform their local area – improving the negative parts and celebrating the good.

Focusing on communities living in the east London Host Boroughs, Changing Places brings together a range of people who will use the power of the Games to create cleaner, greener and healthier neighbourhoods.

Changing Places’ objectives are to:
– inspire communities to improve public spaces – for example parks, open spaces and watersides;
– enable people to learn new interests and skills; and
– improve the quality of the local environment around London 2012 venues and beyond, to create long-lasting change.

Changing Places continues to be managed by a full-time secondee from Keep Britain Tidy, who works with a range of partners to deliver on these objectives. Partners include central Government, regional bodies, the London 2012 marketing partners, charitable organisations and non-governmental bodies.

**Highlights**
– A total of 3,196 volunteer hours were amassed in 2010.
– Overall, 67 per cent of all projects have been centred upon the Host Boroughs.
– In total, 26 per cent of volunteers were repeat volunteers, having attended two or more projects.
– New habitats have been created around the Olympic Park – including 30 new bird and bat boxes, a number of new invertebrate walls, the planting of new trees and aquatic plants, and the creation of three new habitat ponds for amphibians and other aquatic species.
– A total £249,000 in grant funding has been secured for project delivery.
– Over 1,000 new trees have been planted in east London.
– Thirty adults with learning disabilities have taken up the opportunity to get into volunteering and learn new skills and interests.

Volunteers with learning disabilities and other vulnerable adults from the Outward Club in East London help Changing Places in Hackney, June 2010
**Project ‘Develop’**

The Changing Places programme has been working with young people across east London to identify what they like and dislike about their local environment. The schoolchildren have been tasked with the creation of a short film or storyboard to demonstrate what they like and what they would like to change in their neighbourhood.

Having identified the key issues, Changing Places has been working with the young people and local stakeholders to create solutions to the problems identified and see what ownership they can take themselves. Funding has been secured to extend the project to nine ‘Games’ locations across London. This project has been awarded the London 2012 Inspire mark.

**Sustainability Ambassadors**

During 2010, we recruited six people to act as Sustainability Ambassadors representing sport, sustainability, education and young people. The first London 2012 Sustainability Ambassadors meeting took place in late 2010 at The View Tube overlooking the Olympic Park.

The objective of the Sustainability Ambassadors programme is to provide each individual with a behind-the-scenes perspective of the Games to share within their spheres of influence. The group will focus on how the Games can help bring sustainability alive in education, as well as looking at the challenges and opportunities of hosting and running a more sustainable Games. The group will continue to meet regularly through to July 2012.

**The London 2012 active travel programme**

The London 2012 active travel programme builds on the opportunity that London 2012 presents to encourage people to try something new – in this case, active forms of travel. Walking and cycling are cheap, easy and sustainable ways to get around and, with nearly three-quarters of all journeys in the UK being fewer than five miles, there is huge potential for positive and lasting change.

The London 2012 active travel programme inspiring more people to walk and cycle, March 2011
This is a nationwide programme but has a strong London focus, owing to the greater potential for walking and cycling trips because of the concentration of Games events in the capital. London 2012’s goal is to ensure 100 per cent of spectators travel to the Games on foot, by bicycle or by public transport. The London 2012 active travel programme will be a key driver in meeting this target.

The programme is managed jointly by LOCOG and Transport for London with the support of ODA Transport and other stakeholders and will be formally launched in 2011.

**Sustainability Partners**

We know that by working together with our marketing partners, we can reach more people. To make this easier, London 2012 has created an additional marketing rights designation of Sustainability Partner. Together, our six Sustainability Partners: BMW, BP, BT, Cisco, EDF Energy and GE are looking to inspire a step change in sustainable living through their own products and expertise.

Each Sustainability Partner can choose to develop its own sustainability project for London 2012 and as a group of partners, they are working together to deliver:

- joint sustainability projects, including showcasing sustainability in the Olympic Park;
- an exchange of best practice; and
- advocacy support.

The Sustainability Partners meet quarterly, when they are briefed on LOCOG’s sustainability programme status and share their current activation plans. They continue to work towards a joint activation for London 2012 whilst working on their individual sustainability activities across the London 2012 project.

**Examples of Sustainability Partner initiatives**

**BMW**

Through its role as official Automotive Partner, BMW Group aims to increase public awareness of the most advanced fuel and CO₂ saving technologies whilst delivering optimum performance. For more information, go to page 71.

**BP**

BP is the official Carbon Offset Partner for the Games and is committed to offsetting all the CO₂ emissions of the Games Family Transport Service, as well as launching a spectator and partner activation programme using Target Neutral.

BP also launched the London 2012 Young Leaders programme in 2010. For more information, go to p83.

**BT**

As a Sustainability Partner, BT is actively committed to assisting London 2012 achieve its sustainability goals. By doing what it does best – bringing people together using communications – BT is on track to fulfil its ambition of leaving a lasting, sustainable legacy beyond the London 2012 Games. Examples of BT’s involvement can be found on pages 49 and 68.
BT is also taking an active role in Get Set, the official London 2012 education programme, and has created three core programmes aimed at improving the communication skills of young people and the coaching skills of the adults who look after them. These programmes: Big Voice, the Communication triathlon and Coaching for Life are focused on promoting diversity and social inclusion through collaboration – using the appeal and excitement of the Games to unlock talent and encourage better communication amongst children and teenagers (http://www.bt.com/2012education).

Cisco
As a London 2012 Sustainability Partner, Cisco is proud of its longstanding commitment to sustainability. This involves taking an active approach to sustainability through a variety of initiatives and programmes – from delivering the Games infrastructure right through to long-term legacy projects.

Cisco is working to support efforts to generate a long-term investment of money, technology and personnel to develop the design and implementation of an initiative called the British Innovation Group (BIG).

BIG will mark the start of a five-year effort to generate sustainable and scalable growth of innovative ‘high-tech’ small and medium-sized enterprises. Cisco will develop two ‘Innovation Centres’ that will link to other innovation clusters in east London, running five annual competitions and mentoring, training and providing access to top in-house expertise from Cisco.

EDF Energy
The Pod is EDF Energy’s programme for Greener Schools, with over 11,000 signed up. The interactive programme, accessed via www.joindthepod.org, is designed to show pupils, teachers and parents how they can make real and practical changes to their energy and water use in school, at home and within the community.

The Pod was launched as the first key component of the wider Get Set programme. The website has a strong interactive element, with participating schools encouraged to blog and upload videos. Lesson plans and activities continue to evolve over the course of the programme, based on the feedback received from teachers and their pupils.

EDF Energy’s aim was that, by 2012, 2.5 million young people in the UK would have participated in the Sustainable Schools programme, a target which has already been exceeded.

Achievements
– Bug Month saw 1,700 schools build Bug Hotels.
– Green Britain Day saw over 1,300 schools celebrating and showcasing their green projects.
– Switch Off Fortnight saw more than 3,700 schools using Pod resources to get involved.

GE
In 2009, GE donated medical equipment worth £4.8 million to Homerton Hospital in Hackney. This year, the hospital opened a new £12.5 million maternity and newborn centre using the equipment donated by GE as part of their commitment to provide a legacy for London beyond the Games.
New standards of sustainability in event management

LOCOG has been a key inspiration behind the development of a number of sustainability tools and standards aimed specifically at the events sector. The most notable example is BS 8901:2009 ‘Specification for a sustainability management system for events’, which has already become an important driver for continual improvement within the industry. Development of its international successor – ISO 20121 – is at an advanced stage. Being a member of the UK delegation, LOCOG has been actively involved in the development of ISO 20121 since its inception in January 2010.

Other examples where we have either supported or initiated the development of new standards include waste (see section 4.4), food (see section 4.5) and reporting (see section 4.11). An updated version of the Sustainability Guidelines for Corporate and Public Events was published in May 2010, which included our learnings so far. The case studies illustrate how we have implemented specific aspects of the guidelines.

Cadbury: Spots v Stripes campaign

To celebrate their status as official Treat Provider of the London 2012 Olympic and Paralympic Games, Cadbury launched the Spots v Stripes campaign in 2010.

With a view to creating the biggest, longest, most inclusive game of all time, the nation is divided into two teams: Spots v Stripes. The concept is simple: play a game and register your points to help your team win. Over the summer of 2010, the Spots v Stripes campaign was brought to life through a series of live events across UK cities. These events used LOCOG’s guidelines so that the live city events were positive examples of sustainability in practice.

Cadbury worked with a BS 8901 third-party certified events management company to plan, implement and measure the success of its sustainable event management systems. Objectives for mitigating or reducing potential negative impacts and enhancing the positive impacts of the events were agreed and prioritised, and clear actions set out.

A post-event report was prepared to assess the successes of the planning and implementation. The lessons learnt from this will help shape the Games-time activation events.

Coca-Cola: Implementing a sustainability management system for London 2012

The Coca-Cola Company has chosen to implement BS 8901:2009 in order to ensure that all its plans for London 2012 are executed with full consideration for their impact on the wider world. The management system will enable it to identify and manage key sustainability issues and put in place effective processes to monitor progress against objectives.

In due course, this will help other event teams in the Coca-Cola business to understand the value of using this management system to ensure all its events are managed responsibly.
4.11
Create knowledge legacy
Objective: To create a knowledge legacy for sustainability in event management through comprehensive knowledge management transfer and transparent sustainability reporting.

Introduction
The topic of sustainability is still a relatively new concept for the events sector. In the last five years, a number of standards and guidelines have emerged across all areas of the events sector. The sector is, however, cautious in its reporting of its successes and failures, and external sustainability reporting is rare.

The London 2012 Games provide an unrivalled platform to show leadership in this area, transferring knowledge and raising awareness of sustainability issues. It is also a platform to share information amongst participants, who can learn not only from the event itself but also from each other.

Progress at a glance

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare London 2012 Sustainability Reports in compliance with Global Reporting Initiative Guidelines</td>
<td>On track</td>
</tr>
<tr>
<td>Prepare learning legacy case studies for every corporate sustainability objective (at least one for each objective)</td>
<td>On track</td>
</tr>
<tr>
<td>Complete Olympic Games Impact Study and fulfil knowledge transfer obligations to the IOC</td>
<td>On track</td>
</tr>
</tbody>
</table>

Sustainability reporting
Since 2009, LOCOG has been working with the Global Reporting Initiative (GRI) to develop an Event Organisers Sector Supplement (EOSS)\(^1\). Other participating partners in the project include the International Olympic Committee (IOC), the Union of European Football Associations (UEFA) and the environment departments from the Austrian and Swiss governments.

\(^{1}\) More detail on the development of the EOSS can be found [here](#).
An initial public comment period on the draft supplement took place between June and August 2010. The public comment period on the final draft of the EOSS is due to run between February and May 2011. The final release of the supplement is expected to be in late 2011.

This report has been developed using the current GRI G3 Guidelines checked by the GRI and found to be consistent with a GRI G3 application level of B. An index detailing reporting against G3 Guidelines is provided on p118. Future sustainability reports will be prepared using the GRI EOSS.

Learning legacy case studies
We intend to prepare a number of learning legacy case studies for the benefit of the wider events sector and sustainability practitioners more generally. Scoping work has begun and case studies will begin to be prepared for release during 2011.

Olympic Games Impact Study
The Olympic Games Impact Study is an IOC initiative to establish an independent evaluation of the impact of hosting the Games. The study covers a 12-year period from the start of the bid process (for example, 2003) until three years after the Games (2015) and tracks a series of environmental, social and economic indicators. London is the first Summer Games Host City to work on the complete study.

The post-Games report in 2015 will provide the first indications of legacy impacts although, even at that point, many indicators will be provisional and would merit being recorded over a longer period.

In 2009, the Economic and Social Research Council, in partnership with LOCOG, commissioned the University of East London to produce the pre-Games OGI Report. This was completed in 2010 and will be published in 2011. The pre-Games report analyses 11 environmental indicators, 23 socio-cultural indicators and 22 economic indicators – a total of 56 indicators. We have been working closely with the IOC on the development of the study and provided information learnt from the early phase to inform future projects.

IOC knowledge transfer
Transfer of knowledge and Olympic Games Knowledge Management (OGKM) services play a key role in the planning, monitoring and delivery of the Games. In 2010, a number of sustainability documents were submitted to the IOC as part of the transfer of knowledge process. These documents are now available on the OGKM extranet site, which is available to all current organising committees.

Other work due to commence in 2011 includes planning for the official observer programme during the Games and sustainability knowledge management briefings for Rio 2016.
5 Managing the programme

5.1 Governance structure

The overarching framework for sustainability is the London 2012 Olympic Games and Paralympic Games Sustainability Policy (first issued July 2006) and the London 2012 Sustainability Plan (Towards a one planet 2012), which was first issued in November 2007. These were produced jointly by the Olympic Board.

The Olympic Board is made up of Secretary of State for Culture, Olympics, Media and Sport, Jeremy Hunt MP; Mayor of London, Boris Johnson; Chairman of the British Olympic Association, Colin Moynihan; and Chair of LOCOG, Sebastian Coe. It usually meets monthly, with the chair alternating between the Mayor and the Secretary of State. Summaries of previous Olympic Board meetings are available to download from the London 2012 website.

The Olympic Board remains the overall decision-making body for the London 2012 project, including sustainability. The Department for Culture, Media and Sport is the Government department accountable for the success of the Games and their legacy. The Government Olympic Executive is the Directorate within the Department which oversees the Olympic and Paralympic programme.

Following the general election in May 2010, there have been significant changes to the overarching governance arrangements for the programme. The main delivery and decision-making organisations are set out below.

Programme governance

The Home Affairs (Olympic and Paralympic Games) sub-committee considers the allocation of contingency and the planning and operational delivery of the Games and their legacy, with a focus on delivery of the Government’s responsibilities and reputational risks. The new sub-committee is supported by the HA (OPG) Officials Group.

The London 2012 Senior Responsible Owners Group was set up in December 2010 to support the Olympic Board and take overall executive authority for preparations for the Games, with a focus on integrated operational planning and delivery. It replaces the Olympic Board Steering Group.

Additionally, the Cross-Programme Finance Group, comprising the finance leaders of each of the main Games’ delivery bodies, has been established to oversee cross-programme financial risks and issues.
International Olympic Committee and International Paralympic Committee

Olympic Board
Overall decision-making body for the London 2012 Programme

London 2012 Senior Responsible Owners Group
Oversight of delivery of operational preparations for the Games, and managing and resolving cross-cutting programme issues

London 2012 Sustainability Group
Coordinates integration of the London 2012 Sustainability Programme

LOCOG
London 2012 Olympic Delivery Authority

Home Office
Department for Transport

Olympic Delivery Authority

Other central government departments, agencies and local authorities

London 2012 Sustainability Group attended by Heads of Sustainability for the Key Stakeholders and contributors from significant wider stakeholders such as DCLG, Defra and NHS London

Reporting

Commission for a Sustainable London 2012
Oversight of the London 2012 Sustainability Programme
Provision of assurance to the Olympic Board and external stakeholders

Externally via website

Delivery

Assurance

Direct reporting

Updates as necessary
Cross-cutting workstreams
The Government Olympic Executive and the other delivery bodies have established seven cross-cutting work streams which form the operations programme for Games time:

- **Command, Coordination and Communication** led by the Government Olympic Executive – to provide guidance and direction during the Games.
- **City Operations (London)** led by the Greater London Authority – to keep London running smoothly during the Games.
- **Government Operations** led by the Government Olympic Executive – to ensure that the Government delivers on its commitments to the IOC and IPC and preparing public bodies for the change in demand for services during the Games.
- **UK-wide Operations** led by the Government Olympic Executive – to prepare areas of the UK outside London which are impacted by the Games.
- **Games-wide Readiness** led by the Government Olympic Executive – to deliver an effective and coordinated testing programme.
- **Transport** led by the Department for Transport – to coordinate the transport network for spectators in London and across the UK during the Games.
- **Security** led by the Home Office – to coordinate security, safety and policing in and around the Olympic Park and across London and the rest of the UK during the Games.

All of the work streams have governance arrangements in place and report through to the London 2012 Senior Responsible Owners Group. Several of the work streams also report through to the HA (OPG) Officials Group.

The Government Olympic Executive and LOCOG are in the process of establishing a joint programme office to oversee progress across these work streams and minimise duplication in monitoring and assurance work. The joint programme office will be established in early 2011.

Sustainability governance
The Olympic Board continues to be supported by the London 2012 Sustainability Group, which comprises senior representatives from London 2012 and its stakeholders, together with wider stakeholders such as the Department for Communities and Local Government (DCLG), Department of the Environment, Food and Rural Affairs (Defra), NHS London and the British Paralympic Association.

The London 2012 Sustainability Group is now co-chaired by the Mayor’s interim Advisor for the Environment and Defra’s Director for Sustainable Development. The secretariat is provided by the Government Olympic Executive. The terms of reference of this group have changed slightly to place more emphasis on legacy.
Diversity and inclusion continue to be governed by the London 2012 Equality and Diversity Forum, chaired by the Deputy Mayor of London. The secretariat is provided by the Greater London Authority and the Forum is attended by Chief Executive Officers and senior officers of all relevant key stakeholders.

Within the delivery bodies, sustainability continues to be fully incorporated into internal management systems (see section 4.1).

Programme-wide sustainability assurance
The Commission for a Sustainable London 2012 continues to provide credible, outcome-based assurance on the sustainability of the London 2012 project.

This fulfils one of the principal sustainability commitments in the London 2012 bid and is the first time an independent assurance mechanism has been set up in this way, representing a major advance in ensuring transparent reporting on the Games. The Commission’s findings and recommendations are presented to the Olympic Board and made publicly available via its website.

In addition to the third Annual Review, during 2010 the Commission published reviews on the following areas:
- LOCOG procurement
- Waste and resource management across the London 2012 project
- Food across the London 2012 project
- Snapshot of sustainability and transport across the London 2012 project
- Biodiversity across the London 2012 project

In late 2010, the Commission began its fourth Annual Review of the London 2012 project and is currently finalising its Inclusion and Healthy Living thematic review. All reports are available on its website and, during 2010, a publicly accessible online recommendations tracker was launched.

5.2 Stakeholders and partnerships
LOCOG has developed unique partnerships with a diverse range of organisations, as well as communities living close to Games venues. These partnerships play a crucial role in communicating messages about sustainability, making it relevant to vast numbers of people.

Twelve classes of stakeholder groups have been identified (see table overleaf). Nine of these are our key client groups who attend the Games, such as athletes, spectators and the media (see page 104). Our delivery partners and suppliers are clearly integral to staging the Games. In a wider society context, London 2012 continues to work with specialist organisations and individual experts to help support our sustainability plans. This includes a number of technical advisory groups on topics such as carbon, waste and resource management, temporary materials, food (page 56), active travel (pages 86-87), biodiversity, and Changing Places (pages 84-85). Although some of these groups did not officially meet in 2010 various experts were called upon when required.

Stakeholder engagement continues to be an important ongoing activity in achieving an accountable and strategic response to sustainability. Activities range from six monthly employee surveys, continuous community engagement and consultations (pages 98-100), outreach programmes such as Inspire (pages 101-103), annual conferences for sustainability stakeholders, supplier industry days and use of CompeteFor (page 100). We are committed to being open in receiving feedback on specific strategies, plans and policies.
<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletes and team officials</td>
<td>The estimated 23,900 athletes and team officials participating in the Games as accredited members of a National Olympic Committee (NOC) or National Paralympic Committee (NPC) delegation.</td>
</tr>
<tr>
<td>Broadcast</td>
<td>The Olympic Broadcast Services (OBS) and all 220 rights-holding broadcasting organisations – broadcasting organisations which are not rights holding are included in the press client group.</td>
</tr>
<tr>
<td>Olympic Family and Paralympic Family</td>
<td>The Olympic Family and Paralympic Family are a diverse group, mostly consisting of Senior Executives and VIPs, and includes the IOC and IPC organisations, Chairs and CEOs of marketing partners and broadcasters, international and domestic dignitaries, Presidents and Secretary-Generals of NOCs, NPCs, International Federations, future Organising Committees of the Olympic and Paralympic Games (OCOGs), candidate cities and other eligible guests.</td>
</tr>
<tr>
<td>General public</td>
<td>Local communities within which LOCOG operates, including residents in the Host Boroughs, co-Host City residents and London residents – wider society is included as a separate stakeholder group below.</td>
</tr>
<tr>
<td>Marketing partners</td>
<td>Marketing partners include The Olympic Programme (TOP) and domestic Tier 1, Tier 2 and Tier 3 commercial partners – at the end of 2010, there were 46 commercial partners in total.</td>
</tr>
<tr>
<td>Technical officials</td>
<td>The estimated 4,000 or so technical officials who officiate the Field of Play and athlete areas.</td>
</tr>
<tr>
<td>Press</td>
<td>Representatives of photographic and written press from the UK and overseas, as well as broadcasters that are not part of rights-holding organisations, which are estimated to be in the region of 5,800 during the Olympic Games and 2,500 during the Paralympic Games.</td>
</tr>
<tr>
<td>Spectators</td>
<td>Spectators include those who have signed up to the process by which they can apply for the 8.8 million tickets for the Olympic Games and two million tickets for the Paralympic Games and those who will watch an event live where no ticket is needed (for example, the Marathon).</td>
</tr>
<tr>
<td>Workforce</td>
<td>Workforce includes all persons who are paid employees, volunteering or contracted by LOCOG to directly deliver the Games. The overall headcount for December 2010 was 1,749.</td>
</tr>
<tr>
<td>Delivery partners</td>
<td>Delivery partners include organisations which are working with LOCOG to deliver the Games such as the Olympic Delivery Authority, City Operations (London) and Transport for London.</td>
</tr>
<tr>
<td>Suppliers</td>
<td>LOCOG’s supply chain is broad and diverse; by the end of 2010, the number of suppliers of products and services exceeded 200 (including marketing partners and licensees).</td>
</tr>
<tr>
<td>Wider society</td>
<td>The wider society encompasses local and national governments, NGOs, industry organisations, multi-stakeholder groups, charities and external expert organisations.</td>
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</tbody>
</table>
London 2012 continues to have two main streams of engagement work:

- Reactive programme: systems to handle questions and enquiries including those relating to sustainability issues. During 2010, the London 2012 Contact Centre went live and handled 17,842 calls and enquires about all aspects of the London 2012 project.

- Proactive programme: complementary mechanisms to facilitate dialogue and engagement with stakeholders to involve them in the delivery of more sustainable Games and to share best practice.

The Commission for a Sustainable London 2012 continues to add value to London 2012’s sustainability programme by carrying out its own stakeholder engagement activities. Periodically it also publishes summaries of stakeholder engagement activities on the publications feedback section of its website.

Community engagement

Although each delivery body has its own responsibilities and work programmes, they have adopted a unified approach to community engagement, ensuring that the Games meet the aspirations of communities in London and across the UK. In November 2010, 60 per cent of those asked were in favour of London hosting the 2012 Games. This is measured on a regular basis and gives a top-line overview of public opinion.

Public engagement activity by London 2012 delivery bodies and other key stakeholders, including central, London and local government, has included statutory and non-statutory public consultation processes, as well as roadshows, activities in schools and Games-themed stands at large-scale community or borough-wide events.

- London and the Host Boroughs

During 2010, the ODA continued to engage the communities neighbouring the Olympic Park and in other areas where they are responsible for building London 2012 venues. The ODA also organises regular tours of the Olympic Park and in this work it has now been joined by the Olympic Park Legacy Company (OPLC). Over 70,000 people toured the Olympic Park on visits organised by the ODA and LOCOG in 2010.

The ODA delivered a wide range of engagement events with local people throughout 2010, as well as running telephone hotlines for general comments and queries and for complaints about building work. The construction hotline operates 24 hours a day.

The ODA’s publications, Your Park and Engage, are distributed to over 10,000 homes and businesses across the Host Boroughs (with 40,000 copies going to public venues like libraries).

The London 2012 Forum members have explored and contributed their ideas to Torch Relay, City Operations, Security, Games Makers and the Cultural Olympiad. Our community engagement groups have been actively involved in promoting ticketing, and employment and procurement opportunities within London’s diverse communities.

Positive engagement with local leaders and residents in the east London Host Boroughs has continued through dedicated meetings, LOCOG’s presence at local events and by people visiting the Olympic Park. The team has also held a range of successful, structured public consultations around LOCOG’s plans for various competition and non-competition venues (including Earls Court, the All England Lawn Tennis Club at Wimbledon and the Bloomsbury Media Hub) as well as the London 2012 and Omega Countdown Clock in Trafalgar Square.
We have also attended a number of community events ranging from regional celebrations such as Chinese New Year to local events such as Stratford Spring Festival. LOCOG’s attendance at community events and meetings involved making contact with over 46,000 people during 2010 – more than double the previous year’s total.

Looking ahead, we will consolidate the involvement of our community engagement groups to increase the presence of local leaders as advocates within their local communities.

– Throughout the UK
The London 2012 Nations and Regions Group is responsible for ensuring that the whole of the UK makes the most of the Games. The Group is run jointly by LOCOG and the Department for Culture, Media and Sport. The Group has representatives from each of the nine English regions as well as the nations of Wales, Scotland and Northern Ireland.

Every month during 2010, senior officials from the London 2012 stakeholders visited communities across the length and breadth of the UK. The London 2012 mascots – Wenlock and Mandeville, launched in June 2010 – also visited schools and communities across the UK, generating excitement about the Games.

The Group also organised a number of successful executive visits and events and the Director of Paralympic Integration visited each nation and region to highlight the Paralympic Games and the opportunities they bring.

The Group is focused on delivering the following:
– UK-wide Games promise.
– Management and use of the London 2012 brand across the UK.
– Extending the reach of the education and culture programmes.
– Take-up of the Pre-Games Training Camp offer and increasing participation in sport.
– Generating positive media coverage about the UK-wide benefits of the Games.
Achievements to the end of 2010

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<th>Communications and engagement</th>
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<tr>
<td>More than 900</td>
<td>Open Weekend events</td>
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<tr>
<td>75</td>
<td>Briefings for Chairs, Ministers and Stakeholders</td>
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<tr>
<td>More than 20</td>
<td>Parliamentary questions answered</td>
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<th>Social</th>
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<tr>
<td>More than 15,000</td>
<td>Get Set registrations</td>
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<td>More than 1,000</td>
<td>Inspire marks awarded</td>
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<td>250,000</td>
<td>Games Maker applications</td>
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<td>51</td>
<td>Pre-Games Training Camp Agreements</td>
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<th>Business</th>
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<tr>
<td>More than 130,000</td>
<td>Companies registered on CompeteFor</td>
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<td>1,200</td>
<td>Tier 1 Contracts awarded by the ODA</td>
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<td>150</td>
<td>Tier 1 Contracts awarded by LOCOG</td>
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<th>Operations</th>
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<td>12</td>
<td>UK-wide operations groups established</td>
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**Business Network**

The London 2012 Business Network continues to provide access to London 2012 contract opportunities through a dedicated area of the London 2012 website, as well as the support businesses might need to compete to win those contracts. During 2010, the network offered more than 10,000 businesses targeted advice and support.

CompeteFor is the system of choice for matching buyers and suppliers for the Games. By the end of 2010, over 138,500 businesses had registered on the CompeteFor network. More than 1,700 contract opportunities within the London 2012 supply chain have also been posted on the system. Over 70 per cent of contracts awarded through CompeteFor have gone to SMEs, with over 34 per cent of awards going to businesses based in London (around £225m).

**Trades Union Congress**

London 2012 and the Trades Union Congress (TUC) continue to work together positively in accordance with the ‘Principles of Cooperation’ Agreement. These principles identify key values which lay the foundations for a smooth and stable working environment.

The parties engaged positively on a range of topics during 2010, including:

- the signing of a Volunteer Protocol in June 2010, setting out agreed standards for LOCOG’s Games Maker programme;
- the development of LOCOG’s Games-time Grievance Resolution Protocol (signed in early 2011) – an accelerated process for resolving individual grievances and collective disputes amongst LOCOG’s paid, volunteer and contractor workforce at Games time; and
- implementation of a process for monitoring sustainability issues in the extended supply chain (see section 4.6).
LOCOG programmes

LOCOG runs a number of programmes to generate economic, social and sporting change before and after the Games. In addition to the programmes identified below, LOCOG also has a Changing Places programme and is co-responsible for the London 2012 active travel programme (see section 4.10).

– Inspire programme

The London 2012 Inspire programme officially recognises non-commercial projects and events that have been inspired by the Games. Only the most accessible, participative, inspiring and stimulating projects and events will achieve the mark and over 10 million people have already participated in Inspire projects and events.

A commitment to running the project in the most sustainable way is a criterion for any project or event. Over 1,000 projects and events across the UK have already been awarded the London 2012 Inspire mark, including over 48 sustainability projects. A dedicated Inspire programme microsite was also launched in 2010, featuring Inspire projects and events.

– Cultural Olympiad

The London 2012 Cultural Olympiad is the largest cultural celebration in the history of the modern Olympic and Paralympic Movements.

Spread over four years, it is designed to give everyone in the UK a chance to be part of London 2012 and inspire creativity across all forms of culture, especially amongst young people. It has already had a number of successes:

– The Film Nation: Shorts project was launched, inviting film entries themed around one or more of the Olympic and Paralympic Values, on topics as diverse as immigration, friendship and multiculturalism.

– More than 1,100 14–25-year-olds have attended Film Nation: Shorts workshops and there are now 1,000 young curators working in museums across the UK as part of the Stories of the World project.

– Over 6,000 children aged five to 13 have attended Tate Movie Project workshops around the country, whilst the Tate Movie Project website has had more than 300,000 page views in just five months, with 16,000 children signing up to be movie crew members and sending in 36,000 ideas for the film.

The culmination of the Cultural Olympiad will be the London 2012 Festival, which will bring leading artists from around the world together from the 21 June 2012 in the UK’s biggest ever festival. It is a chance for everyone to celebrate London 2012 through dance, music, theatre, the visual arts, film and digital innovation and will leave a lasting legacy for the arts in the UK.
– **Open Weekend**

*London 2012 Open Weekend*, supported by BP, returned in 2010 to celebrate art, culture, sport and everything that makes up the London 2012 Games. The three-day celebration featured 989 events across the UK, with thousands of people taking the chance to do something different and new, inspired by London 2012. Open Weekend will return in July 2011 and will start the one-year countdown to the Games.

– **Get Set**

Launched in September 2008, **Get Set** offers a variety of online materials to support young people in making the most of the London 2012 Games and living the Olympic and Paralympic Values in ways that are more interesting, relevant and fun. **Get Set +** has eight themes in total, two of which have a specific focus on sustainability: ‘Healthy and Active Lifestyles’ and ‘Sustainability and Regeneration’.

Later in 2011, LOCOG will launch a new strand of Get Set called ‘Get Set goes global’. One of the objectives of this programme will be to encourage young people to learn about the competing nations of the world and to work with young people in those countries.

– **International Inspiration**

**International Inspiration** is London 2012’s groundbreaking international sports legacy programme. Its vision is to enrich the lives of 12 million children in 20 countries by 2012. It is the first time an international legacy programme of this scale has been conceived and implemented by an Olympic and Paralympic Organising Committee. The programme has been facilitated through a unique global network of collaborations and partnerships between the British Council, UK Sport, UNICEF, Governments, IOC, IPC, NOCs, NPCs and sporting federations.
Achievements to date include:
- Seven million children in 15 countries reached through sport;
- A total of 328 schools linked in the UK and partner countries;
- 2.3 million children in India involved in sporting events, including 500,000 in 2010 alone;
- 27,000 children in Bangladesh learning swimming survival skills; and
- 700,000 more children and young people in Brazil now enjoying the chance to play sport.

In 2011, the programme will be delivered to a further five countries.

- Live Sites
The London 2012 Live Sites programme seeks to engage the UK’s major city and town centres by encouraging the use of public spaces as a focal point at the heart of communities for sporting and cultural activities.

The national network is the world’s first linked network of permanent outdoor screens to create a gathering place for great national, international and local occasions and become pivotal in connecting the London 2012 Games to the whole of the nation. The project will leave a lasting legacy by providing communities with a large digital canvas on which they can continue to inform, educate and entertain themselves.

- Marketing partners
London 2012’s marketing partners play an important part in delivering the Games through:
- employee engagement, for example, volunteering activities
- promotional materials and activities
- specific sustainability projects relevant to their category

The collective reach of these companies through their employees, customers and supply chains is significant. By choosing to focus their communications on sustainability, they send a powerful message to all these people. The result is that, whilst certain Games-time sustainability initiatives are only temporary, the longer-term positive impacts of these marketing partners and their stakeholders will leave a lasting sustainability legacy.

Examples of marketing partner activities are highlighted in several key areas of this report. For information on our Sustainability Partners programme, see section 4.10.
The London 2012 client experience

The links between the Games vision, delivery approach and budget are being made through work that is underway to determine the service levels that will be provided to the client groups served by LOCOG. The client groups were identified as a result of internal workshops and collaboration with wider stakeholders including the IOC and the IPC in 2008.

The client groups have been categorised to enable a clear, concise client perspective of what it means to interact with the Games. Delivering an excellent customer experience is one of LOCOG’s sustainability critical-success factors. We are working closely with our delivery partners to ensure these objectives are met and further details will be given in the next sustainability report.

Children from across Haringey, North London celebrate International Inspiration with Colin Jackson
The Olympic Games and Paralympic Games provide an unparalleled opportunity to support the delivery of the sporting, cultural, economic, social and environmental objectives of the UK, London and its neighbouring regions. Legacy was a key part of London’s bid to stage the Games in 2005, and remains a key commitment for Government.

In addition to soft legacy measures such as transfer of knowledge or behaviour change initiatives, physical legacies may include infrastructure constructed for the event and environmental protection or enhancements. Socio-economic legacies include jobs, business opportunities, community developments and the introduction of new skills. Technological legacies include increased technological capabilities, capacity, and new infrastructure and innovation.

Inevitably, whilst some legacies may well be achieved within the lifetime of the event, many aspects will only be realised over the long term.

The legacy of the Games is being driven across the UK and beyond by a variety of organisations, communities and individuals, including:

- Central Government departments
- LOCOG
- The ODA
- The British Olympic Association
- The British Paralympic Association
- Sport England and UK Sport
- The Mayor of London
- The Olympic Park Legacy Company
- East London Host Boroughs
- The Nations and Regions Group
- Local authorities
- Marketing partners
- Third-sector organisations

This chapter provides an overview of just some of the legacy initiatives being taken forward by London 2012 stakeholders. Several initiatives are also highlighted in other chapters.

6.1 Legacy plans

UK

In June 2008, the Government published five key legacy promises. A further promise, to transform the life experience of disabled people, was added in December 2009. In December 2010, the Government set out four main strands of the legacy programme, replacing the earlier five key legacy promises, which are:

- Harnessing the United Kingdom’s passion for sport to increase grass-roots participation, particularly by young people – and to encourage the whole population to be more physically active.
- Exploiting to the full the opportunities for economic growth offered by hosting the Games.
- Promoting community engagement and achieving participation across all groups in society through the Games.
- Ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in east London.
Additionally, the revised legacy programme contains a commitment to honour the previous Government’s legacy plan for disabled people, *London 2012: A Legacy for Disabled People*, which was published in March 2010. An updated disability legacy promise will be issued in 2011 and will focus on three areas:

- Increased sports participation.
- Improved business services for disabled people.
- Changing attitudes, particularly through inclusion.

Legacy programmes across central Government and beyond are overseen by the Olympic and Paralympic Legacy Board (OPLB). The Board brings together those with responsibility for delivering the most important elements of the 2012 legacy. Its purpose is to deliver commitments set out by Government.

The Board is accountable to the Secretary of State for Culture, Media and Sport and the Home Affairs (Olympic and Paralympic Games) Cabinet sub-committee. It is supported by three Delivery Boards, managing the delivery of specific legacy themes:

- **Sport legacy**: to bring together all of the key sporting stakeholders (at CEO level) to manage and promote the sporting legacy.
- **Economic legacy**: to ensure that the 2012 Games leave the greatest possible economic legacy for London and all the UK. In particular, business and enterprise, including inward investment and export, science and innovation, and employment and skills.
- **Social legacy**: to ensure that the London 2012 Games deliver a social legacy. This social legacy is defined as inspiring, engaging and enabling people to participate in a range of Games-inspired activities.

With respect to disability, the three strands of legacy will be taken forward by the relevant delivery board:

- **The Sports Legacy Steering Group** will cover ‘supporting disabled people to participate in sport and physical activity’.
- **The Economic Legacy Delivery Board** will cover ‘promoting accessible and inclusive business’.
- **The Social Legacy Delivery Board** will cover ‘promoting the positive inclusion and perception of disabled people in society’.

The London 2012 Sustainability Group also takes responsibility for ensuring that the Games deliver a UK-wide sustainability legacy and, through the GOE, reports to OPLB on the extent to which legacy ambitions, targets and commitments are being achieved. The Government will publish annual updates to its legacy plans.

**London**
The Mayor of London’s five legacy commitments were published in January 2008 and have been subsequently endorsed by the current Mayor. They are to:

- increase opportunities for Londoners to become involved in sport;
- ensure Londoners benefit from new jobs, businesses and volunteering opportunities;
- transform the heart of east London;
- deliver a sustainable Games and develop sustainable communities; and
- showcase London as a diverse, creative and welcoming city.
Work to deliver these commitments is a joint effort between a range of bodies, including the Mayor and his agencies (including the London Development Agency and Transport for London), London’s local authorities, Visit London (and its successor body, London & Partners), Sport England and the Olympic Park Legacy Company.

6.2 Increasing sport participation and physical activity
UK
The Government is committed to delivering a sporting legacy for young people and to bringing back a culture of competitive sport in schools.

The Department for Education announced that it will provide funding of £90m between 2011–12 and 2014–15 for specific curriculum support for sport, including £48m for the school years 2011/12 and 2012/13, so that secondary schools can release a physical education teacher to organise competitive sports, embed good practice and train primary teachers.

To broaden the range of Olympic and Paralympic sports available to children and young people, the Department of Health is providing funding of up to £6.4m over two years to secure the future of Change4Life Sports Clubs in secondary schools and to extend them to primary schools.

To inspire young people across the country to choose sport, and to incentivise schools to set their ambitions high, the Government is also creating a new, inclusive School Games, for which every school will be invited to sign up.

The development of the School Games is being led by the Youth Sport Trust (YST), which will work with Sport England and other key partners to develop the new series of intra-school competitions over the next academic year, 2011/12. The first ever finals will be held in the Olympic Park in the run-up to the Games in 2012. The new competitions will be supported by Lottery funding of up to £10m per annum. The Department of Health is also providing up to £14m over the next two years to support levels of participation in primary schools and to create further opportunities for those who are the least active and deliver the important health benefits associated with physical activity. Further details about the package for school sport and the new School Games will be announced early in 2011.

The second strand was launched in November 2010 as the ‘Places People Play’. This is a £130m Lottery-funded initiative to bring the sporting legacy to life in communities across England. This programme is being delivered by Sport England in partnership with the British Olympic Association and the British Paralympic Association. The programme will encourage community sports participation by:

- upgrading up to 1,000 local sports clubs and facilities
- investing in a number of iconic multi-sport facilities
- protecting and improving hundreds of playing fields, preserving high-quality spaces for local people to play and enjoy sport
- recruiting, training and deploying 40,000 sports leaders to organise and lead grass-roots sporting activities
- motivating more than 100,000 adults to test themselves in multiple Olympic and Paralympic sports, and in doing so raise millions of pounds for charity through the Gold Challenge
- giving young people the opportunity to receive six weeks of coaching in the sport of their choice and guiding them into regular participation within their community
- investing £8 million in tackling the barriers disabled people face when they want to play sport, as well as ensuring that every element of Places People Play works for disabled sportspeople
The Government remains committed to using the Games as a catalyst to increase participation in wider physical activity alongside sport across all communities, recognising and capturing the contribution of all sectors. For example, the NHS Challenge, inspired by 2012, will aim to get 2,012 more NHS employees active across each of the current Primary Care Trusts’ footprints. This equates to around 25–30 per cent of the NHS workforce taking steps to become more active.

At the elite level, UK Sport investment into Olympic and Paralympic sport in the run-up to 2012 has been safeguarded to provide UK athletes with the best possible chance to match and exceed their performances in Beijing. After London 2012, reforms to the Lottery will increase sport’s share of Lottery returns from 16 per cent to 20 per cent and ensure that UK Sport’s income for the start of the Rio 2016 Games cycle is the same as at present.

**Family Skate Plus**

This project is led by Nottingham City Council and Torvill and Dean and provides a 10-week programme engaging 30 families in a structured ice-skating and educational family-learning programme. The programme focuses on the St Ann’s ward in central Nottingham, one of the most deprived areas in England with 86 per cent of children living in poverty. It enables participants to receive coaching from Team GB Olympians from Vancouver and Lake Placid, and gives families an educational experience. It is now being rolled out to a further six primary schools in St Ann’s.

**5-Star Disability Sports Challenge**

This innovative project is being delivered in primary schools across Northern Ireland, focusing on disability sports and educating young people about disability and the Paralympics. The project aims to reach over 30,000 children in over 200 schools by March 2013, with the intention of highlighting and promoting the benefits of disability sport, changing negative perceptions about people with disabilities, and encouraging disabled and non-disabled children to become more active in sport.

**London**

One of the Mayor of London’s key election commitments was to ensure that the 2012 Olympic and Paralympic Games delivered a genuine grass-roots sporting legacy of increased participation in sport and physical activity amongst Londoners. The Mayor’s Sports Strategy, ‘A Sporting Future for London’¹², published in 2009, aims to get more people active, to transform the sporting infrastructure, to build capacity and skills, and to maximise the benefits of sport to society. This will be achieved by:

– securing a sustained increase in participation in sport and physical activity amongst Londoners; and

– using sport to assist in tackling social problems, including ill health, crime, academic underachievement and lack of community cohesion.

¹² More detail can be found [here](#).
The strategy is backed by a £15.5m fund for Greater London to be match-funded by applicants, the bulk of which is for the following schemes under the ‘PlaySport London’ banner:

- A facility investment programme (£7m), ‘PlaySport London: Facility Fund’ to support investment in small community or estate-based facilities, administered by the Football Foundation.
- A participation programme (£4 million) to support innovative sport participation programmes that encourage social development in Greater London.
- Investment in training and skills (up to £3 million) within the sport and leisure sector, which is administered by the National Skills Academy.

**FreeSport**

FreeSport is also part of the Mayor’s ‘PlaySport London’ sports legacy programme. It is an easily accessible fund providing grants of up to £1,500 to sports clubs and other small community organisations so that they can provide free sports coaching for Londoners, to encourage greater participation in the build-up to the 2012 Games.

Each year, around 250 organisations are supported through this programme, across two funding rounds (summer and winter), with investment totalling £400,000 per year. The activities generated as a result of the programme engage around 20,000 participants per year. The first round of the 2010–11 programme achieved the following:

- 7,505 participants attended
- 5,004 of them received six or more hours of coaching, equating to 67 per cent of participants and 59 per cent of the annual target
- 2,334 participants were women (47 per cent)
- 3,165 participants were black, Asian or of minority ethnic origin (63 per cent)
- 794 participants were disabled people (16 per cent)
Inclusive and Active 2

Inclusive and Active 2 is the new London strategy for increasing participation in sport amongst disabled people. It was produced by the Mayor in partnership with NHS London and Interactive. The strategy sets out a vision for making sport and physical activity viable life choices for disabled people.

The intention is that agencies across the sport, health and disability sectors in London work to develop bespoke action plans, setting out how they will implement the relevant requirements of Inclusive and Active 2. Inclusive and Active 2 has been formally adopted by the London Community Sports Board, which means that any organisation receiving funding via the Mayor’s Olympic Sports Legacy programme must develop its own Inclusive and Active 2 action plan. Within Inclusive and Active 2, there are five key themes:

- Changing the culture: concentrates on altering the way that society views disabled people and sport and physical activity.
- Inclusive activity: concentrates on ensuring that there are adequate opportunities available for disabled people to be active.
- More people, more active: concentrates on increasing the number of disabled people that view being active as a viable lifestyle choice.
- Diversifying the sector: concentrates on disabled people volunteering and being employed within the sector.
- Skilling the sector: concentrates on increasing the level of knowledge in regard to including disabled people.

NHS London’s ‘Go London’ programme

NHS London’s ‘Go London’ programme promotes an activity and healthy lifestyle. A range of activities took place both locally and across the whole of London in 2010. Examples of projects and initiatives include:

- Twenty-five ‘Go London’ roadshows have taken place across 21 London boroughs, targeting inactive Londoners aged 50 and over.
- The NHS ‘2012 x 2012’ initiative has been rolled out, aimed at using the inspirational power of the Games to get NHS employees actively engaged in physical activity or sport.
- ‘Inclusive and Active 2’, a new strategy to improve disabled people’s health and well-being in the run-up to and beyond the Games, has been supported.
- A ‘Get Active Live Activity’ finder has been developed as a pan-London database of sport, active recreation and physical activity opportunities – 21 boroughs are currently live on the system with a further seven due to go live soon.

NHS London has also been working in partnership with the London 2012 sponsor GSK to develop a new national campaign for 2011 to promote physical activity among people with long term health conditions.
6.3
Opportunities for economic growth

UK

The Games are already producing considerable economic benefits around the UK. British companies have been able to access almost £6 billion of contracts related to building and supplying the Games. In total, 98 per cent of ODA contracts have gone to UK-based companies and two-thirds of them have gone to SMEs.

As well as these contracts, over 40,000 companies across the UK have received some business support through Business Link or an equivalent and 6,500 have received intensive assistance.

In March 2010, VisitBritain, with the London 2012 Nations and Regions Group, launched a new website for tourism businesses looking to benefit from the Games. This is a free resource designed to help all UK tourism professionals and businesses, however big or small, identify and connect with opportunities around the Games.

British Embassies and High Commissions around the world are also implementing a programme to deliver a tangible international legacy for the Games. To complement this, the Foreign and Commonwealth Office, in conjunction with the ODA, commissioned a film called ‘London 2012: Going for Green’. This was launched in October 2010 and showcases the Olympic Park build, clearly demonstrating the passion, technical expertise and ingenuity available in the UK. The film aims to promote the UK’s reputation overseas for the delivery of sustainable projects.

The commercial arm of the UK’s overseas Missions, UKTI, is identifying high-value markets and opportunities to promote UK expertise to international audiences. In particular, it is using the ‘Host 2 Host’ agreements with other hosting nations, such as Russia (Sochi 2014 Winter Games) and Brazil (Rio 2016 Summer Games), where related infrastructure projects and opportunities are immense.

London

A number of innovative cross-agency initiatives have been put in place by partners to maximise opportunities for the benefit of Londoners, and these are already securing a social and economic legacy from the 2012 Games. These initiatives include:

- job brokerage and employment support, funded through the LDA £9.6m Local Employment and Training Framework, for example, JobNet, Relay London Jobs, London Employer Accord, and Support for Women;
- training support, which includes construction training through the Olympic National Skills Academy for Construction, and other sector initiatives including the Stratford Retail Academy, 2012 Volunteering and the Personal Best programme, the Host City Volunteer programme and the 2012 London Cultural Skills Fund; and
London Employer Accord

The LDA-funded pan-London Construction Employer Accord project (CEA) has been in operation serving the Olympic Park and other sites across London since 2008, getting almost 1,300 people into construction work.

The CEA embedded approach includes the establishment of site-based coordinators and training support. It is a good practice model and the LDA is planning to continue to support it.

Stratford Retail Academy

The £1.45bn Westfield Stratford City project will be Europe’s largest urban retail and leisure destination when it opens in September 2011. Around 300 companies will employ up to 8,500 staff across 1.9m square feet of floor space. The development will include a hub for a National Skills Academy for Retail, situated at the main gateway to the Westfield Stratford City development.

The Retail Academy will be made up of approximately 8,000sq ft of ‘state-of-the-art’ training facilities including teaching rooms, ‘mock shops’ and interview rooms. It will open with the shopping centre in 2011 in a signature building within the development and be secured for training uses for 20 years. A number of the major employers, such as the John Lewis Partnership, are involved in project development and will use the centre when it is completed.

2012 London Cultural Skills Fund

The LDA invested £1.2m over 18 months from 2008 to support community-based groups and cultural organisations in helping Londoners to participate in the Cultural Olympiad. The project was administered by the Arts Council England and provided grants of between £25,000 and £50,000 to 29 organisations. The fund assisted over 1,300 Londoners to improve their employability, with many of the recipient organisations targeting people with disabilities, young people, and those from BAME groups.

In July 2010, the LDA published the fifth in a series of six-monthly updates on its work and its partners to achieve a socio-economic legacy from the 2012 Games, focusing on employment and skills initiatives\(^{13}\). Key highlights from this report include:

- two new construction training centres in east London have been opened, with a third due to open in September 2010, to meet the needs of the industry and workforce in London and the South East;
- over 12,000 people from across London have benefited from construction training, linked to the Games, directly funded by the LDA and its partners; this provides the valuable legacy of a more skilled construction workforce for the city. Of those trained, 5,722 have been residents of the five Host Boroughs – with 1,106 being trained in 2009/10 alone; and
- almost 4,700 Londoners have enrolled in the pre-volunteer training programme, with over 3,000 completed to date.

\(^{13}\) The Employment and Skills Update for 2012 can be found [here](#).
A range of work is also under way in the City Operations (London) programme to ensure that everyone can benefit from the Games. As well as maximising visitor experience, this work will leave a legacy of a more accessible London, and drive lasting change across London’s hospitality industry. Work to date includes:

- a new website, expected to go live early in 2011, is being developed to show accessible hotels, restaurants, shops and visitor attractions;
- a disability and equality training provider is in the process of being procured to design online training for customer-facing staff in the hospitality sector;
- accessibility audits have been carried out at 10 key sites which have been identified as ‘hotspots’ for visitor activity; and
- scoping work has been carried out for accessible infrastructure improvements along the Southbank and priority measures identified. These include 40 small-scale interventions to make the route between Jubilee and Tower Bridges fully accessible, and work with the City of London to install lifts at Tower Bridge.

6.4 Promoting community engagement

UK

The London 2012 Games provide a fantastic opportunity to promote community engagement and bring people together. Some activities are already taking place, such as the London 2012 Inspire mark programme (See Chapter 5). The focus on social action provides many opportunities for people to get involved in local events.

Legacy links will be built on two specific Big Society initiatives:

- Piloting of the National Citizen Service for 16-year-olds in the summer of 2011 by 12 providers, delivering places to over 10,000 16-year-olds. There will be larger-scale pilots in 2012 for around 30,000 young people. The Cabinet Office will work with the providers of these pilots to ensure that they are linked to the Games as closely as possible.
- Enabling Games Makers (see section 4.1) to act as volunteers after the Games and to use their skills and expertise to benefit their communities, for example through the Cabinet Office Community Organisers programme.

The Government is also funding a project to help disadvantaged young people across the UK through the Opportunity ‘inspired by’ 2012 scheme, run by the Prince’s Trust. This scheme will commence in early 2011 and will involve at least 250 selected young people working on individually tailored training and development programmes, which could include being mentored by a local business person or training for a sports coaching qualification.

London

The Greater London Authority (GLA) and the Mayor of London continue to undertake activity to connect with the capital’s many communities and groups.

The Capital Age Festival is London’s largest art festival, organised by, for and with older people. In March 2010, a Winter Gathering event was held and included the screening of a film on the 1948 Olympic Games, the last Games to be held in London. It promoted dialogue between generations, as well as ensuring that older Londoners feel they are involved in the Games.
In November 2010, the Mayoral Education Legacy programme launched its 2010/11 programme by inviting hard-to-reach groups to put forward projects inspired by the 2012 Games. The groups must show how their programmes engage diverse communities across London.

As part of the City Operations (London) work, 8,000 Ambassadors are being recruited to welcome visitors to London during the Games. Launched in July 2010, anyone over the age of 16 with a passion for London is eligible to apply, and the scheme recognises any special needs that volunteers may have – for example, all of the recruitment and training facilities are fully accessible, as are the volunteer sites in 2012. Ambassadors will be encouraged to update their CVs with the skills and experience they have gained and work is under way on developing an official accreditation scheme.

6.5 The Olympic Park after the Games
The Olympic Park Legacy Company has a long-term focus for the Park to create:
- a place for events and leisure activities
- a major centre for sport and culture
- new communities built around family housing with a range of affordability
- a hub for enterprise and innovation

In October 2010, the OPLC launched the Park vision and it is currently developing its corporate sustainability policy and targets, aiming for completion in 2011. A socio-economic policy is also being developed, which will cover the three key themes of: housing, social infrastructure and employment, and skills and enterprise.

During 2010, the OPLC maintained close links with the ODA in the evaluation of potential low-carbon technologies for the site; notably bio-gasification and photo-voltaics. Alongside this, the OPLC has carried out a joint viability study with the London Borough of Tower Hamlets into a prospective waste-to-gas initiative on Fish Island that could supply syn-gas to the King’s Yard Energy Centre and export heat energy to the Borough.

An important development is the Localism Bill, which the Mayor of London is proposing to use to strengthen the OPLC by consolidating it and other public bodies operating in the area into a single Mayoral Development Corporation. The proposal will be going to public consultation in 2011 and it is intended that the new Corporation will be running before the Games begin.

6.6 Inspiring more sustainable ways of living and working
The ODA has set new standards in sustainable procurement, minimising waste and carbon emissions and ensuring efficient use of natural resources in the construction of the Games venues. This good practice will in future be applied to procurement across Government. For example, the GLA has included a proposed policy in the draft London Business Waste Strategy that it will develop a new standard for construction and demolition waste that will share best practices learnt during the demolition and construction phase of the Olympic Park.
The ambition is also to use the Games to inspire people to live more sustainably. In 2010, the Department of the Environment, Food and Rural Affairs (Defra) confirmed funding for four local projects to encourage individuals and communities to make more sustainable lifestyle choices:

- Bioregional: working with people in Sutton and with Olympic and Paralympic athletes in the Games Village through pledges on greener lifestyle options.
- Groundwork London: working with local communities in east London to transform 20 derelict sites in neighbourhoods near the Olympic Park.
- East Potential: working with disadvantaged young people on food and waste behaviours in east London.
- Sustrans: creating networks of volunteer Champions to encourage people and communities to make more active travel choices; notably cycling and walking near the Olympic venues.

Defra has also commissioned research to explore the impact that large events such as the Games can have on inspiring behaviour change; for example, being more energy and water efficient and making more sustainable purchasing and consumption choices. This report will be published in 2011.

6.7 Evaluating the legacy benefits

It is important in the future to be able to assess the benefits of the Games and their legacy. In 2010, the GOE engaged a consortium from the private and academic sectors to carry out a meta-evaluation of the 2012 Games’ benefits and legacy. The first reports from the consortium will be published in 2011.
### Reporting in accordance with the GRI G3 Guidelines

This Report follows the Global Reporting Initiative’s (GRI) G3 Guidelines and has been checked by the GRI to be consistent with an Application Level of B. The table below shows how and where the GRI disclosures and indicators are addressed. The GRI Application Level Check Statement follows the table.

It should be noted that several of the indicators in the table refer to impacts associated with products and services which were originally developed with manufacturing organisations in mind (e.g. Product Responsibility). In the context of London 2012 or LOCOG the product is the event itself (i.e. the London 2012 Games) which is made up of a multiplicity of different products and services.

### Profile Disclosure

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Level</th>
<th>Cross-Reference Section / Page reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Statement from Chair and CEO</td>
<td>● 4-5</td>
<td>4-5 (Priority Themes), 35 (Objectives), 38, 43, 52, 57, 59, 67, 74, 79, 84, 90 (Target Areas), 38, 42, 64, 66, 96 (Risk Management), LAR [40-45] (Corporate Governance).</td>
</tr>
<tr>
<td>1.2</td>
<td>Description of key impacts, risks, and opportunities</td>
<td>● 13-14</td>
<td>13-14 (Priority Themes), 35 (Objectives), 38, 43, 52, 57, 59, 67, 74, 79, 84, 90 (Target Areas), 38, 42, 64, 66, 96 (Risk Management), LAR [40-45] (Corporate Governance).</td>
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</tbody>
</table>

#### 2. Organisational Profile

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<th>Description</th>
<th>Level</th>
<th>Cross-Reference Section / Page reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
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<tr>
<td>2.2</td>
<td>Primary brands, products and / or services</td>
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<tr>
<td>2.3</td>
<td>Operational structure of the organization</td>
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<td>8-9</td>
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<tr>
<td>2.4</td>
<td>Location of headquarters</td>
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<td>9</td>
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<tr>
<td>2.5</td>
<td>Countries in which the organisation’s operations are located</td>
<td>● 8-9</td>
<td>8-9</td>
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<tr>
<td>2.6</td>
<td>Nature of ownership and legal form</td>
<td>● 8</td>
<td>8</td>
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<tr>
<td>2.7</td>
<td>Markets served</td>
<td>● 8-9, 96</td>
<td>8-9, 96</td>
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<tr>
<td>2.8</td>
<td>Scale of the reporting organisation</td>
<td>● 8-9, 41</td>
<td>Information on revenue, expenditure, debt and equity can be found in LAR (54-79).</td>
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<td>2.9</td>
<td>Significant changes during the reporting period</td>
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<tr>
<td>2.10</td>
<td>Awards received during the reporting period</td>
<td>● 58, 63, 78</td>
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#### 3. Report Parameters

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<td>This is the first London 2012 Sustainability Report although some achievements and progress to the end of 2009 were reported in the revised London 2012 Sustainability Plan.</td>
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<td>3.7</td>
<td>Specific limitations on scope or boundary</td>
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<tr>
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<td>Basis for reporting on JVs, subsidiaries, etc</td>
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<tr>
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<td>Standard GRI Disclosures Table</td>
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#### 4. Governance, Commitments and Engagement

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<th>Description</th>
<th>Level</th>
<th>Cross-Reference Section / Page reference</th>
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<tr>
<td>4.1</td>
<td>Governance structure</td>
<td>● 37-38</td>
<td>37-38 (LOCOG Governance), 93-96 (Programme Governance). The LOCOG Corporate Governance Report can be found in LAR [40-45] which includes an overview of the LOCOG Board and its committees.</td>
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<tr>
<td>4.2</td>
<td>Position of Chair of Board</td>
<td>● 38</td>
<td>The Chair of LOCOG is a non-executive director and is also a member of the Olympic Board (93).</td>
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<tr>
<td>4.3</td>
<td>Independent, non-executive directors on Board</td>
<td>● LAR (40)</td>
<td>LAR (40)</td>
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<td>4.4</td>
<td>Shareholders / employees communication to Board</td>
<td>● 36</td>
<td>36 (Sustainability Management System), 37-38 (LOCOG Governance), 38 (Ethics), 39 (Health &amp; Safety), 57-66 (Programme Governance), LAR [40-45] (Corporate Governance). See also response to LA6.</td>
</tr>
<tr>
<td>4.5</td>
<td>Executive compensation</td>
<td>● LAR (40)</td>
<td>LOCOG’s remuneration strategy is outlined in LAR (46-49).</td>
</tr>
<tr>
<td>4.6</td>
<td>Avoiding conflicts of interest</td>
<td>● LAR (36)</td>
<td>36 (Sustainability Management System), 37-38 (LOCOG Governance), 38 (Risk Management), 42 (Audit and Assurance), 66 (Operational Planning), 93-96 (Programme Governance), LAR [40-45] (Corporate Governance).</td>
</tr>
<tr>
<td>4.7</td>
<td>Board members qualifications / expertise</td>
<td>● LAR (40)</td>
<td>10 (London 2012 Sustainability Policy and Plan), 38 (Ethics), 39 (Health &amp; Safety), 40 (Office Activities), 40 (LOCOG Strategy), 43 (Carbon Footprint), 51 (Waste and Resource Management), 54 (Temporary Materials), 56 (Food), 60 (Sourcing), 62, 74 (Diversity &amp; Inclusion), 68-70 (Operational Strategies), 79 (Employment &amp; Skills), 84 (Communications &amp; Stakeholder Engagement), 89 (Events).</td>
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<td>4.8</td>
<td>Mission / values statements, codes, sustainability principles</td>
<td>● LAR (40)</td>
<td>10 (London 2012 Sustainability Policy and Plan), 38 (Ethics), 39 (Health &amp; Safety), 40 (Office Activities), 40 (LOCOG Strategy), 43 (Carbon Footprint), 51 (Waste and Resource Management), 54 (Temporary Materials), 56 (Food), 60 (Sourcing), 62, 74 (Diversity &amp; Inclusion), 68-70 (Operational Strategies), 79 (Employment &amp; Skills), 84 (Communications &amp; Stakeholder Engagement), 89 (Events).</td>
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<td>Board procedures for overseeing sustainability management</td>
<td>● LAR (40)</td>
<td>36 (Sustainability Management System), 37-38 (LOCOG Governance), 38 (Risk Management), 42 (Audit and Assurance), 66 (Operational Planning), 93-96 (Programme Governance), LAR [40-45] (Corporate Governance).</td>
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<tr>
<td>Aspect</td>
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<tr>
<td><strong>Aspects</strong></td>
<td>Disclosure on Management Approach (DMA): Environmental (EN)</td>
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<td></td>
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<tr>
<td><strong>EC1</strong></td>
<td>Direct economic value generated and distributed</td>
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<td></td>
</tr>
<tr>
<td><strong>EC2</strong></td>
<td>Risks and opportunities due to climate change</td>
<td></td>
<td></td>
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<tr>
<td><strong>EC3</strong></td>
<td>Defined benefit plan contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EC4</strong></td>
<td>Government financial assistance</td>
<td></td>
<td></td>
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<tr>
<td><strong>EC5</strong></td>
<td>Wage ratios X</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EC6</strong></td>
<td>Practices and spending on locally-based suppliers</td>
<td></td>
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<tr>
<td><strong>EC7</strong></td>
<td>Procedures for local hiring</td>
<td></td>
<td></td>
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<tr>
<td><strong>EC8</strong></td>
<td>Indirect economic impacts</td>
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</table>

**Disclosure on Management Approach (DMA): Economic (EC)**

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Performance Indicators</th>
</tr>
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<tbody>
<tr>
<td><strong>EC1</strong></td>
<td>Direct economic value generated and distributed</td>
</tr>
<tr>
<td><strong>EC2</strong></td>
<td>Risks and opportunities due to climate change</td>
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<tr>
<td><strong>EC3</strong></td>
<td>Defined benefit plan contributions</td>
</tr>
<tr>
<td><strong>EC4</strong></td>
<td>Government financial assistance</td>
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<tr>
<td><strong>EC5</strong></td>
<td>Wage ratios X</td>
</tr>
<tr>
<td><strong>EC6</strong></td>
<td>Practices and spending on locally-based suppliers</td>
</tr>
<tr>
<td><strong>EC7</strong></td>
<td>Procedures for local hiring</td>
</tr>
<tr>
<td><strong>EC8</strong></td>
<td>Indirect economic impacts</td>
</tr>
</tbody>
</table>

**Aspects**

| Materials | 36 (Sustainability Management System), 65 (Materials Sourcing). Refer also to LOCOG Sustainable Sourcing Code. |
| Energy | 36 (Sustainability Management System), 43-50 (Low Carbon Games), 68 (Venues & Infrastructure), 69-70 (Technology), LSP (16). Refer also to LOCOG Sustainable Sourcing Code. |
| Water | 36 (Sustainability Management System), LSP (25) |
| Biodiversity | 36 (Sustainability Management System), LSP (42) |
| Emissions, effluents and waste | 36 (Sustainability Management System), 51 (Zero Waste Games), 68 (Venues & Infrastructure), 70 (Logistics), 71-72 (Transport), LSP (34, 36-37). Refer also to LOCOG Sustainable Sourcing Code. |
| Products and services | 36 (Sustainability Management System). Refer also to LOCOG Sustainable Sourcing Code. |
| Compliance | 36 (Sustainability Management System). Refer also to LOCOG Sustainable Sourcing Code. |
| Transport | 21 (Transport Infrastructure), 36 (Sustainability Management System), 70-71 (Logistics), 71-72 (Transport). Refer also to LOCOG Sustainable Sourcing Code. |
| Overall | 36 (Sustainability Management System). Refer also to LOCOG Sustainable Sourcing Code. |
## EN Performance Indicators

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>EN1</td>
<td>Materials used by weight or volume</td>
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<tr>
<td>EN2</td>
<td>Percentage of materials used that are recycled input materials</td>
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</tr>
<tr>
<td>EN3</td>
<td>Direct energy consumption by primary energy source</td>
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</tr>
<tr>
<td>EN4</td>
<td>Indirect energy consumption by primary source</td>
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</tr>
<tr>
<td>EN6</td>
<td>Energy efficient products and services</td>
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<tr>
<td>EN7</td>
<td>Reduction of indirect energy consumption</td>
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</tr>
<tr>
<td>EN8</td>
<td>Total water withdrawal by source</td>
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</tr>
<tr>
<td>EN9</td>
<td>Water sources affected by withdrawal of water</td>
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<tr>
<td>EN10</td>
<td>Percentage and total volume of water recycled and reused</td>
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</tr>
<tr>
<td>EN11</td>
<td>Land in / next to areas of high biodiversity value</td>
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<tr>
<td>EN12</td>
<td>Impacts on biodiversity</td>
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<tr>
<td>EN14</td>
<td>Managing impacts on biodiversity</td>
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<tr>
<td>EN16</td>
<td>Total direct and indirect greenhouse gas emissions by weight</td>
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<tr>
<td>EN17</td>
<td>Other relevant indirect greenhouse gas emissions by weight</td>
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<tr>
<td>EN18</td>
<td>Initiatives to reduce greenhouse gas emissions</td>
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<tr>
<td>EN19</td>
<td>Emissions of ozone depleting substances by weight</td>
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<td>EN20</td>
<td>NOx, SOx and other significant air emissions</td>
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<tr>
<td>EN21</td>
<td>Total water discharge by quality and destination</td>
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<td>EN22</td>
<td>Total weight of waste</td>
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<td>EN23</td>
<td>Total number of significant spills</td>
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<td>EN24</td>
<td>Transported, imported, exported or treated hazardous waste</td>
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<td>EN25</td>
<td>Water bodies and related habitats affected by discharges</td>
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<td>EN26</td>
<td>Mitigating environmental impacts from products and services</td>
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<td>EN28</td>
<td>Fines and sanctions for non-compliance with legislation</td>
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<tr>
<td>EN29</td>
<td>Environmental impacts of transportation</td>
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### Disclosure on Management Approach (DMA): Labour Practices and Decent Work (LA)

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Code</th>
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<tbody>
<tr>
<td>Employment</td>
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</tr>
<tr>
<td>Labour / management relations</td>
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<tr>
<td>Occupational health and safety</td>
<td>☰</td>
</tr>
<tr>
<td>Training and education</td>
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</tbody>
</table>

**Notes:**
- The indicator is concerned primarily with the use of materials in manufacture. As LOCOG is not a manufacturer, the indicator is not considered to be material to the business. Refer to procurement, licensing and sponsorship section (59-66).
- LOCOG did not consume energy from direct sources during the reporting period. Other data of relevance to this indicator is not available but will be reported in 2012.
- LOCOG is currently an office based organisation. As LOCOG is not a manufacturer, the indicator is not considered to be applicable.
- LOCOG does not currently handle significant quantities of hazardous substances or materials as a result no significant spills occurred during the reporting period.
- LOCOG does not currently handle significant quantities of hazardous substances and materials. This indicator is therefore not considered material to the business.
- LOCOG does not operate in accordance with a Principles of Cooperation Agreement which exists between London 2012 and the Trades Union Congress (TUC) and also applies to its contracted supply chain (100). LOCOG also operates a framework for employee information and consultation which complies with the requirements of the Information and Consultation of Employees Regulations 2004. See also LA6.
Disclosure on Management Approach (DMA): Human Rights (HR)

Aspects

Investment and procurement practices  ●  36 (Sustainability Management System). Refer also to LOCOG Sustainable Sourcing Code.
Non-discrimination  ●  36 (Sustainability Management System). Refer also to the Diversity and Inclusion Strategy.
Freedom of association and collective bargaining  ●  LOCOG operates in accordance with a ‘Principles of Cooperation’ Agreement that exists between London 2012 and the TUC (100).
Child labour  ●  As LOCOG operates only in the UK, it is unlikely to have to deal with child labour in its workforce. Refer also to LOCOG Sustainable Sourcing Code.
Forced and compulsory labour  ●  As LOCOG operates only in the UK, it is unlikely to have to deal with forced labour in its workforce. Refer also to LOCOG Sustainable Sourcing Code.
Security practices  ●  The Games time workforce training programme is currently in development (41). Contracted security organisations will operate in accordance with the LOCOG policies, including the LOCOG Sustainable Sourcing Code.
Indigenous rights  ●  As LOCOG operates only in the UK, it is unlikely to have to deal with incidents of violations involving the rights of indigenous people in its workforce and this disclosure is, therefore, not considered applicable. Refer also to LOCOG Sustainable Sourcing Code. See also Community DMA.

HR Performance Indicators

HR1 Investment agreements with human rights clauses  ●  All LOCOG marketing partner and licensee agreements contain clauses which require compliance with the LOCOG Sustainable Sourcing Code, which includes taking appropriate steps to meet the provisions of the Ethical Trading Initiative Base Code. During 2010, LOCOG signed an additional 10 partners and by the end of 2010 there were 41 licensees.
HR2 Supplier screening on human rights  ●  64
HR5 Freedom of association / collective bargaining  ●  As LOCOG operates only in the UK, this is not considered material although it continues to work positively with the Trades Union Congress (TUC) in accordance with the ‘Principles of Cooperation’ Agreement.

Disclosure on Management Approach (DMA): Society (SO)

Aspects

Community  ●  13-14 (Priority Themes), 16-17 (Built Environment), 36 (Sustainability Management System), 66-73 (Venues & Operations), 98 (Community Engagement). Refer also to: LOCOG Sustainable Sourcing Code, Diversity & Inclusion Strategy, and Employment & Skills Strategy.
Corruption  ●  38 (Ethics)
Public policy  ●  95 (Cross-cutting Workstreams), 106-108 (Legacy Plans), LAR (36)
Anti-competitive behaviour  ●  38 (Ethics)
Compliance  ●  36 (Sustainability Management System)
SO Performance Indicators

| SO1 | Management of impacts on communities | 16-18, 21, 22, 25-32 (Built Environment), 39 (Health & Safety), 49-50 (Carbon Compensation), 61-63 (Sourcing), 68 (Venue Impacts), 70-71 (Logistics), 71-72 (Transport), 74-78 (Diversity & Inclusion), 78-83 (Employment & Skills), 85-86 (Changing Places), 86-87 (Active Travel), 98-99 (Community Engagement), 101-103 (Outreach Initiatives), 108-116 (Legacy Initiatives). |
| SO2 | Bribery and corruption risks | 38 |
| SO3 | Training in anti-corruption policies and procedures | 38 |
| SO6 | Financial and in-kind contributions to political parties | During the reporting period LOCOG made no political donations. |
| SO8 | Fines and sanctions for non-compliance with legislation | LOCOG has not received any fines or non-monetary sanctions for non-compliance with legislation during the reporting period. |
| SO4, SO5, SO7 | Disclosure on Management Approach (DMA): Product Responsibility (PR) | |

Aspects

| Customer health and safety | 36 (Sustainability Management System). Refer also to: LOCOG Sustainable Sourcing Code. |
| Product and service labelling | 36 (Sustainability Management System), 56-57 (Food Vision). Refer also to: LOCOG Sustainable Sourcing Code. |
| Marketing communications | Refer to using the London 2012 Brand Guidance. |
| Customer privacy | Refer to Privacy Policy. |
| Compliance | 36 (Sustainability Management System), 96 (Sustainability Assurance). |

PR Performance Indicators

| PR1 | Assessment of health and safety impacts of products | 39 |
| PR2 | Incidents of non-compliances with regulations and voluntary codes concerning health and safety | LOCOG has not identified any non-compliances with regulations and voluntary codes during the reporting period. |
| PR3 | Product information required by procedures | 55, 57, 61, 90-91 |
| PR6 | Marketing communications compliance | All proposed marketing materials are reviewed in accordance with London 2012 Brand Guidelines, IOC, and sustainability requirements (where applicable) through a dedicated approvals process. Compliance monitoring is provided by a dedicated team of Brand Protection lawyers. |
| PR9 | Monetary value of significant fines | There have been no non-compliances with legislation concerning the provision and use of products and services during the reporting period. |
| PR4, PR5, PR7, PR8 | Notes: |

3. Unless otherwise stated, all page references relate to this Report
Statement
GRI Application Level Check

GRI hereby states that London Organising Committee of the Olympic Games and Paralympic Games Ltd has presented its report “London 2012 Sustainability Report: A blueprint for change” to GRI’s Report Services which have concluded that the report fulfills the requirements of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

19 April 2011, Amsterdam

[Signature]

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 5 April 2011. GRI explicitly excludes the statement being applied to any later changes to such material.
Thank you
London 2012 would like to thank its partners for their support

The London Organising Committee of the Olympic Games and Paralympic Games Ltd

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