



CZECH  
OLYMPIC  
COMMITTEE

# SUSTAINABILITY STRATEGY 2030

Dear sports friends,

Sustainability is a topic that is becoming increasingly prominent in all areas of sport. In developing the Olympic Agenda 2020 in 2014, the International Olympic Committee adopted sustainability as one of its pillars to strengthen the Olympic movement and its influence and impact on society. It applies it also in the continuation of the Agenda with a view to this decade.

Sustainability takes many forms. We feel climate change very strongly in sport – in both winter and summer sports. That is why the IOC is committed to reducing greenhouse gas emissions, for example, and calls on all sports organisations to follow suit.

Environmental sustainability is also permeating the organisation of the Olympic Games, and this also applies to the upcoming Beijing 2022 Games, which will use renewable energy sources or special cooling technologies. However, environmental responsibility is only one component.

The other one is economic, and so the IOC has made major adjustments to the bidding processes for hosting the Olympic Games, with an emphasis on cost savings and on the use of existing infrastructure. This brings with it a number of innovations, which have an influence on things we have long been used to.

But the world is changing and we not only have to adapt to it, but we also have to think ahead. The COVID-19 pandemic has reminded us all of this very strongly.

This is why we are inspired by the actions of the IOC and other Olympic movement organisations that are leaders in this field. And this is how the ASAP project and our own Sustainability Strategy, which you are now holding in your hands, came into being. It is thorough, conscientiously prepared and very detailed.

You may be even surprised at what it contains. But the aim was to describe those areas, where we have already started and that we can develop. And to discover new ones where we can improve significantly. Thanks to this analysis, we can set up individual steps and implement them gradually across our activities, events and projects.

Sustainable development is a young concept – it was only coined in 1987. But it builds on much older, core Olympic values enshrined in the Olympic Charter – i.e. respect or fair play. Therefore, sustainability is also a way to attract contemporary generations to Olympic ideas. It is also a way to become an even better partner for our members, other sports organisations, athletes, coaches and their team members, fans and society as a whole. And a way to raise awareness among all these groups about the importance of sustainability in sport.

But we can hardly set an example if we do not put our own house in order first.

This is why I trust that you will consider this strategy your own and help us implement it.

**Jiří Kejval**  
President of the  
Czech Olympic Committee



A handwritten signature in black ink, which appears to be 'Jiří Kejval'. The signature is stylized and fluid, written in a cursive-like style.

## ACKNOWLEDGEMENTS

Acknowledgement is due to a number of colleagues and experts who contributed to the successful completion of the strategy. First and foremost, we would like to thank the leadership of the Czech Olympic Committee (COC), its staff, collaborators and members of the advisory bodies who actively participated in the process from the very beginning. We would also like to thank our partners for their invaluable help and cooperation, in particular our mentor organisation in the ASAP project - the German Olympic

and Sports Confederation, DOSB, (represented by Bianca Quardokus), the International Olympic Committee (Julie Duffus) and the other four National Olympic Committees involved in the ASAP project. Finally, we would also like to express our gratitude to the many national federations that provided us with their input, as well as to the expert organisations at national level (e.g. CIRAA, Ministry of the Environment of the Czech Republic or United Nations Information Centre in Prague) who shared their expertise on specific topics.

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Co-funded by the  
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# 1 INTRODUCTION

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*“True sustainability goes much further than individual projects. It is about looking closely at what you do as an organisation, the way you interact with society at large, and ensuring you have appropriate governance structures, policies and processes in place that will secure your long-term future for the benefit of your organisation, society and the environment.”*

Introduction to Sustainability,  
International Olympic Committee



## WHAT SUSTAINABILITY MEANS TO US AND WHY A SUSTAINABILITY STRATEGY IS BEING DEVELOPED

Today's world, and the sports world within it, is a complicated but beautiful place to live that faces a number of fundamental challenges. It is evolving very quickly and it is not always easy to react to these developments in a timely and correct manner. Nor is it always easy to respond to these challenges, to seize the opportunities they present and to change established patterns of how organisations operate and how people behave.

**The role of sport:** Sport is all about people and the physical and mental health and well-being of society. It is no coincidence that the United Nations (UN) considers sport to be an effective tool

for achieving many of the Sustainable Development Goals (SDGs). Sport is also an ideal means of raising greater awareness among fans, participants in sporting events and the general public of social values such as healthy lifestyles and active disease prevention, or fair play, respect and equal opportunities, as well as of issues of climate change and environmental degradation.

**Trends in good governance:** The standards of good governance of organisations are rising globally, as are the expectations of athletes, fans, sponsors and public authorities for their transparency, integrity and accountability to their environment and surroundings.

Improving the good governance level of an organisation is essential not only in the context of increasing 'external' demands and pressures, but also with a view to the recovery of sport and society as a whole from the COVID-19 pandemic or adaptation to climate change. Resilience - structural, procedural and financial - will be a critical factor for the future of any organisation.

**Social and environmental challenges:** Rising rates of overweight and obesity in our population, persistent inequalities in society, climate change, water and air pollution, loss of biodiversity and, more recently, the global spread of viruses such as SARS-CoV-2, together with the rapidly changing ways we work and go about our daily lives, affect each and every one of us. They also affect us as an organisation and the sports sector in general.

**What sustainability means to us:** The Czech Olympic Committee (COC), as a member of the Olympic movement, which, thanks to Jiří Stanislav Guth-Jarkovský, was at the birth of its modern form, therefore **has a responsibility to enable sport to play its societal role**. We understand that this means much more than traditional social responsibility, which can often be conceived of as one-off charitable activities. **We know that we have to start with ourselves**. We need to be more attentive to how we treat those around us, including those closest to us - the people we work for and who work for us, the organisations and companies we work with, and the communities in which we operate. At the same time, we recognise that these changes and challenges present great opportunities for growth and development. If we use these opportunities well, **they can help us to, "change the world" in a sustainable and long-term way through sport**.

To achieve this, we need to embark on a **long-term journey towards sustainability**, which we understand in a much broader sense than environmental protection. For us, sustainability means:



## Our ambitions

- We want to set our organisation on a path of long-term strategic development, consisting of an efficient and accountable governance system and corresponding processes, improved integrity and transparency, diversified financial resources and their responsible management. Through this journey we want to become a more sustainable, credible and resilient organisation and (institutional, business etc.) partner.
- We want to create an environment and conditions in which our staff, athletes and participants in our projects and events, whatever their background, capabilities and abilities, can thrive and develop to their full potential; an environment

and conditions in which sport and adherence to Olympic values can contribute to healthier and happier lives and social cohesion.

- We want to play an exemplary role by taking responsibility for the impact of our activities on the climate and nature. We want to reduce the greenhouse gas emissions directly generated by or associated with our activities and thus minimise our carbon footprint. At the same time, we have the ambition to raise awareness and educate (through sport) about the impacts of climate change and to create partnerships and deepen cooperation at national and international level.
- We want to reduce the overall consumption of resources in our activities and projects and move from a traditional (linear) approach to waste management to one based on principles of circular economy. We want to motivate and inspire our employees, partners and participants in our events and projects to live more sustainably and, above all, to manage resources more responsibly, whether they are energy, water, sports equipment and clothing or financial resources.

We believe that the only way to embark on this long-term journey is through a **Sustainability Strategy of our organisation** that addresses many of the sustainability issues in a comprehensive way. Partner engagement and collaboration within and outside the sport movement will nevertheless be critical to the success of our strategy, as only through effective long-term partnerships can we truly advance on our sustainability journey in all its aspects and dimensions.

We are pleased to share this strategy and its action plan with you on the following pages.



## Being part of the global sustainable development movement

We did not create our strategy and its action plan in a vacuum. We have built on and are aligned with the experience, expertise and initiatives of the Olympic movement organisations and the global community.

As a National Olympic Committee, we base the logic of our work on the [Olympic Charter](#), the [Olympic Agenda 2020+5](#) and the [Basic Universal Principles of Good Governance of the Olympic and Sports Movement](#). We have drawn inspiration from the IOC's sustainability documents, existing sustainability strategies of National Olympic Committees and International Sports Federations. The opportunity to draw on the experience, expertise and best practice of our partners was fundamental to the development and successful adoption of our strategy. This learning process has been made possible by the [As Sustainable As Possible](#) project, led by the Czech Olympic Committee and co-funded by the Erasmus+ programme of the European Union. The main objective of the project is to motivate the National Olympic Committees (NOCs) of the Czech Republic, Hungary and Slovakia to develop their own sustainability strategies under the supervision of mentor organisations - the NOCs of Denmark, Finland and Germany.

Together with our partners in the Olympic movement, we want to support the [UN 2030 Agenda for Sustainable Development](#) and in particular contribute to the implementation of the Sustainable Development Goals (SDGs), fully in line with our responsibilities under the [UN Decade of Action](#). While we consider all 17 SDGs to be very important, the following 11 SDGs are particularly relevant to our organization and its role and mission, and serve as the basis for all the priorities, goals and actions of this strategy.



## Meeting the Sustainable Development Goals in the Czech Republic

While our strategy builds on the trends of the international sports movement and the experience of our partners and contributes to the global Sustainable Development Goals, it is fully relevant and responsive to the realities, challenges and opportunities of our country and its sports movement.

Despite the fact that two-thirds of Czech citizens consider climate change to be a „very serious“ problem ([Special Eurobarometer 513 - Climate Change](#)), and despite the fact that many public institutions and private companies, including partners of the Czech Olympic Team (COT), are responding to these environmental and social challenges, the (environmental and social) aspects of sustainability have not yet been conceptually and strategically addressed by the Czech sport movement. Through this strategy, including through cooperation with partners from the public and private sphere, we would like to try to remedy this situation.

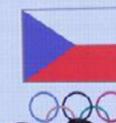
At the national level, we also want to contribute to the recognition of the role and potential of sport in achieving the Sustainable Development Goals by directly linking our strategy to the strategic framework „[Czech Republic 2030](#)“. Through our strategy, we aim to make a concrete contribution to the implementation of the relevant goals listed in the following chapters: ‚Education‘ (lifelong learning); ‚Inequalities‘ (gender equality, non-discrimination); ‚Health‘ (physical activity as part of a healthy lifestyle, especially for children); ‚Resource Management‘ (reducing carbon footprint, circular economy principles) and ‚Adaptation to Climate Change‘ (energy efficiency in buildings, sustainable waste management, clean mobility).



## 2 CONTEXT

# Zasedání nominačního Pléna Českého olympijského výboru

Míčovna, Pražský hrad 18. ledna 2018



## Our organisation

The Czech Olympic Committee (COC) was founded on 18 May 1899 with the aim to develop, promote and protect the Olympic movement and its ideals and to ensure the participation of national team athletes in Olympic events. We operate nationally and internationally in accordance with the Olympic Charter and the applicable laws of the Czech Republic as an association under Act No. 89/2012 Coll. (Civil Code).

In our structures, we unite sports federations, associations and other similar physical education and sports entities of the Czech Republic. We promote the basic principles and values of Olympism. By virtue of our recognition by the International Olympic Committee, we are the only body authorised to manage the

Olympic movement in the Czech Republic, to use certain Olympic symbols and to grant approval to their use by other entities.

In our projects, events and activities we promote sport as a lifestyle and endeavour to make it accessible to all. We strive to contribute to building a stronger civil society and strengthen social cohesion, including by promoting the Olympic values of fair play, friendship, pride, joy, effort and respect. Our activities extend also beyond sport to connect it with culture, science and the arts. We represent the interests of the Czech sports movement within the international Olympic movement and undertake public service activities to support our members at national and international level.



## Vision, mission and values of the COC

### VISION

or what is the ultimate goal of our endeavour? What do we want to achieve?

### SMALL COUNTRY, GREAT VISION

**We want every Czech to be physically and mentally healthy through regular exercise and to be proud of themselves and the sporting achievements of Czech Olympians.**

### MISSION

or why are we here? What do we want to do? How do we want to influence whom?

**We are here to awaken in the Czechs a passion for movement and sport in accordance with Olympic values.**

### VALUES

or what are the principles that guide our actions? What is important to us, not only in sport, but in life?

**EQUALITY:** We believe that everyone has the right to exercise and do sport. We want to give everyone the opportunity to participate in sport, regardless of age, physical ability or financial background.

**TEAM SPIRIT:** We call ourselves Czech Team and we support each other. We cheer together, rejoice together in victory and bear defeat together. We are happy together.

**HEALTH:** Sport and movement is a joy for us, a way to physical and mental health. We want everyone to feel better through sport.

**PASSION:** The journey is the goal for us. We are not just about the results themselves, but about the passion and determination to achieve them. Overcoming ourselves is the biggest victory for us.

**FAIR PLAY:** Victory achieved through foul play is worthless to us. We want to set an example for future generations with our behaviour on and off the field, which is why we pass on Olympic values to children.

**RESPECT:** We treat each other as true sportsmen. We respect the qualities and limitations of others and never elevate ourselves above anyone else.

## What we do

Our portfolio of activities is based on the competencies outlined in the [Statutes](#) and covers different topics, types of activities and levels (mostly national and international).

Ensuring the participation of the Czech Olympic Team in international sporting events is a key task of our organisation. We strive to provide the Czech Olympic Team with the best possible conditions for preparation and participation not only at the Olympic Games, but also at the Youth Olympic Games (summer and winter), European Youth Olympic Festivals (summer and winter), European Games, World Beach Games and World Games (for non-Olympic sports).

In order to promote physical activity and a healthy lifestyle on the one hand, and to enable the development of elite sport on the other, we implement a number of projects and events.

- Through the Olympic Festivals, the T-Mobile Olympic Run, the European Week of Sport or the Sazka Olympic School Sport Programme and other related activities, we are trying to motivate the general public and especially children and young people to be active and take part in sport.
- The National Youth Sport Festival or the Versatility Badge Finals contribute to the development of top-level youth sport by giving young athletes the opportunity to compete against their peers at regional and national levels in an atmosphere reminiscent of major sporting events at international level.
- Finally, in order to enable children from disadvantaged backgrounds to play sports regularly, join a sports club or meet their sporting role models, the Czech Olympic Foundation raises funds and organises a range of activities, including pro-

viding direct financial support to the children concerned. The Dana and Emil Zátopek Foundation then supports and develops the orientation of Czech youth towards active sports activities, especially athletics.

We try to promote Olympic values within the framework of the above activities and also in other ways, especially through the Olympic values education programme. Providing quality training and educational opportunities is another important responsibility of our organisation. The Czech Coaches Academy, the Dual Career Project or the Sports Diplomacy educational programme aim to contribute to increasing the knowledge and skills of the respective target groups (coaches, end-of-career athletes, sports officials, etc.). Other core activities of a National Olympic Committee are also related to education and Olympic values: In our case, it is the study, research and the provision of information on the Czech and international Olympic movement, which is ensured by the Czech Olympic Academy and the Olympic Study and Information Centre (OSIC). We consider all this an Olympic heritage that we want to proudly build and protect.

The Czech Olympic Committee is also very active at international level. The Czech House project plays a pivotal role in promoting Czech culture, industry and sport at the location where the Olympic Games take place. European projects co-funded by the Erasmus+ Programme of the European Union help us to improve our activities and promote our organisation internationally, and our sports diplomacy initiatives aim to support the representation of Czech sport in international sports organisations.

To strengthen the role of sport in Czech society and to raise the profile of the achievements of Czech athletes, coaches or journalists, we organise several awards ceremonies and hold regular conferences and events on topics of social importance.

All our activities are based on high-quality external communication. Within social media, this concerns mainly the activities of COC Media House, including czechteam.tv.

## How we operate

As stated in our Statutes, our organisation is governed by the General Assembly as the supreme body, the Executive Committee as the executive body and the President as the statutory body. The implementation of individual activities is ensured by the Secretariat, employees and collaborators of the Czech Olympic Committee and associated entities (Česká olympijská a.s and Olympic Festival s.r.o.). In its work, our NOC is supported by a number of bodies and commissions representing a wide range of stakeholders and expertise, such as the Czech Fair Play Club, the Czech Olympians Club, the Athletes Commission, the Equal Opportunities in Sport Commission, the Czech Olympic Academy or the Czech Coaches Academy. At the time of the adoption of this strategy, the Commission for Sustainability was not yet among them.

Our team is managed by the Secretary General and consists of approximately 55 full-time employees divided into six departments (2021). We also regularly work with external experts and volunteers, especially in the context of our projects and events.

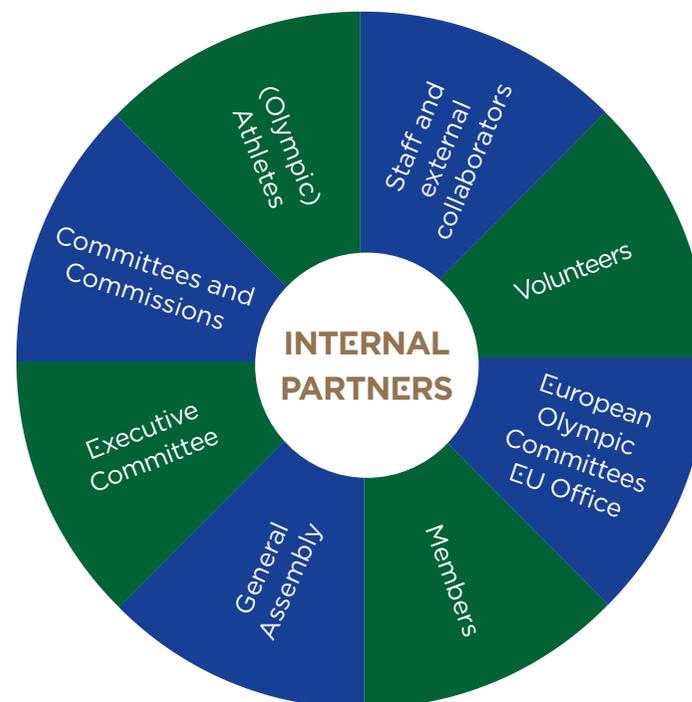
Our operations and activities are made possible by a multi-source budget. The main sources of funding include public subsidies (general activities and the Olympic Team), sponsorship (partners of the Czech Olympic Team - mainly for projects, Partners of the International Olympic Committee), Olympic Solidarity (general activities, support for federations, athletes and coaches, education, participation in the Olympic Games, etc.), the Erasmus+ Programme of the European Union (projects) and other smaller sources.<sup>1</sup>

The official headquarters of our organisation is in Prague. We own the building at Benešovská 6 as our only property. For our project

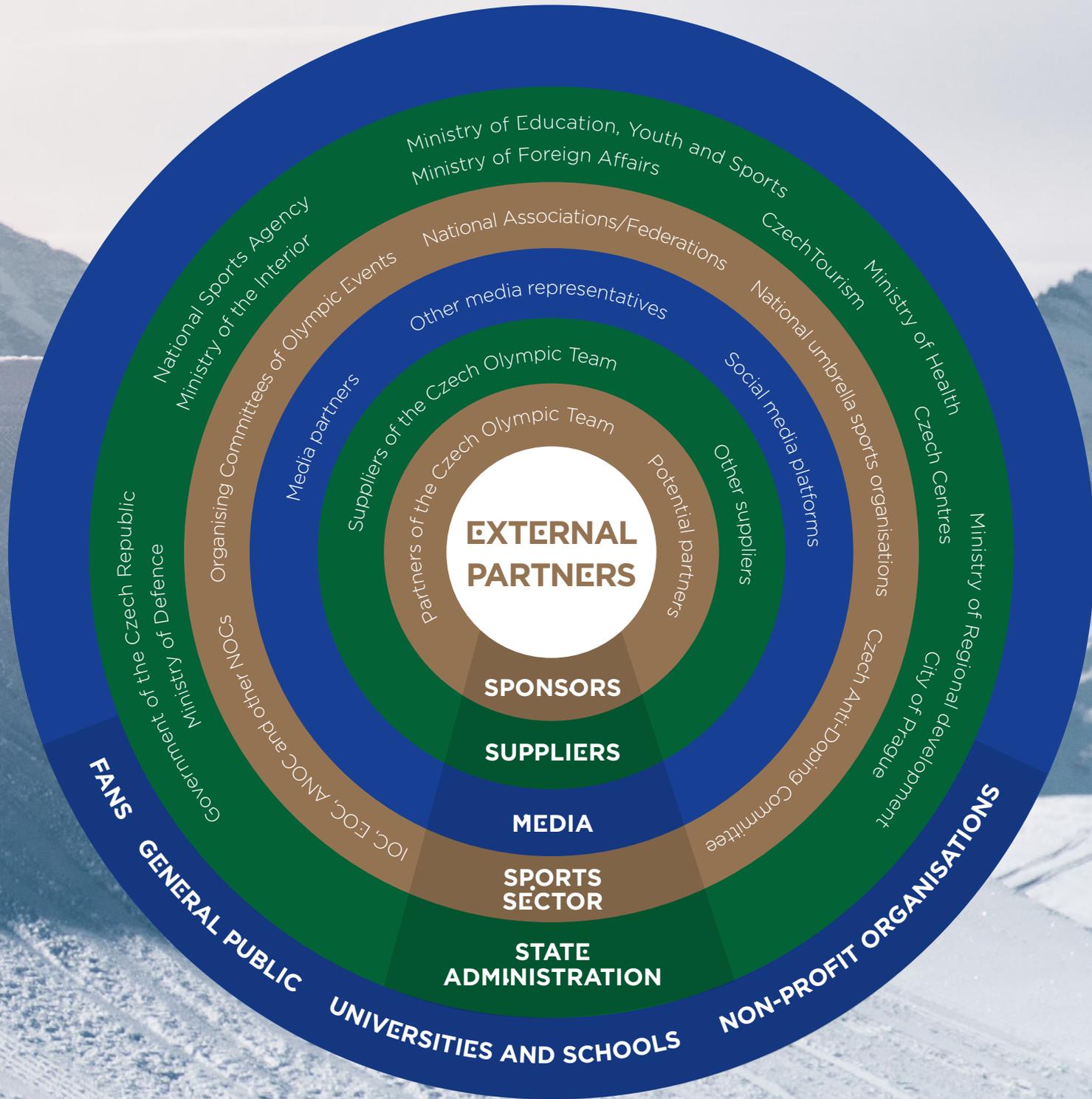
teams, we rent external offices near the headquarters and for the Olympic Study and Information Centre and the Multimedia Library for the Management of the Olympic Heritage Digital content, we use the premises of the Faculty of Physical Education and Sport of Charles University in Prague.

## Our partners

As a sports organisation, we communicate with a large number of internal and external partners who are key to our work. The level and extent of interaction varies from one group of partners to another, but regular discussion and collaboration with them is at the heart of most of our activities. The (incomplete) list below shows the partners of the Czech Olympic Committee as an organisation. It does not include specific partners of our projects such as Olympic Festivals (e.g. regional or local authorities, etc.).



<sup>1</sup>For more information, see the annual report of the Czech Olympic Committee and Česká olympijská a.s.



# 3 FOUNDATIONS

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## Key risks and opportunities

In developing our strategy, we were guided by the statement „change or be changed“. We have identified a number of opportunities that we aim to build on and develop as part of our strategy.

At the same time, we have responded through the proposed activities to the main risks and challenges that a passive or ‚reactive‘ approach could cause.





## Values - what we build on

Sustainability and sustainable development are based on unwavering values, and it is therefore logical that the development and subsequent implementation of our Sustainability Strategy is based on certain principles and values that are based on the Fundamental Principles and Values of Olympism (Excellence, Respect and Friendship), the principles of good governance and are in line with the #Olympijsky motto (to the maximum, courageously, smart, fair-play, one's own way and as a team).



## The starting line

The Statutes of the Czech Olympic Committee address a number of topics related to the social aspects of sustainability, which are largely reflected in our activities and projects:

- fighting discrimination in all its forms;
- promoting the inclusion of women in sport at all levels;
- promoting the development of the „sport for all“ movement and sport for people with disabilities;

- disseminating the fundamental ideas and values of Olympism;
- support for the education and training of sports officials, coaches and referees.

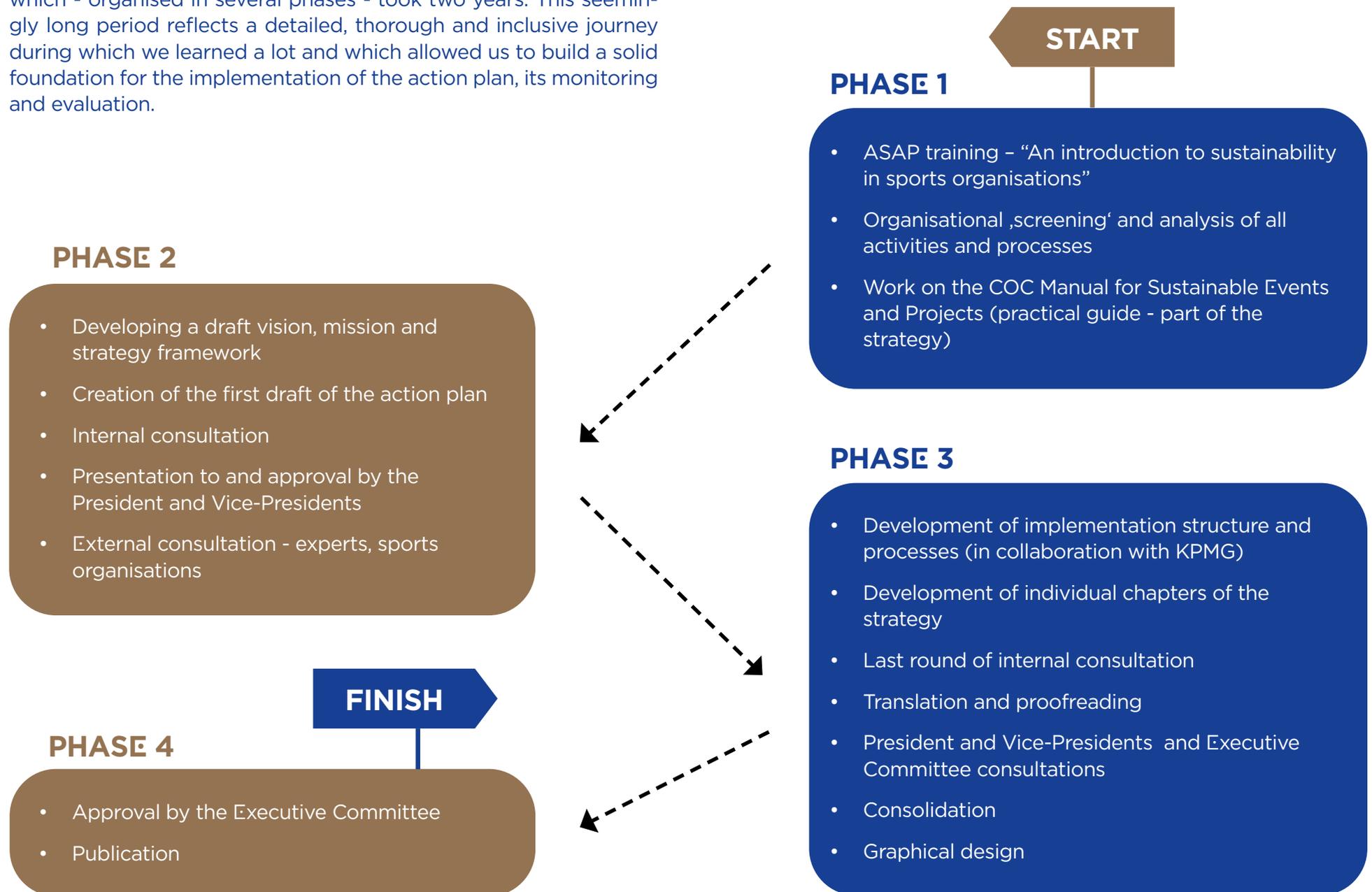
Although the Statutes also deal with the environmental aspects of sustainability - [COC] (...) *supports activities related to solving environmental issues and creates the necessary organisational conditions for such solutions* - this dimension of sustainability has so far been dealt with relatively sporadically and ad hoc without a strategic approach (e.g. forest cleaning activities, running a fleet of hybrid cars, waste sorting at the headquarters and at some events, cooperation with public transport companies, etc.). This is underlined by the fact that the Czech Olympic Committee did not have any specialised advisory body (commission) or person to oversee the development of this area when this strategy was adopted.

**Given the developments and context described in the introduction to this strategy, we realised that much more could and should be done, both in all areas of sustainability - environmental, social and economic - and in the area of good governance that paves the way to sustainability. At the same time, we have seen through concrete examples how many opportunities modernisation and the transition to sustainability can bring, not only to our organisation, but to the sports movement as a whole.**

## Development of the Sustainability Strategy

The process started in 2019, when the Czech Olympic Committee prepared a proposal for the ASAP project, which later received financial support from the Erasmus+ Programme of the European Union. The project was launched in January 2020 and with it the process of developing a Sustainability Strategy for our organisation,

which - organised in several phases - took two years. This seemingly long period reflects a detailed, thorough and inclusive journey during which we learned a lot and which allowed us to build a solid foundation for the implementation of the action plan, its monitoring and evaluation.



# 4 STRATEGIC FRAMEWORK

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## VISION

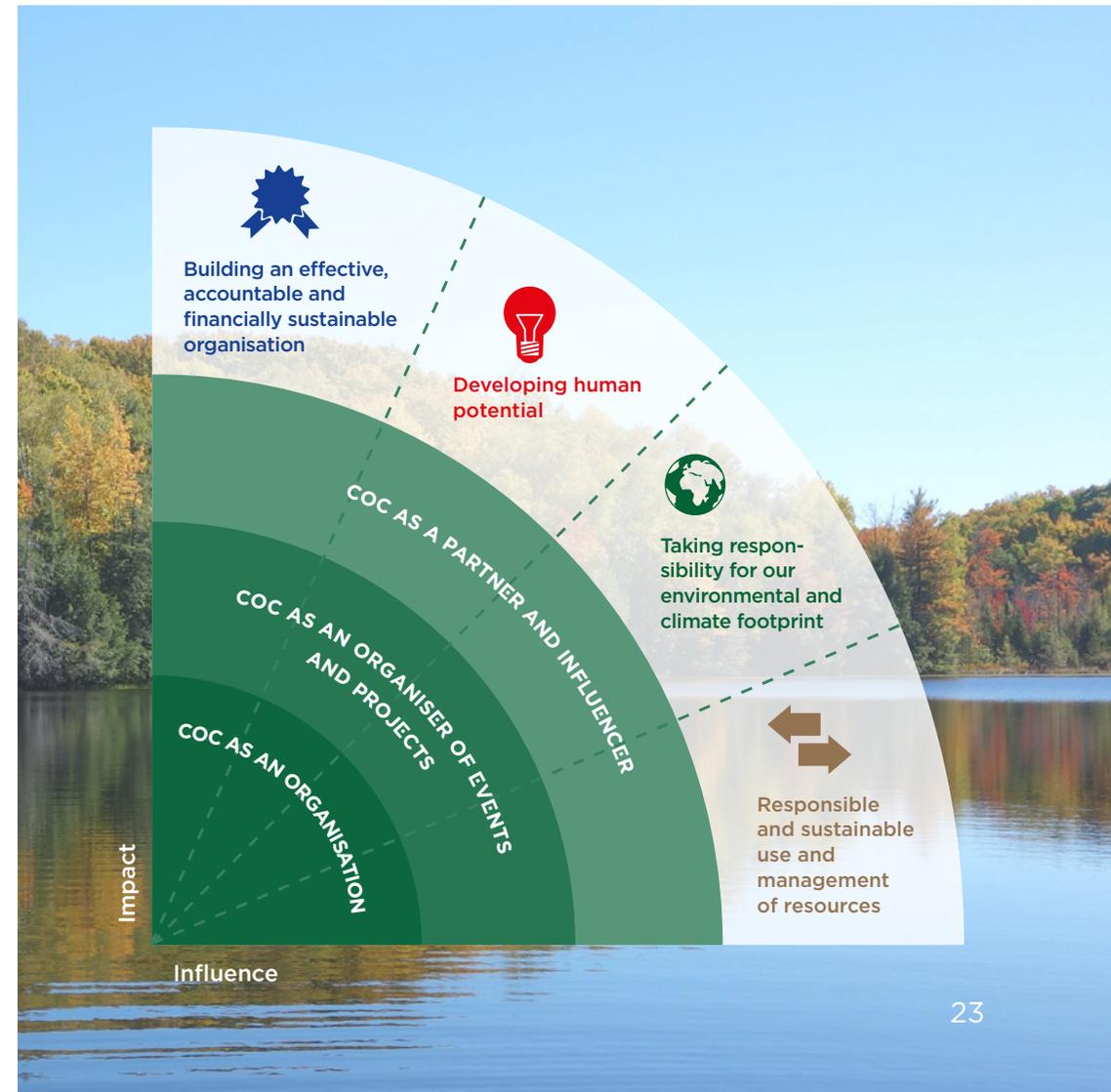
*Living up to our social and environmental responsibility, our vision is to become a sustainability leader in the sports movement nationally and internationally and to inspire others.*

## MISSION

*Continuously improve our operations and activities while minimizing their potential negative environmental, social and economic impact.*

The Sustainability Strategy represents the COC's commitment to continuous improvement in all activities, projects and actions. It provides a nine-year framework and roadmap for transforming our organisation towards greater sustainability and accountability. In some areas, this process will require a change in the "business as usual", while in others it will be more about influence, partnership and collaboration to inspire general change.

The framework of the Sustainability Strategy is defined by **three spheres of influence and four priority areas**, which refer to the most relevant aspects of the COC's activities related to sustainability. This framework will guide the Czech Olympic Committee's work on sustainability until 2030. How these goals will be achieved is detailed in the Action Plan, which breathes life into the first phase of implementation (2021-2024), after which it will be reviewed and updated.



## Spheres of influence

The Czech Olympic Committee has three main spheres of influence: the COC as an organisation, the COC as organiser of events and projects, and the COC as an influencer and partner. To be able to define our long-term strategic approach to sustainability and determine what we can change as an organisation, we need to consider our role and activities in each of these areas and the

relative degree of influence and control we have within them. In the first sphere, our level of control over the outcomes of our activities will be much greater (e.g. HR strategy, IT purchasing decisions, etc.) than in the third sphere, for example, where we can 'only' exert our influence or inspire others to action (promoting a healthy lifestyle).

### 1. COC AS AN ORGANISATION

- Headquarters - Benešovská, Vinohradská, OSIC and warehouses
- Employees and collaborators
- Organisation of participation in the Olympic Games
- Athletes
- Internal events
- Committees and committees
- Sports Diplomacy Education Programme
- Dual Careers

### 2. COC AS ORGANISER OF EVENTS AND PROJECTS

- Olympic Festivals
- National Youth Sport Festival
- T-Mobile Olympic Run
- Sazka Olympic School Sport Programme
- Olympic Foundation / Dana and Emil Zátopek Foundation
- Czech House
- MediaHouse / Czechteam.tv

### 3. COC AS A PARTNER AND INFLUENCER

- Informed public - Czech sports movement, public sector, partners and sponsors, universities
- General public
- International sports sector (IOC, EOC International Federations, other NOCs...)

## Priority areas and main objectives

The four priority areas reflect the aspects of the COC activities, which are most relevant to sustainability. These areas have been selected with regard to key sustainability challenges, the Sustainable Development Goals, the priorities of the Olympic movement and our general role and responsibility in the Czech sports movement and Czech society. They also reflect the strengths, weaknesses, challenges and opportunities that we identified during the organisational screening, consultation and subsequent detailed analysis.

Each of the priority areas contains 3 to 4 main objectives, broken down in the diagram below. The path to achieving these main objectives is then outlined in an action plan, which translates the priority areas and spheres of influence into specific objectives and activities.



## 1. BUILDING AN EFFECTIVE, ACCOUNTABLE AND FINANCIALLY SUSTAINABLE ORGANISATION



- A. Ensure that the development of the COC and its projects/events is based on a long-term strategy based on the fundamental principles of Olympism and sustainability.
- B. Enhance the accountability, efficiency and resilience of the COC and its structures and processes.
- C. Improve the transparency and integrity of the COC and its structures and processes.
- D. Develop long-term partnerships.

## 2. DEVELOPING HUMAN POTENTIAL



- A. Create and maintain a supportive, safe and inclusive environment for the staff and good conditions for their development.
- B. Promote health, safety and well-being in sport.
- C. Promote Olympic values, quality education and research in sport.
- D. Promote equal access to sport and equal opportunities in sport.

## 3. TAKING RESPONSIBILITY FOR OUR ENVIRONMENTAL AND CLIMATE FOOTPRINT



- A. Reduce the overall impact of COC activities, projects and actions on climate and nature.
- B. Increase awareness of climate change and environmental aspects of sustainability in sport.
- C. Develop partnerships and cooperation on climate issues at national and international level.

## 4. RESPONSIBLE AND SUSTAINABLE USE AND MANAGEMENT OF RESOURCES



- A. Integrate sustainability principles into the procurement of goods and services, including from official partners and suppliers.
- B. Use resources responsibly and sustainably in our activities, projects and events.
- C. Promote and support the organisation of sustainable sporting events.

# 5 ACTION PLAN 2021-2024

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## Scope and general objectives 2021-2024

The first phase of the implementation of our strategy will take 3-4 years to align with the Olympic cycle. At the end of the first phase, the action plan will be reviewed and updated together with a general evaluation of the implementation of the whole strategy.

In this phase, we aim first and foremost to build a solid foundation for integrating sustainability into all aspects of our organisation. As we are just starting out in a number of areas, the corresponding targets and activities are formulated in an open-ended way and KPIs for which a solid evidence bases is needed are not used for the time being. It is for these areas, where we lack the necessary know-how and experience, that we intend to work with renowned experts.

In general, we aim to:

- Create / update internal regulations, rules, processes.
- Create new and strengthen existing partnerships with stakeholders in sport and beyond.
- Build a solid evidence base.
- Develop and build on existing initiatives and activities.
- Communicate on the topic of sustainability to a diverse audience.

In the following phases of the strategy implementation, we will try to adopt science-based objectives, deepen the integration of sustainability into our activities, projects and events and become a reference point for sustainability in the Czech sport movement.

## Structure

Sustainability requires systemic thinking, i.e. accepting that the challenges of today's world are interconnected, and that these interconnections are often very complex. The main priority areas and the subsequent objectives and actions are therefore often closely interlinked. For the sake of clarity and user-friendliness, we have decided to keep some elements in only one priority area, while they may also be relevant (have an impact) in another priority area (e.g. responsible consumption including waste management is equally relevant for priority areas 3 and 4).

The main and specific objectives are listed under each of the four priority areas in the diagram below, while the individual measures designed to help achieve these objectives are described in detail in Annex 2. The measures have been designed to correspond to the three spheres of influence. Some of these will be implemented on an ongoing basis, while others have a specific implementation date or approximate timing to make their implementation as realistic as possible. All aim to contribute to the implementation of the SDGs.

## Supporting and parallel processes

The Sustainability Strategy acts as a „beacon“ to guide our organisation on the path to sustainability and is the main umbrella for all activities that move in this direction. However, not all processes and activities will be a direct part of this strategy. Yet, they will support its implementation. These mainly concern aspects of embedding our strategy in projects and events (the second sphere of influence), which are included in the **COC Manual for Sustainable Events and Projects**, and some elements of the implementation of good governance, such as the possible development of a general strategy for the organisation.

# 1. BUILDING AN EFFECTIVE, ACCOUNTABLE AND FINANCIALLY SUSTAINABLE ORGANISATION



## Scope of the priority area and SDGs

This priority area relates to the strategic development of our organisation, good governance, integrity, accountability, diversification of financial resources and building long-term partnerships.



## Our ambitions

We want to set our organisation on a path of long-term strategic development, consisting of an efficient and accountable governance system and corresponding processes, improved integrity and transparency, diversified financial resources and their responsible management. Through this journey we want to become a more sustainable, credible and resilient organisation and (institutional, business etc.) partner.



## Main and specific objectives

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### **A. Ensure that the development of the COC and its projects/events is based on a long-term strategy based on the fundamental principles of Olympism and sustainability**

- Fully integrate sustainability into the content and implementation of our future long-term strategy
- Revise the COC Statutes
- Ensure that the purpose of projects / events fully reflect the vision, mission and future strategy
- Ensure that all projects and events are developed based on a long-term strategy

### **B. Increase the accountability, efficiency and resilience of the COC and its structures and processes**

- Increase the accountability and effectiveness of the organisational and management structure
- Increase accountability and efficiency of internal COC processes
- Develop a generic risk management plan, including a crisis plan, for our core business and activities (e.g. Olympic Games, lack of financial resources, etc.)
- Improve internal communication to streamline work and strengthen organisational culture
- Streamline IT, data and information management and security
- Diversify financial resources
- Apply the above points to projects and events
- Maximise cooperation and increase synergies between projects and events
- Develop a risk management plan, including sustainability-related risks (e.g. extreme weather, excessive air pollution, lack of snow) for each project / event

### **C. Improve the transparency and integrity of the COC and its structures, processes and projects**

- Improve the integrity of the COC
- Improve internal and external transparency
- Apply the above points to projects and events

### **D. Develop long-term partnerships**

- Improve communication and strengthen relationships with member organisations
- Involve elite athletes as much as possible in COC activities, projects and events and promote their role as ambassadors
- Build strong institutional partnerships and advocate for the interests of the COC and the Czech sport movement both in general and in the area of sustainability
- Develop long-term partnerships with commercial partners, which will support the role of sport in sustainable development
- Develop structured collaborations and partnerships outside the sport movement
- Strengthen our position and partnerships internationally

## 2. DEVELOPING HUMAN POTENTIAL



### Scope of the priority area and SDGs

This priority area relates to developing the potential of the workforce; promoting and ensuring the health, safety and security of staff, athletes and participants in our events and projects; providing quality education and promoting Olympic values; promoting equal opportunities and access to sport; and promoting the role of sport as an important actor in sustainable development.

### Our ambitions

We want to create an environment and conditions in which our staff, athletes and participants in our projects and events, whatever their background, capabilities and abilities, can thrive and develop their full potential; an environment and conditions in which sport and adherence to Olympic values can contribute to a healthier and happier life and social cohesion.



## Main and specific goals

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### A. Create and maintain a supportive, safe and inclusive environment for staff and good conditions for their development

- Create and implement a human resource development system
- Improve safety, security and well-being in the workplace and create conditions for a healthy lifestyle for employees
- Apply the general rules of human resources development to all events and projects

### B. Promote health, safety and satisfaction in sport

- Promote and, where appropriate to our organisation, provide health care, safety and security for participants in Olympic events
- Contribute to creating a safe environment in sport
- Ensure that our events/projects provide a healthy and safe environment for all involved
- Promote the positive health impacts of sport within and through our events/projects
- Use the communication potential of the Olympic movement and our organisation to promote sport as a means to improve health and increase satisfaction
- Strengthen cooperation with public institutions and sports organisations to promote healthy lifestyles in and through sport

### C. Promote Olympic values, quality education and research in sport

- Provide quality education and training in the areas of our organisation's competence and continuously improve these activities
- Educate the sporting public on doping
- Educate the general public about Olympic values and support their implementation
- Protect the Olympic heritage and make it accessible to the general public
- Raise awareness and educate about Olympic values in all our events and projects
- Where possible, facilitate education and training within events/projects
- Raise awareness of Olympic values through communication activities
- Strengthen relations with public institutions and organisations in the field of education

### D. Support and promote equal access to sport and equal opportunities in sport

- Promote and, where possible, enable equal opportunities in and through sport
- Increase the involvement of representatives of the Czech Paralympic Committee and experts from other organisations in advisory commissions and other advisory bodies
- Promote sport for people with disabilities and where possible ensure that our events/projects are (physically) accessible to all
- Ensure the long term operation of activities aimed at helping children from disadvantaged backgrounds and their families to participate in sport
- Minimise (non-physical) barriers to participation in our events and projects
- Promote equal opportunities in sport through our communication activities
- Strengthen relations with public institutions and organisations in the field of equal opportunities in sport

### 3. TAKING RESPONSIBILITY FOR OUR ENVIRONMENTAL AND CLIMATE FOOTPRINT



#### Scope of the priority area and SDGs

This priority area concerns the reduction of greenhouse gas (GHG) emissions related to the mobility of people (travel) and goods (logistics) and energy consumption in our operations and activities. It also addresses awareness raising, education, training and the development of climate partnerships. The environmental and climate aspects of procurement, sourcing and consumption are covered in priority area 4.

#### Our ambitions

We want to play an exemplary role by taking responsibility for the impact of our activities on the climate and nature. We want to reduce the greenhouse gas emissions directly generated by or associated with our activities and thus minimise our carbon footprint. At the same time, we have the ambition to raise awareness and educate (through sport) about the impacts of climate change and to create partnerships and deepen cooperation at national and international level.



## Main and specific goals

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### A. Reduce the overall impact of COC activities, projects and events on climate and nature

- Analyse the current situation and set-up in this area (especially within the COC headquarters)
- Reduce greenhouse gas emissions related to transport to the workplace, business travel and the organisation of participation in Olympic events
- Reduce greenhouse gas emissions related to logistics
- Reduce greenhouse gas emissions associated with direct energy consumption (in COC owned/rented properties)
- Establish an offset scheme for residual GHG emissions (activity and projects/events) and improve it gradually
- Reduce the potential negative impact on nature of the management, maintenance and cleaning of the COC headquarters
- Ensure that any future plans for the construction or rental of properties (e.g. COC headquarters) take full account of sustainability considerations
- Analyse the current situation and set-up in this area within projects
- Reduce greenhouse gas emissions associated with the organisation and participation (of visitors and participants) in our events and projects
- Minimise the potential direct negative impact of projects/events on nature

### B. Raise awareness of climate change and environmental aspects of sustainability in sport

- Encourage and promote the involvement of our staff in climate and environmental protection activities
- Incorporate climate change and environmental issues into Olympic values education
- Add the topic „climate change and sport“ to the curriculum of the Sports Diplomacy Education Programme
- Explore opportunities for creating a „Green Sport“ award that would raise the profile and reward the most successful sports projects and initiatives in the field of (environmental) sustainability
- Raise awareness and educate about climate change and environmental protection through our events/projects
- Raise awareness of sustainability in sport among our members

### C. Develop partnerships and cooperation on climate at national and international level

- Develop collaboration with partners at national level to strengthen our activities in the climate and environment sector
- Contribute to global climate action and raise the international profile of the COC in this area

## 4. RESPONSIBLE AND SUSTAINABLE USE AND MANAGEMENT OF RESOURCES



### Scope of the priority area and SDGs

This priority area deals with the purchase of goods and services within our activities and events/projects. It also focuses on resource management and consumption, awareness raising and promotion of sustainably organised sporting events.



### Our ambitions

Sustainable consumption means doing more and better with fewer resources. We want to design and implement a procurement system for the purchase of goods and services that reflects environmental and social considerations in the same way that it currently reflects economic and quality considerations, and in a way that allows us to maximise value and minimise waste. At the same time, our ambition is to reduce the consumption of resources used for general operations, events and projects and to move away from the traditional (linear) perception of waste towards an approach based on circular economy principles. We want to motivate and inspire our staff, partners and participants in our events and projects to live more sustainably and, above all, to be more responsible with resources, whether it be energy, water, sports equipment and clothing or financial resources.



## Main and specific goals

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### **A. Integrate sustainability principles into the procurement of goods and services, including those from official partners and suppliers**

- Analyse the initial situation
- Design and implement an effective sustainable procurement system
- Implement the Sustainable Procurement System and Supplier Code into the organisation of all projects/events and reflect them in relation to suppliers of goods and services

### **B. Manage resources responsibly and sustainably in our activities, projects and events**

- Establish an (internal) system to promote sustainable and responsible use of resources
- Inspire staff to change behaviour and improve their knowledge and skills in the process of implementing our Sustainability Strategy in the areas for which they are responsible
- Increase resource efficiency, reduce the use of (single-use) plastics, improve waste management and promote recycling and reuse of products in projects and events through the launch of the COC Manual for Sustainable Events and Projects
- Provide training to external collaborators and volunteers on responsible resource use, waste management and other issues related to sustainable consumption when organising events/projects
- Raise awareness of sustainable and responsible consumption at our projects and events
- Explore opportunities to work with COT partners and suppliers and others to promote sustainable and responsible consumption

### **C. Promote and support the organisation of sustainable sporting events**

- Promote the COC Manual for Sustainable Events and Projects among sports organisations and public authorities
- Consider creating a platform for sustainable sport events

## 6 IMPLEMENTATION

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## SUSTAINABILITY MANAGEMENT SYSTEM

We recognise that sustainability must be an integral part of our organisation's operations and decision-making. A strategy „on paper“ does not provide sufficient assurance that its objectives and actions will actually be implemented. We have therefore taken inspiration from existing international standards (e.g. [ISO 20121: 2012 Sustainability Event Management](#)) and best practices from our Olympic movement partners, and have developed a sustainability management system that will enable us to effectively implement our strategy and its action plan.

### Key principles for implementing the strategy

- Commitment to the principles of sustainability and progressive improvement formalised in the Czech Olympic Committee's Sustainability Policy (see Annex 1).
- Intensive cooperation across departments, projects and events.
- Involvement of external experts in all areas where we lack know-how and experience.
- Regular dialogue and cooperation with our partners at national and international level.
- Transparent communication on progress in implementation, challenges and lessons learned.

In the early years of the strategy implementation, we will strive to set up an efficient structure and processes so that in the future we will be able to fully align our management system with recognised international standards and apply for appropriate certification.

## Structure of strategy implementation

### Level 1: STEERING / CONTROL

#### Executive Committee

- Approves the strategy, its action plan and updates and changes.
- Approves the annual budget.

#### Strategy Steering Committee – President and Vice-Presidents

- Approves the Action Plan, the Implementation Plan and the Annual Executive Plans.
- Monitors and evaluates the implementation of the strategy.
- Assigns tasks to the Strategy Management Team / Strategy Manager.

### Level 2: EXECUTIVE

#### Strategy Management Team/Strategy Manager

- Coordinates and manages the implementation of the strategy and its action plan, annual executive plans and any amendments adopted by the Strategy Steering Committee.
- Assigns responsibilities and delegates tasks necessary to implement the strategy.
- Reports to the Strategy Steering Committee.

### Strategy Working Group

- It consists of the Secretary General, Directors, Human Resources Manager and the Strategy Management Team/Strategy Manager.
- Coordinates responsibilities and tasks between the different departments, allocates human resources to individual tasks.

### Coordinators / executors

- Responsible for implementing or coordinating individual activities within their projects.

## Level 3: ADVISORY

### Sustainability Commission

- Main advisory body for the implementation of the Sustainability Strategy.

### Other commissions and external experts

- Relevant COC advisory bodies (e.g. Athletes' Commission, Equal Opportunities in Sport Commission, Czech Coaches Academy) and external experts work together to implement the strategy in their respective fields of competence and expertise.

## Tools for strategy implementation

The detailed **Strategy Implementation Plan** is the main instrument that will guide the implementation of the Strategy and its Action Plan in 2021-2024. Within this plan, key responsibilities will be assigned to each action, internal and external collaborators defined, and KPIs, timelines and deadlines set. Short-term (one-year) **Execution Plans** will then be used to break down the details of the implementation of each action, including the allocation of the corresponding funds and resources to each action for that year.

## Monitoring

The implementation of planned actions will be closely monitored by the Strategy Management Team / Strategy Manager (and subsequently the Strategy Working Group) to ensure that it is in line with the relevant Executive Plan and its KPIs. Technical aspects such as resource consumption, travel, purchasing of goods etc will also be monitored (in conjunction with the experts) to assist us in:

- Establishing the basis for a range of activities (including carbon footprint);
- Setting specific indicators;
- Assessing any progress against the baseline.

## Evaluation and review

Based on monitoring data, feedback and other relevant information, the implementation of the strategy and its action plan will be regularly evaluated.

- **Annual evaluation** - the main objective is to gather information on the implementation (and, where appropriate, the results) of the various actions planned for the year and to adopt any changes to the action plan.
- **Project / event evaluation** – project and event managers will ensure that the implementation of the COC Manual for Sustainable Events and Projects is evaluated after each completed edition of the event / project. The results of these evaluations will be part of the annual evaluation.
- **Strategic evaluation and review** will be carried out at the end of each implementation period (first in the second semester of 2024). The main objectives are to (1) evaluate the impact of the activities we have put in place on our organisation and our partners, (2) review our activities and specific objectives, (3) refine our main objectives, and (4) make any appropriate adjustments to ensure that our strategy remains relevant.
- **A final evaluation of our strategy** will be conducted in 2030/2031.

## RESOURCES AND SUPPORT

To ensure the effective implementation of the planned measures and to contribute to the achievement of the main and specific objectives of the strategy, we need not only a clearly defined implementation structure, but also adequate resources and expertise.

### Financial resources

One of the main objectives of our strategy is to ensure that sustainability becomes an integral part of the daily operations and functioning of our organisation. Part of the implementation of the Action Plan will therefore not require resources beyond day-to-day operations, particularly in priority areas number one (e.g. setting up

processes and structures) and number two (developing a human resources strategy).

However, a number of activities (e.g. staff training, working with external experts, etc.) will require (initial) investment. Incorporating sustainability principles into projects and actions (sphere of influence 2) will also require additional financial resources, although it is expected that these initial expenditures may lead to cost savings in the medium to long term.

To ensure that we have sufficient financial resources for these activities, we will explore different funding and partnership opportunities. In this area, we will draw primarily on our own experience and best practice:

- Grant programmes at national and regional level beyond the support of sport as such (e.g. Ministry of Environment, Ministry of Labour and Social Affairs, regional environmental agencies, etc.)
- EU and other international programmes (in particular the Erasmus+ Sport Programme of the European Union)
- Olympic Solidarity
- Cooperation with TOP Partners and COT partners and suppliers
- Cooperation with expert and non-profit organisations

### Human resources, expertise and cooperation

Our staff will ensure the implementation of most of the planned measures. Their role and responsibilities will be detailed in the Strategy Implementation Plan and will be adjusted as needs and developments arise. However, in the preparation of the strategy

we have become convinced that we cannot achieve our objectives without the help of specialists in areas where we lack knowledge and expertise, and without partnership and cooperation with relevant institutions and other bodies. Our aim is therefore to build on the long-standing cooperation with existing partners, to develop the partnerships that have emerged during the strategy development process, and to establish new partnerships and collaborations. By establishing and operating a Sustainability Commission, we will then ensure that external insight and expertise are taken fully into account in the implementation of the strategy.

## REPORTING AND COMMUNICATION

### Regular reports

The Strategy Management Team / Strategy Manager will report regularly on the implementation of the Strategy to the Strategy Steering Committee. Each year, starting in 2022, we will include a short report on the implementation of the Strategy in the Czech Olympic Committee's annual report. A formal report will be produced at the end of each implementation period and at the end of the strategy's lifetime.

### Communication

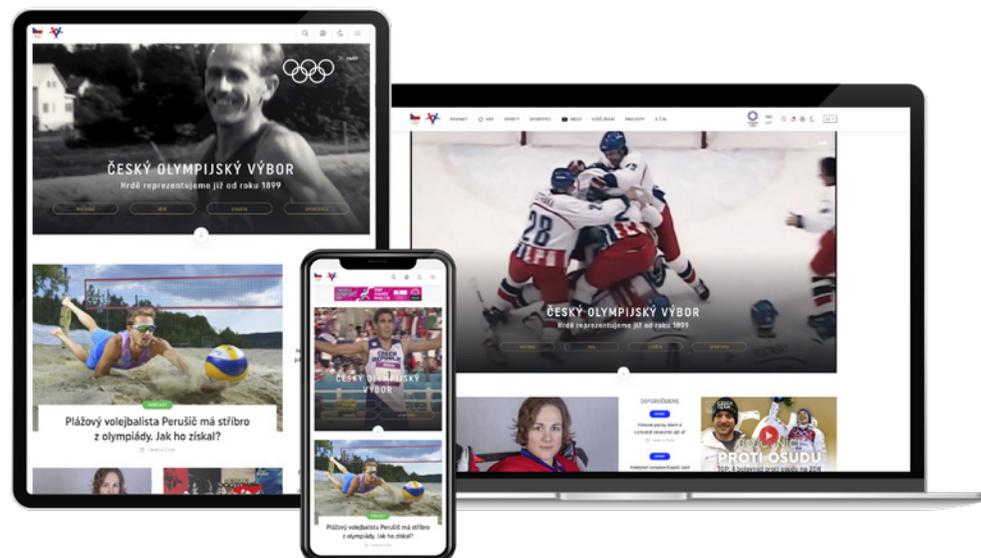
Communication on issues related to sustainability in sport is an integral part of the action plan. In addition to the measures contained in the action plan, we will provide information on the implementation of our strategy through the usual communication channels such as our website, newsletter, social media and others.

## Feedback

We recognise that sustainability is a long-term process and a commitment to incremental improvement. It is therefore important that we are open to new ideas, suggestions and developments around us. In this respect, we attach great importance to feedback from all partner organisations and stakeholders.

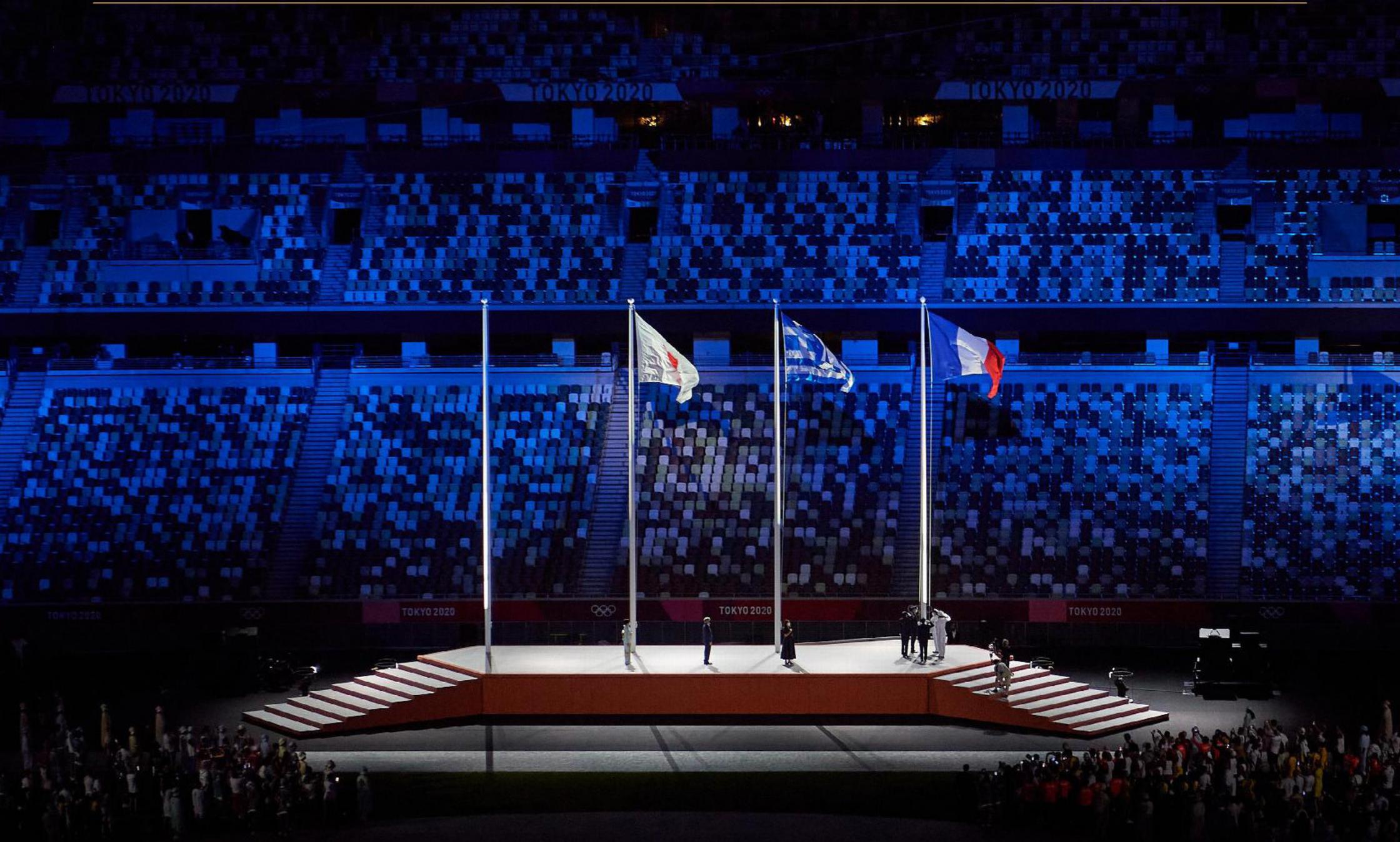
To this end, we have included a number of concrete measures and activities in the action plan and plan to set up a Sustainability Commission. We also welcome any feedback from readers of this document. You can send your suggestions to the following email: [zemanova@olympic.cz](mailto:zemanova@olympic.cz).

Feedback from stakeholders will be reflected not only in the implementation of the action plan but also in the evaluation and review process.



# 7 ANNEX

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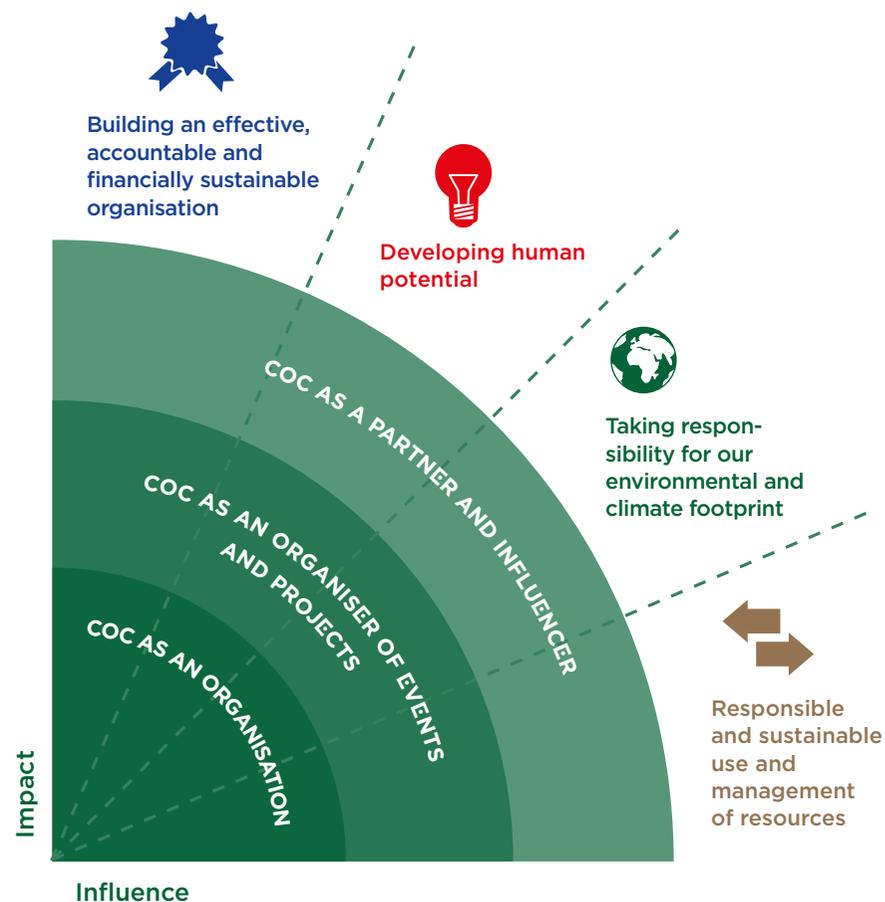
## 1. SUSTAINABILITY POLICY OF THE CZECH OLYMPIC COMMITTEE

Every National Olympic Committee is committed to contributing to the Olympic movement's mission of building a better world through sport in its territory. The sustainability of our organisation and its good governance are essential to enable us to fulfil this mission not only today but also in the future.

The seventeen UN Sustainable Development Goals provide a concrete framework for defining what this „better world“ could look like by 2030. It includes recognition of the role of sport as an important enabler of sustainable development and the role of Olympism as an inspiration for future generations.

Although we are a national-level association whose main mission is to support the development of the Olympic movement in our country, we fully recognise the need to take responsibility for the (positive and negative) impacts of our operations and activities on society and the environment, to do our best to improve these activities, and to motivate and inspire others.

That is why we have created our Sustainability Strategy 2030, which represents the COC's commitment to continuous improvement and provides a nine-year framework and roadmap for transforming our organisation towards greater sustainability and accountability. This framework is made up of four priority areas, which refer to the aspects of the COC's activities most related to sustainability, and is framed by three spheres of influence - the COC as an organisation, the COC as an organiser of projects and events, and the COC as an influencer and partner.



The strategic objectives in each of the priority areas represent our vision of what a sustainable future could look like for the Czech Olympic Committee as an organisation, for our projects and events, and for our role in sustainability in the Czech and international sport movement.

The following actions will enable us to move closer to achieving our ambitions in each of the priority areas:

- Establishing a Strategy Management Team (or a Strategy Manager position) to coordinate our work in this area.
- Adopting a sustainability management system inspired by international standards with clearly defined roles and responsibilities.
- Embedding sustainability principles into internal processes.
- Setting out the main and specific objectives within each of the priority areas and developing a series of measures designed to achieve these objectives.

- Involving the whole organisation and their staff in the implementation of the Sustainability Strategy.
- Working with our partners and stakeholders to support each other on our shared sustainability journey.

The COC Executive Committee is responsible for establishing the COC Sustainability Policy and for overseeing its implementation. The COC Secretary General and the Directors of the various departments support the policy and are responsible for its implementation in their areas of responsibility.

We will report regularly on the implementation of this policy and the implementation of the Sustainability Strategy.

Approved by the Executive Committee on 22. 11. 2021



**Jiří Kejval**

President of the Czech Olympic Committee

## 2. ACTION PLAN - DETAILS



### 1. Building an effective, accountable and financially sustainable organisation

<b>1 A Ensure that the development of the COC and its projects/activities is based on a long-term strategy based on the fundamental principles of Olympism</b>			
1.1	Fully integrate sustainability (especially in the sense of taking full responsibility for the impact of our activities and operations) into the content and implementation of our future long-term strategy alongside the core principles of Olympism		
1.2	Revise the COC Statutes		
1.3	Ensure that the purpose of projects/events fully reflects the vision, mission and future strategy of the COC		
1.4	Ensure that each project and action is developed on the basis of a long-term strategy	1.4.1	Each project / event will prepare and implement a project / event Sustainability Strategy fully reflecting the vision, mission, priority areas and main objectives of the COC Sustainability Strategy in the context of and linked to the COC Manual for Sustainable Events and Projects.
<b>1 B Increase the accountability, efficiency and resilience of the COC, its structures and processes</b>			
1.5	Increase the accountability and effectiveness of the management and organisational structure	1.5.1	Review all internal documents and regulations with a view to improving its effectiveness, accountability, transparency and clarity.
1.6	Increase accountability and efficiency of internal COC processes	1.6.1	Prepare guidelines setting out the process for the development, implementation and revision of bylaws /guidelines.
		1.6.2	Revise organisational rules describing the rights and responsibilities of the statutory and other bodies, including advisory bodies, the relationship between the different bodies and staff, and formalising existing human resource management processes.
		1.6.3	Formalize other existing processes (e.g. financial, external communication, etc.) and update or create new bylaws and guidelines wherever possible or necessary.
		1.6.4	To avoid duplication of effort and conflicts between processes, ensure that all internal processes are complementary.
		1.6.5	Ensure that internal organisational rules and guidelines are followed (through effective supervision and communication to all stakeholders).
1.7	Develop a general risk management plan, including a crisis plan, for our core business and activities (e.g. Olympic Games, lack of financial resources, etc.)		

1.8	Improve internal communication to streamline work and strengthen organizational culture	1.8.1	Put into practice the recommendations for improving internal communication developed under the MEMOS programme.
1.9	Streamline IT, data and information management and security	1.9.1	Revise long-term cooperation with an external IT (software) service provider.
		1.9.2	Evaluate the current situation and explore options for the creation and implementation of a comprehensive internal communication and collaboration platform (cloud-based).
		1.9.3	Provide all staff (including new staff and committee members etc.) with training and regular information on information security, data protection (GDPR) and the use of IT systems and equipment, including the handling of audiovisual content (e.g. its workflow in an online environment).
1.10	Diversify financial resources	1.10.1	Continue to build strong partnerships with commercial partners and suppliers, including in areas related to sustainability.
		1.10.2	Explore grant opportunities (at EU, national, regional and municipal level) beyond those directly targeting sports organisations and apply for appropriate grants.
		1.10.3	Continue to generate financial resources through existing activities (e.g. merchandising, entry fees for T-Mobile Olympic Run, event tickets, etc.) and develop them further while complying with current legislation.
1.11	Apply the above points to projects and events		
1.12	Maximise collaboration and increase synergies between projects and events	1.12.1	Seek to centralize activities and processes that address all projects and events.
		1.12.2	Formalise the sharing of experiences between projects / events.
		1.12.3	Whenever appropriate, centralise resources used within individual projects/events (especially production materials - e.g. branding) and seek to reduce or reuse/upcycle them overall etc.
1.13	Develop a risk management plan, including sustainability-related risks (e.g. extreme weather, excessive air pollution, lack of snow) for each project / event		
<b>1 C Improve the transparency and integrity of the COC and its structures, processes and projects</b>			
1.14	Improve the integrity of the COC	1.14.1	Revise the COC Code of Ethics (based on the IOC Code of Ethics).
		1.14.2	Ensure that everyone - staff, advisory body members and Executive Committee members - adhere to the Code of Ethics and abide by its rights and obligations (under the supervision of the COC Ombudsman).
1.15	Improve internal and external transparency	1.15.1	Regularly publish minutes, reports and other outcomes from meetings of our organisation's bodies - in particular from the General Assembly and Executive Committee; and whenever appropriate from Commissions and other bodies.
		1.15.2	Continue to publish regular reports on the activities of our organisation.

		1.15.3	Ensure that all bylaws and (decision-making) processes are clear and transparent.
		1.15.4	Keep staff informed of all decisions and events that are relevant to the organisation and their work.
1.16	Apply the above points to projects and events		
<b>1 D Develop long-term partnerships</b>			
1.17	Improve communication and relationships with member organisations	1.17.1	Streamline our communication to members.
		1.17.2	Improve information service to member bodies through continuous improvement of our extranet/website and other activities.
		1.17.3	Continue to develop services and activities for member entities, taking into account the competencies of our organization and their needs and capabilities.
		1.17.4	Strengthen our position as a „reference point“ for sports organisations in areas such as participation in Olympic events, international relations, (social) media, sustainability, equal opportunities, professional development of professional coaches or the organisation of sport events for the general public, and organise activities to this end.
1.18	Involve elite athletes as much as possible in COC activities, projects and events and promote their role as ambassadors	1.18.1	Offer members of the Athletes' Commission or other elite athletes the opportunity to serve on other COC advisory bodies.
		1.18.2	Involve elite athletes (including post-career athletes) in the implementation of this Sustainability Strategy through joint activities on ‚sustainable‘ topics that are a priority for the athletes concerned - e.g. by creating a network of athlete ambassadors advocating for specific sustainability topics.
1.19	Build strong institutional partnerships and advocate for the interests of the COC and the Czech sport movement both in general and in the field of sustainability	1.19.1	Consider creating a public affairs position / portfolio to coordinate these activities within our organisation (including our events and projects), and creating and implementing a public affairs policy.
		1.19.2	Establish collaboration with other sport organisations and partners to promote public affairs and sustainability intentions.
1.20	Develop long-term partnerships with commercial partners, which will support the role of sport in sustainable development	1.20.1	Deepen the relationship with partners/suppliers of the Czech Olympic Team by developing a highly personalised approach.
		1.20.2	Together with current COT partners/suppliers, identify common goals related to sustainability and activate partnerships accordingly (e.g. joint activities, participation in events/projects, etc.)
		1.20.3	Seek to develop new commercial partnerships to support the implementation of our Sustainability Strategy and its objectives.
1.21	Develop structured collaboration and partnerships outside the sport movement	1.21.1	Increase the level and intensity of collaboration with NGOs, universities and relevant experts who can help us achieve the objectives of our strategy and who we can introduce to the sporting community as expert partners for sustainability.

1.22	Strengthen our position and partnerships internationally	1.22.1	Deepen existing relationships with organisations of the Olympic movement by setting common goals and working together to implement them through the exchange of experiences and best practices or joint projects and initiatives.
		1.22.2	Increase in a sustainable way the representation of our organisation in the governing and advisory bodies of international sports organisations (IOC, EOC, ANOC, etc.).
		1.22.3	Establish a system of support for the development of sports diplomacy at national level.

## 2. Developing human potential



2 A Create and maintain a supportive, safe and inclusive environment for staff and good conditions for their development			
2.1	Create and implement a human resource development system	2.1.1	Prepare and launch a centralised human resources development strategy that will be linked to our long-term strategy.
		2.1.2	Develop structured cooperation with universities and other educational institutions (internships, teaching and lectures, support for the development of expertise, joint research projects, etc.).
		2.1.3	Promote the exchange of experience, knowledge and ideas between staff.
2.2	Improve safety, security and well-being in the workplace and create conditions for a healthy lifestyle for employees	2.2.1	Develop and implement rules for the prevention of harassment and abuse (‘safeguarding’), including an (anonymous) complaints process, and include them in the organisational rules.
		2.2.2	Participate in the IOC International Safeguarding Officer in Sport Certificate programme and create this position.
		2.2.3	Ensure that staff are adequately trained in first aid and emergency procedures.
		2.2.4	Motivate staff to be physically active and eat well through specific incentives, activities and events, including encouraging active commuting.
		2.2.5	Organise and support initiatives to improve the mental well-being of staff.
		2.2.6	Strengthen team spirit, friendship and cooperation by organising joint activities such as teambuilding, ‘away days’, etc., including in cooperation with COT partners.
2.3	Apply the general rules of human resources development to all events and projects		

2 B Promote health, safety and satisfaction in sport			
2.4	Promote and, where appropriate to our organisation, provide health care, safety and security for participants in Olympic events	2.4.1	Ensure the long-term development and availability of services for elite athletes to help optimise their mental and physical health together with their performance, including nutrition, psychology, sports immunology, sports physiology, epidemiology, sleep or disease prevention.
		2.4.2	To ensure the best possible conditions for the acclimatisation of athletes to Olympic and other sporting events.
		2.4.3	Educate participants in preparation for Olympic events, including youth events, in areas such as psychological resilience and safe sport.
2.5	Contribute to creating a safe environment in sport	2.5.1	Update and revise our „Preventing Harassment in the Sport Sector“ brochure.
		2.5.2	In cooperation with the relevant actors (sports associations and federations, universities...) and public authorities, contribute to the creation of a support system for safe sport.
2.6	Ensure that our events/projects provide a healthy and safe environment for all participants	2.6.1	Comply as far as possible with the recommendations and guidelines on safety included in the COC Manual for Sustainable Events and Projects.
		2.6.2	Develop protocols for extreme weather conditions such as extreme drought or heat.
		2.6.3	Ensure that staff and co-workers (including volunteers) are informed and, where appropriate, trained on all health and safety matters.
		2.6.4	In projects where relevant, develop, implement and communicate a safe sport policy (including prevention of harassment and abuse) including an (anonymous) complaints process.
		2.6.5	Coordinate between projects/events the responses and actions that will be taken in response to the evolution of the coronavirus pandemic and possible future challenges.
2.7	Promote the positive health impacts of sport within and through our events/projects	2.7.1	Communicate the health benefits (including the positive impact on the mental health of the individual) also at events/projects that are not purely focused on sport (e.g. Coach of the Year, Sport Diplomacy Education Programme etc.).
		2.7.2	Continue to develop the powerful potential of our events/projects to inspire participants to make lifestyle changes.
2.8	Use the communication potential of the Olympic movement and our organisation to promote sport as a means to improve health and increase well-being	2.8.1	Continue to develop digital platforms and communication, especially with young audiences.
		2.8.2	Promote research on the links between sport, physical activity and other forms of human activity and related activities.
2.9	Strengthen collaboration with public institutions and sports organisations to promote healthy lifestyles in and through sport	2.9.1	Develop joint activities with member bodies (sports associations/federations and other umbrella sports organisations).

		2.9.2	Develop joint sport activities with partners / suppliers of the Czech Olympic Team and possibly other partners to encourage their employees to be physically active and at the same time strengthen our relationship with each other.
		2.9.3	Together with other sports organisations, work to change the perception of sport as a leisure activity and work towards its image as an essential factor in personal development and physical and mental well-being, a means of preventing (non-communicable) diseases and an important element of the healthcare system.
<b>2 C Promote Olympic values, quality education and research in sport</b>			
2.10	Provide quality education and training in our organisation's areas of responsibility and continuously improve these activities	2.10.1	Continue to develop quality education and training for coaches.
		2.10.2	Together with partner organisations, further develop the Master of Public Administration programme in Sport Diplomacy and initiate further activities in the field of international relations.
		2.10.3	Prepare a long-term concept for the development of the Dual Career Programme, including the diversification of its funding.
		2.10.4	Strengthen (in cooperation with the Athletes' Commission) the provision and coordination of education and training activities for athletes focusing on topics such as athletes' rights and responsibilities, media presentation and specific topics related to sports performance.
2.11	Educate the sporting public on doping	2.11.1	Plan, implement and annually evaluate an anti-doping education programme in cooperation with athletes, the Czech Anti-Doping Committee, sports federations and other institutions.
		2.11.2	Work particularly with the Czech Anti-Doping Committee to ensure that all athletes and their support staff receive education prior to participation in the Olympic Games or any other event in which the COC participates or hosts.
		2.11.3	Regularly engage with and encourage sports associations / federations to provide doping education in their areas of influence. Coordinate these activities with the Czech Anti-Doping Committee.
2.12	Educate the general public about Olympic values and promote their implementation in practice	2.12.1	To continually improve the Olympic Values education programme and gradually introduce elements of it across our activities, particularly projects.
		2.12.2	Ensure that the activities of the Czech Fair Play Club are present across our projects and activities, especially those aimed at children, and seek to increase their presence in the media.
		2.12.3	Explore opportunities for cooperation and joint projects with schools, universities and other partners to promote Olympic values and integrate them into (formal) education programmes.

		2.12.4	Explore opportunities to work with partners and suppliers of the Czech Olympic Team to promote Olympic values, including through merchandising, partner activation and employee engagement.
		2.12.5	Improve collaboration with member bodies to promote Olympic values in their communications and activities.
2.13	Protect the Olympic heritage and make it accessible to the general public	2.13.1	Make every effort to obtain „Specialized Public Library“ accreditation for OSIC.
		2.13.2	Continue to develop research and publishing activities, including through close cooperation with sports faculties of Czech universities.
		2.13.3	Continue to develop the content of our audiovisual archive and its technical sustainability.
		2.13.4	Continue to develop cooperation with national institutions of historical and cultural heritage and the IOC.
		2.13.5	Explore possibilities for further funding of the activities of the Czech Olympic Academy and OSIC (e.g. national and international funds for the preservation of historical and cultural heritage, private funds and collections, publishing and merchandising, etc.).
2.14	Raise awareness and educate about Olympic values in all our events and projects	2.14.1	Develop the EDU Zone initiative and use it across projects.
		2.14.2	Involve the Czech Olympic Team, sponsors and event/project suppliers, sports organisations and other partners in the development and implementation of educational activities on Olympic values.
2.15	Where possible, facilitate education and training within events/projects	2.15.1	Ensure that education and awareness-raising on certain topics becomes an integral part of the preparation of projects/events (e.g. accompanying programmes of sporting events, seminars for coaches, etc.).
		2.15.2	Explore opportunities to provide training education as part of the event organisation (e.g. volunteer programmes, internships for students at events, work experience for people who have been out of the labour market for a long time, etc.).
2.16	Raise awareness of Olympic values through communication activities	2.16.1	Leverage the potential of the 2024 and 2026 Olympic Games in Europe to fully integrate Olympic values into all aspects of COC communications and projects.
		2.16.2	Improve the promotion of award ceremonies administered by our organisation (e.g. Fair Play Awards), including by strengthening cooperation with member bodies and enhancing coordination between our commissions, departments and projects.
2.17	Strengthen relations with public institutions and actors in the field of education	2.17.1	Work with public authorities to develop a fully-fledged Dual Career system in the Czech Republic.
		2.17.2	Together with partner organisations, seek to adapt the university curriculum for physical education teachers to reflect the potential of school physical education for children's personal development and health.

## 2 D Support and promote equal access to sport and equal opportunities in sport

2.18	Promote and, where possible, enable equal opportunities in and through sport	2.18.1	Develop a Gender Equality policy / guidelines for our organisation.
		2.18.2	Strive for a minimum target of 30% representation of women in the decision-making bodies of sports organisations, and in particular increase the representation of women on our Executive Committee to a minimum of 30%, including through a mentoring programme for women in sport and other activities.
		2.18.3	Strive to increase the number and improve the status of female coaches in Czech sports organisations through better cooperation between the Equal Opportunities in Sport Commission on the one hand and the Czech Coaches Academy and the Medical Commission on the other, and by promoting university research.
		2.18.4	Start a discussion on family life and (professional / elite) sport.
2.19	Increase the involvement of representatives of the Czech Paralympic Committee and experts from other organisations in advisory commissions and other advisory bodies		
2.20	Promote sport for people with disabilities and, where possible, ensure that our events/projects are (physically) accessible to all	2.20.1	Where possible, ensure that our events are accessible to people with reduced mobility or visual/hearing impairments (refer to the COC Manual for Sustainable Projects and Events recommendations in this area).
		2.20.2	Continue and deepen our cooperation with the Czech Paralympic Committee in promoting sport for people with disabilities.
2.21	Ensure the long-term operation of activities aimed at helping children from disadvantaged backgrounds and their families to participate in sport	2.21.1	Secure long-term funding for the Czech Olympic Foundation and increase its fundraising capacity.
		2.21.2	Expand the range of fundraising activities organised within our projects and events, including in cooperation with partners and suppliers of the Czech Olympic Team.
2.22	Minimise (non-physical) barriers to participation in our events and projects	2.22.1	Wherever possible - to ensure that our projects/events, particularly those for children, target and engage boys and girls equally.
		2.22.2	Wherever possible - encourage participation of disadvantaged groups (children from orphanages or low-income families, senior citizens etc.) in projects/events.
		2.22.3	Ensure that special arrangements are in place for vulnerable groups wherever participants/visitors need to pay an entrance or participation fee.
2.23	Promote equal opportunities in sport through our communication activities	2.23.1	Improve the visibility of „equal opportunities in sport“ topics on social media - identify opportunities for the Equal Opportunities in Sport Commission and promote its topics on our „general“ social media profiles.
		2.23.2	Introduce the IOC „Gender Portrayal Guidelines“ into our communications.

		2.23.3	Whenever appropriate - join forces with the Czech Paralympic Committee and other NGOs, and strengthen communication on topics such as disability sport.
2.24	Strengthen relations with public institutions and organisations in the field of equal opportunities in sport	2.24.1	Endeavour to ensure that the topic of gender equality in sport is fully integrated into the activities of the National Sports Agency.
		2.24.2	Explore opportunities to work with public authorities and other partners on access to sport for disadvantaged groups.
		2.24.3	Promote the role of sport for minorities in cooperation with relevant partners and institutions and consider opportunities for joint activities.

### 3. Taking responsibility for our environmental and climate footprint



3 A Reduce the overall impact of COC activities, projects and events on climate and nature			
3.1	Analyse the current situation and set-up in this area (especially within the COC headquarters)	3.1.1	Develop a „carbon footprint“ analysis of our activities (internally or with the help of experts).
		3.1.2	Based on the findings of this analysis, adjust the corresponding measures described below and prepare an updated carbon footprint reduction plan with specific targets (in cooperation with experts).
3.2	Reduce greenhouse gas emissions related to transport to the workplace, business travel and the organisation of participation in Olympic events	3.2.1	Develop and implement guidelines for business travel.
		3.2.2	Through these guidelines, aim to reduce the number of business trips by replacing part of them with online meetings and optimising the travel calendar.
		3.2.3	Adopt and implement clear rules for the use, maintenance, allocation of vehicles and coordination of our fleet.
		3.2.4	Provide staff with training on how to drive more environmentally friendly and economically.
		3.2.5	Explore ways to structurally prioritise low-carbon modes of travel (direct, economy flights, etc.) in cooperation with travel agencies. Evaluate the current system, explore existing options and implement the most optimal solution.
		3.2.6	If possible, taking into account the distance and destination of the trip, use charter flights and group tickets for transport to Olympic events.
		3.2.7	Continue to work closely with the government and relevant ministries - use government charter flights.

		3.2.8	Where possible, take sustainability criteria into account when selecting travel providers or include sustainability provisions in contracts with them.
3.3	Reduce greenhouse gas emissions related to logistics (Olympic events, projects and COC events)	3.3.1	Explore opportunities for cooperation with current and future partners/suppliers of the Czech Olympic Team.
		3.3.2	Consider, whenever possible, alternative ways of moving material and sports equipment - e.g. prioritising boat and train transport over air transport (especially with regard to Paris 2024 and Milano-Cortina 2026).
		3.3.3	Discuss with sports associations/federations, escorts and athletes how to reduce the amount of material and equipment that needs to be transported to venues and increase the efficiency of logistics.
		3.3.4	Centralise our warehouses and improve logistics management.
3.4	Reduce greenhouse gas emissions related to direct energy consumption (in COC owned/rented properties)	3.4.1	Review contracts with energy suppliers at all venues - prioritising 'green' energy sources where possible.
		3.4.2	Check the energy efficiency of electronics and other appliances - e.g. light bulbs - and replace them with more energy-efficient ones (at the end of their useful life) where appropriate.
		3.4.3	Consider possible infrastructure changes at the COC site to reduce its energy consumption - e.g. installation of photovoltaic panels etc.
		3.4.4	Make energy consumption more efficient - e.g. installing a thermostat or intelligent energy management/control system.
		3.4.5	Develop a project to enable a controlled workflow of audiovisual content in the communications department and beyond (Olympic Multimedia Library).
3.5	Establish an offset scheme for residual GHG emissions (activity and projects/events) and gradually improve it	3.5.1	Consider the possibilities of cooperation with partners and suppliers of the Czech Olympic Team for this purpose.
		3.5.2	Together with experts and partners, develop an overview of greenhouse gas offset options for the COC.
		3.5.3	Implement selected options.
3.6	Reduce the potential negative impact of the management, maintenance and cleaning of the COC site on nature	3.6.1	Minimise the use of any products that may be harmful to the environment during cleaning and maintenance - supply cleaning service providers with environmentally friendly cleaning products (in collaboration with COC partners/suppliers).
		3.6.2	Explore opportunities for (greater) staff involvement in the maintenance of the Benešovská garden.
3.7	Ensure that any future plans for the construction or rental of properties (e.g. COC headquarters) take full account of sustainability considerations		

3.8	Analyse the current situation and settings in this area within projects	3.8.1	Develop a carbon footprint analysis of the Olympic Festivals, National Youth Sport Festival and Sazka Olympic School Sport Programme. In the first phase, consider in particular direct emissions (scope 1) and transport.
		3.8.2	For each project/event, where possible, develop a review of current energy and transport/logistics suppliers.
3.9	Reduce greenhouse gas emissions associated with the organisation and participation (of visitors and participants) in our events and projects	3.9.1	Comply as far as possible with the recommendations and guidelines on transport, logistics and energy consumption included in the COC Manual for Sustainable Events and Projects.
		3.9.2	Based on the experience of organising the first year of the event/project after the adoption of the Sustainability Strategy and the results and recommendations based on the carbon footprint analysis, update the Sustainability Strategy of each project and adopt specific targets in this area.
3.10	Minimise the potential direct negative impact of projects / events on nature	3.10.1	Comply as far as possible with the recommendations and guidelines on conservation contained in the COC Manual for Sustainable Events and Projects.
<b>3 B Raise awareness of climate change and environmental aspects of sustainability in sport</b>			
3.11	Encourage and promote the involvement of our staff in climate and environmental protection activities	3.11.1	Raise employee awareness of climate change issues through educational and teambuilding activities (in cooperation with partners and suppliers of the Czech Olympic Team and/or professional NGOs).
		3.11.2	Join the European Mobility Week or other climate-related initiatives.
		3.11.3	Fully involve staff in the selection and implementation of residual carbon offset measures and in other environmental and climate change related activities.
3.12	Incorporate climate change and environmental issues into Olympic values education		
3.13	Add the topic „climate change and sport“ to the curriculum of the Sport Diplomacy Education Programme		
3.14	Explore opportunities for the creation of a ‚Green Sport‘ award to raise the profile and reward the most successful sport projects and initiatives in the field of (environmental) sustainability		
3.15	Raise awareness and educate about climate change and environmental protection through our events/projects	3.15.1	Implement to the maximum extent possible the recommendations and guidelines relevant to climate change and environmental awareness raising included in the COC Manual for Sustainable Events and Projects.
		3.15.2	Prepare and implement interactive educational / communication activities to raise awareness on climate change and/or other environmental issues. Build on and further develop the ECO Zone initiative organised in the framework of the Olympic Festivals 2020.

3.16	Raise awareness of sustainability in sport (especially climate action) amongst our members	3.16.1	Organise seminar(s) for sports federations in the framework of the ASAP project.
		3.16.2	Consider developing an education/awareness programme for sports federations and other sports organisations on the relationship between sport, climate and environment.
<b>3 C Develop climate partnerships and cooperation at national and international level</b>			
3.17	Develop collaboration with partners at national level to strengthen our climate and environmental activities	3.17.1	Identify linkages between planned actions and the activities and expertise of current and potential partners/suppliers of the Czech Olympic Team and initiate the development of mutually beneficial climate and environmental activities (e.g. forest clean-up, certification, etc.).
		3.17.2	Explore opportunities for establishing joint activities with member entities in this area.
		3.17.3	Advocate for the inclusion of sustainability (including climate protection) in the portfolio of activities of the National Sports Agency.
		3.17.4	Actively engage with the Czech EU Presidency in the field of sport and open a debate on measures for climate and environmental protection within the Presidency priority „Sustainable and accessible sport infrastructure“.
		3.17.5	Develop cooperation with relevant ministries at national level and regional and municipal authorities at local level.
		3.17.6	Explore (national and international) grant opportunities to support the implementation of COC climate and sport environment measures.
		3.17.7	Increase the level of cooperation with NGOs, universities and relevant experts in the field.
3.18	Contribute to global climate action and raise the international profile of the COC in this area	3.18.1	Join the Sports for Climate Action initiative (established under the UN Framework Convention on Climate Change), fulfil its commitments and participate in its activities.
		3.18.2	Work closely with the IOC and other members of the Olympic movement.
		3.18.3	Promote sustainability in sport at EOC and ANOC level - participate in relevant advisory commissions.
		3.18.4	Manage and successfully complete the As Sustainable As Possible (ASAP) project and build on it.
		3.18.5	Promote our activities in this area at EU level through active cooperation with the EOC Office at the EU.

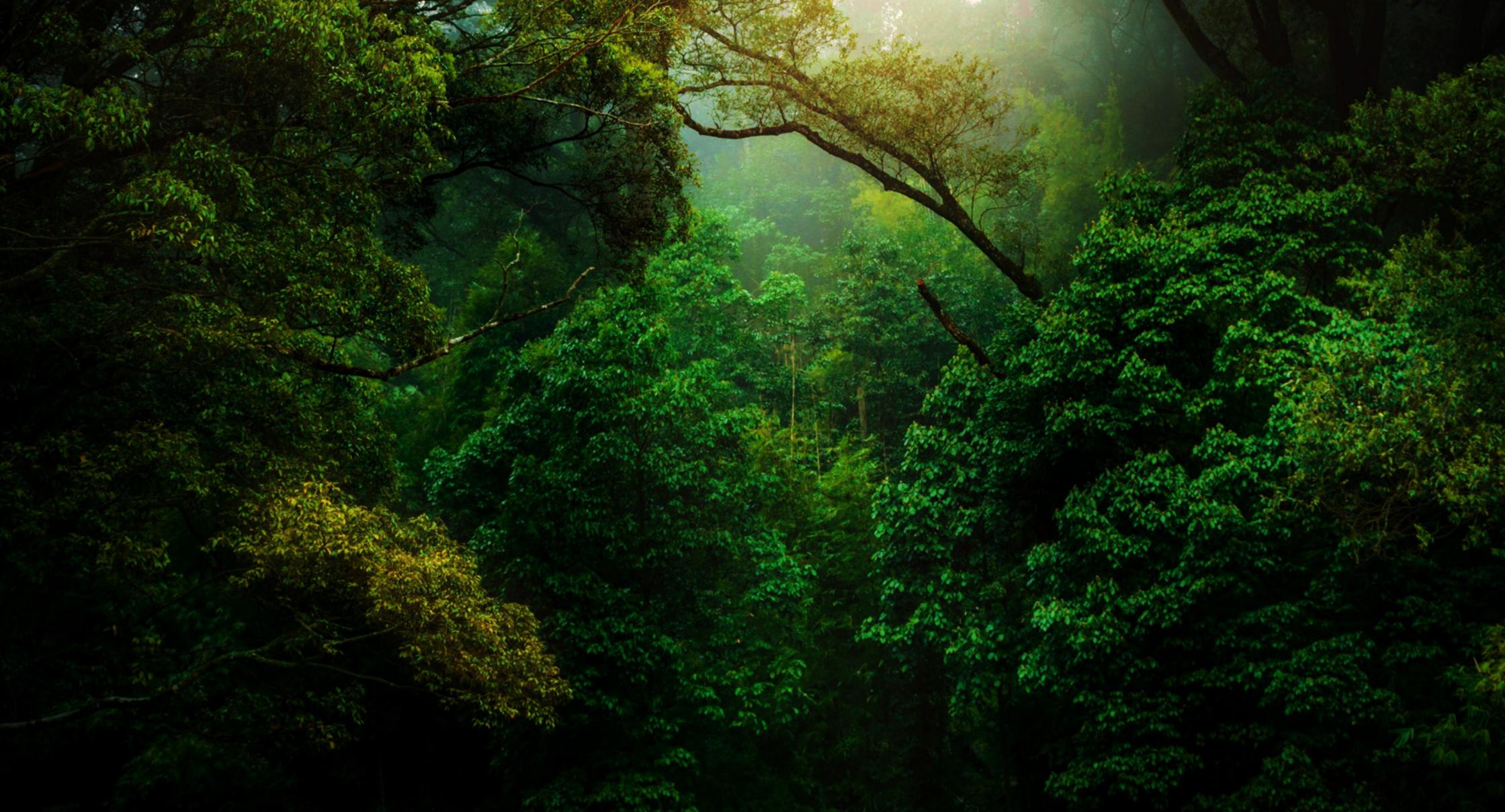


## 4. Responsible and sustainable use and management of resources

4 A Integrate sustainability principles into the procurement of goods and services, including those from official partners and suppliers			
4.1	Analyse the initial situation	4.1.1	Analyse current (and informal) procurement procedures.
		4.1.2	Map all suppliers of goods and services: (1) COT sponsors or suppliers, (2) long-term suppliers, and (3) ad hoc suppliers - including identifying risks and opportunities associated with their services and products (which items may be more risky from a sustainability perspective).
		4.1.3	Review the content of existing contracts, including supplier contracts, and focus on sustainability-related issues.
		4.1.4	Identify priority products and services (essential for operations).
4.2	Design and implement an effective sustainable procurement system	4.2.1	Develop (internal) guidelines for sustainable procurement, including sustainability criteria for priority products and services.
		4.2.2	Develop a core (external) Supplier Code of Conduct that sets out minimum requirements (environmental, social and good governance) for our suppliers of goods and services.
		4.2.3	Consider adding sustainability clauses to existing contracts with partners and suppliers of the Czech Olympic Team.
		4.2.4	Consider their approach to sustainability when researching (assessing risks and opportunities) and negotiating with (potential) COT partners and suppliers.
		4.2.5	Regularly update the Sustainable Procurement Guidelines and Supplier Code of Conduct.
4.3	Implement the sustainable procurement system and supplier code into the organisation of all projects / events and reflect them in relation to suppliers of goods and services		
4 B Manage resources responsibly and sustainably in our activities, projects and events			
4.4	Establish an (internal) system to promote sustainable and responsible resource management	4.4.1	Reduce the amount of essential (e.g. paper, IT material, energy, clothing...) and non-essential products and services (e.g. goodies, paper brochures, gifts) that we use for our activities and at our events/projects.
		4.4.2	In cooperation with external experts and based on internal reflection, create an action plan / directive for the so-called „Green Office“ and start putting it into practice.
		4.4.3	Reduce the amount of waste going to landfill by adopting a more comprehensive waste management system within our headquarters, the buildings we rent and, where possible, at events we organise.

		4.4.4	Encourage the reuse and recycling of materials (e.g. clothing, electronic equipment) through specific activities that contribute to a 'good cause' (e.g. working with children's homes etc.).
4.5	Inspire staff to change behaviour and improve their knowledge and skills in the process of implementing our Sustainability Strategy in the areas for which they are responsible	4.5.1	Based on the Green Office Action Plan/Guideline, create a working environment and information that motivates employees and co-workers to use resources responsibly (e.g. turning off lights and computers at the end of the working day, paper bins in all offices, no water waste, etc.).
		4.5.2	Prepare and organise activities to encourage the adoption of more sustainable habits and lifestyles (e.g. waste management training, eco challenges, etc.).
		4.5.3	Whenever appropriate, involve partners and suppliers of the Czech Olympic Team, top athletes and other partners in these activities and link them to social projects (e.g. through the Czech Olympic Foundation).
4.6	Increase resource efficiency, reduce the use of (single-use) plastics, improve waste management and promote recycling and reuse of products in projects and events through the implementation of the COC Manual for Sustainable Events and Projects		
4.7	Provide training to external collaborators and volunteers on responsible resource use, waste management and other issues related to sustainable consumption in the context of events / projects		
4.8	Raise awareness of sustainable and responsible consumption in our projects and events	4.8.1	Use events/projects to communicate information on areas such as recycling, green transport or water use.
		4.8.2	Motivate attendees of our events and projects to adopt more sustainable habits through the use of „sustainability nudges“ (e.g. returnable cups, providing free tap water, less meat on the snack menu, bike racks at venues, etc.) at these events.
4.9	Explore opportunities to work with COT partners and suppliers and others to promote sustainable and responsible consumption		

4 C Promote and support the organisation of sustainable sporting events			
4.10	Promote the COC Manual for Sustainable Events and Projects among sports organisations and public authorities		
4.11	Consider creating a platform for sustainable sport events	4.11.1	Cooperate with the National Sports Agency, sports associations and federations and other institutions.
		4.11.2	Build on the experience of partners in the Olympic movement and other partners in this respect.



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