



Co-funded by the  
Erasmus+ Programme  
of the European Union

# ORGANISATIONAL SCREENING

establishing a baseline



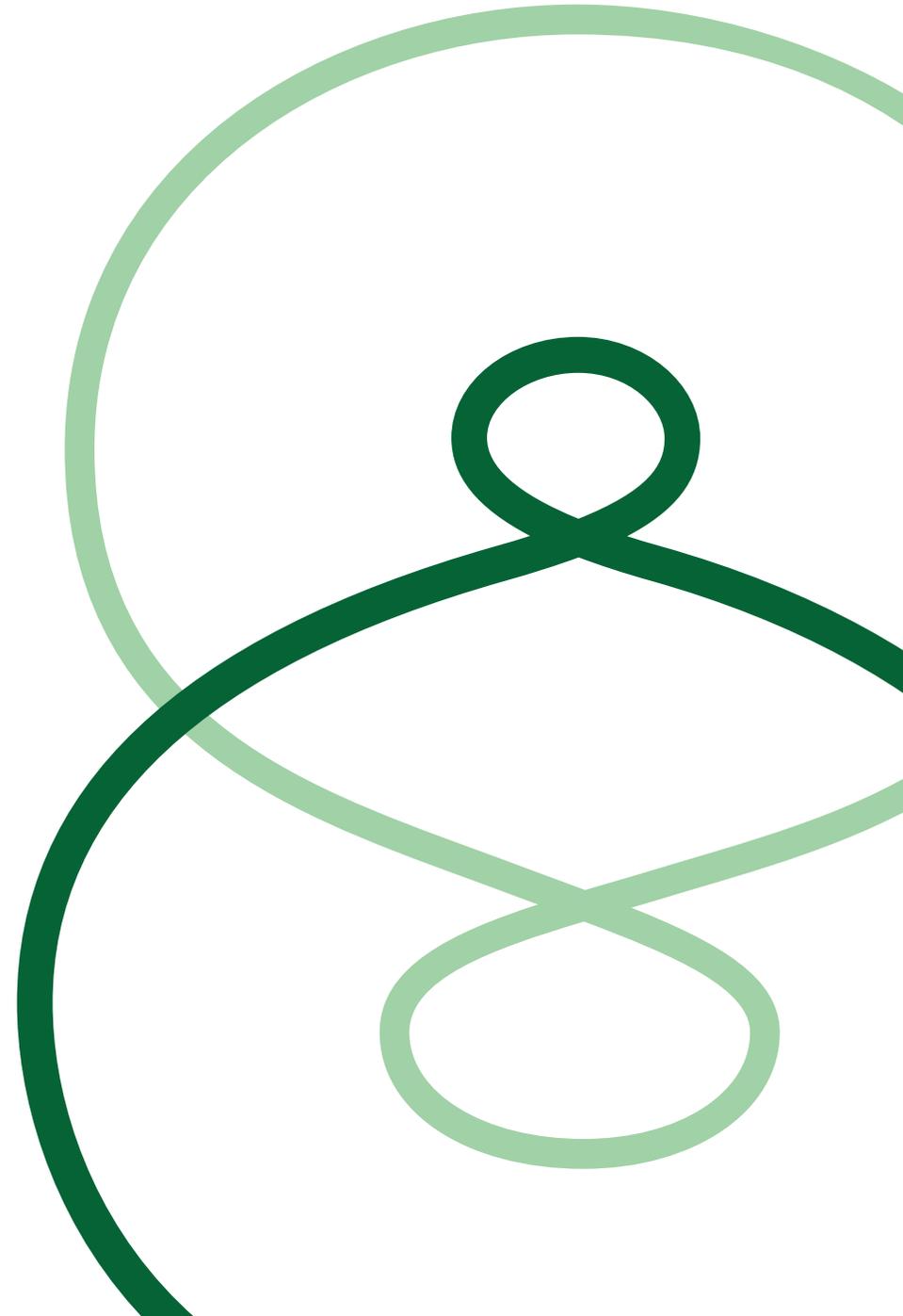
## BEFORE YOU START

- To establish a “baseline scenario” for the creation of your sustainability strategy, take your time to fill-out the tables included in this document. Try to answer, or at least consider, all the questions and check all the instruments.
- Keep in mind that the aim of this exercise is to record the state-of-play, and not to assess and evaluate. While you are completing the tables and answering the questions, ideas for activities, possible priority areas, and opportunities will, understandably, start popping-up. Keep note of all this information in a separate document (it will be used in the subsequent steps of your Strategy creation process), but do not let it influence the screening exercise itself. You may be surprised at the end, when you have gathered and sorted all the baseline information, what other areas, issues, and topics might appear.
- The provided tools are conceived as templates which can be easily adjusted to the realities of your organisation (type of your organisation, its size, the environment in which it operates, and the main activities it implements).
- The initial screening questions, tables, graphs and other tools are accompanied by several links to other tools that you may find helpful.
- Each section starts with a note on where in the Sustainable Strategy creation process the information and answers can be used (check the [ASAP Roadmap](#)).



1.

**GENERAL  
OPERATIONS**



# 1. GENERAL OPERATIONS

## SUSTAINABILITY IN THE GOVERNANCE/FOUNDING DOCUMENTS AND PRINCIPLES OF YOUR ORGANISATION

### TO BE USED IN:

Prerequisites – Commitment of the leadership, **Step 2: Setting the Scene**

#### 1. What is your organisation's mission and vision?

- When were they adopted or last updated?
- Are they clearly stated/formulated?
- Are they known to internal and external stakeholders (e.g. communicated on website etc.)?
- Is sustainability part of them?

#### 2. Is sustainability part of your founding documents – e.g. statutes?

#### 3. Does your organisation have any general strategy - e.g. organisational strategy, Guiding Principles etc.?

- If so, how does sustainability fit into them?

#### 4. Does your organisation have any existing or previous initiatives related to sustainability?

- If so, how successful are/were they?
- What lessons have you learnt from them?



## WHAT DOES YOUR ORGANISATION DO, WHAT RESOURCES DOES IT HAVE?

### TO BE USED IN:

**Step 2:** Setting the Scene; **Step 3:** Materiality analysis, **Step 5:** Creating an action plan

### 5. Where does your organisation operate?

- Determine how active you are at each level (1 being the least active, 5 being the most active).
- Define your role (e.g. ensuring the participation of athletes in the Olympic Games – at international level, at some other level, you may work through your member organisations...).

	1	2	3	4	5	Role and activities
Local level						
Regional level						
National level						
International level						

### 6. Is your organisation responsible for the management and operation of any buildings - offices, sports facilities, storage facilities etc.?

- Do you own these facilities?
- If relevant for the context in which your organisation operates, do your member organisations own their own facilities?

**7. Does your organisation own, organise and/or manage any events and projects?**

- Choose a type: sport event, sport project, Olympic values and educational project/event, conference, seminar, congress...
- Size: an approximate number of participants
- Duration: one day, a couple of weeks, long-term...
- Location: indoor or outdoor
- Budget: an approximate amount – relative to the other activities

Event/project	Type	Size	Duration	Location	Budget

**8. Who works for your organisation?**

Category	Yes/No	Number/type/names	Changes related to the Olympics cycle (numbers, teams...)
Staff – internal			
Staff – External (working on a long term contract)			
Trainees			
Contractors – workforce (consultants...)			
Volunteers			
Athletes-ambassadors			
Others			

**9. What financial resources does your organisation have?**

Type of resource	Yes/No	Proportion (%) of your total budget	Possible restrictions linked to their use

**10. Is your organisation responsible for managing or otherwise looking after the wellbeing of athletes and young people, including the provision of dual careers services/activities?**

- If necessary, specify in relation to the Olympics cycle.



## HOW DOES YOUR ORGANISATION WORK?

### TO BE USED IN:

**Step 2:** Setting the Scene; **Step 5:** Creating an action plan, **Step 6:** Preparing for delivery

---

#### 11. How is your organisation structured?

- Do you have a clear map of your organisation's structure including reporting lines (organigram)?
- If not, prepare one based on the actual structure of your organisation.
- If yes, check whether it reflects the current situation – if not, update it.

#### 12. Describe the current structure of your financial management and procurement

#### 13. Does your organisation have a Code of Conduct in place?

#### 14. Does your organisation have a formal policy in place regarding ethical conduct and good governance if this is not covered by the Code of Conduct?

#### 15. Does your organisation have a written health & safety policy in place?



## WHAT ARE THE MAIN OBLIGATIONS WITH WHICH YOUR ORGANISATION HAS TO COMPLY?

### TO BE USED IN:

Step 3: Materiality analysis, Step 5: Creating an action plan

16. What are the main laws and regulations that govern the set-up, governance, human resources or financial management of your organisation? (international, national, regional/local, sport-specific – e.g. Olympic Charter)
17. What other laws and regulations does your organisation have to comply with - e.g. when it comes to the organisation of your events?
18. Has your organisation made any specific commitments under any national/international initiatives/frameworks - e.g. UN Sports for Climate Action Framework?

Consider creating a basic “**Compliance obligations register**”, which could be further developed during the implementation of your strategy. Examples of other methods and registers can be found in guidance documentation for ISO 9001 or 14001.

Type	Name	Field	Obligatory/ voluntary	Applicable to	Main obligations
Law	National labour law	Employment relations	Obligatory	Human resources across all activities and operations	<ul style="list-style-type: none"> <li>• X</li> <li>• Y</li> <li>• Z</li> </ul>
Sport-specific	Olympic Charter	Olympic movement	Obligatory	Governance etc.	<ul style="list-style-type: none"> <li>• X</li> <li>• Y</li> <li>• Z</li> </ul>

The above questions and answers to them will help you set the very basis for the development of your strategy and of its implementation framework; however, you may miss the larger picture of how your organisation operates in its entirety, and how, later on, sustainability can be integrated across the board. **An examination of the organisational structure, decision-making processes, roles and accountabilities, strategies, policies and processes (including unwritten ones) and other ways of working, in other words, assessing the governance and management system of your organisation, is highly recommended.**

**To do so, consider using the following self-assessment tools:**

- **For NOCs:** Principles of Good Governance: Self-Evaluation Tools for NOCs available on NOCNet (based on [Basic Universal Principles of Good Governance of the Olympic and Sports Movement](#))
- **For NOCs and (national/international) sports federations:** [SIGGS self-evaluation tool on Integrity and Good Governance](#)



# 2.

## STAKEHOLDERS



## 2. STAKEHOLDERS

### TO BE USED IN:

External process, **Step 2:** Setting the Scene, **Step 3:** Materiality analysis

---

- You may need to undertake several mapping exercises for different aspects of your emerging Sustainability Strategy and its action plan. Some of your stakeholders may have an interest in only one part of your activities, some may be relevant to you when you organise events, some may be crucial for the functioning of your headquarters etc.
- As a general recommendation, **start with creating a list and analysis for your organisation as a whole** following the questions and instruments outlined below. As you progress with the creation of your Strategy, you can use the same exercise in determining which stakeholders you should consult when determining, for example, the goals under a priority focused on reducing carbon emissions linked to travel, or ones targeting youth empowerment.

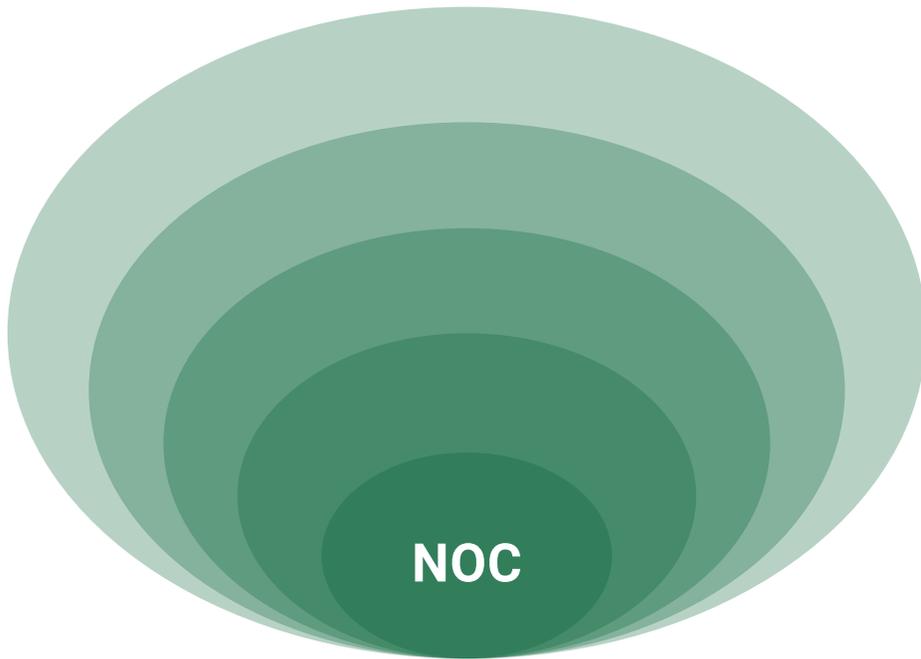
### 1. Create a list of stakeholders

- Identify stakeholder groups and divide them into ‘external’ and ‘internal’
- List the individual stakeholders within each group
- Be aware that some stakeholders may be situated just between external and internal (e.g. national sports federations)

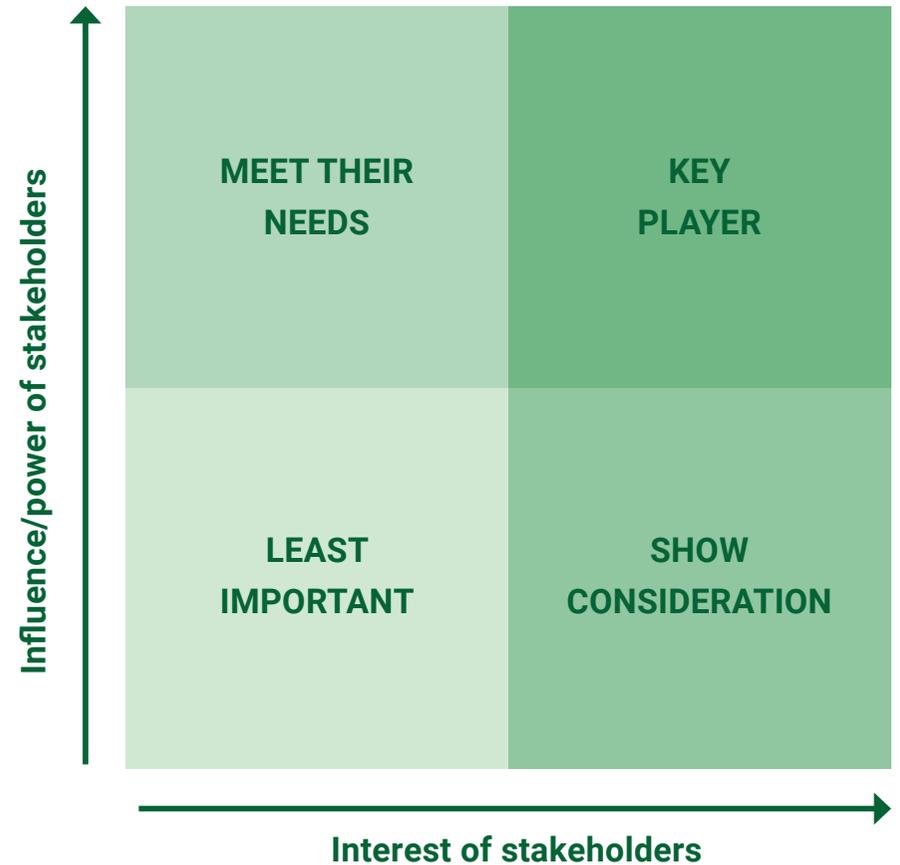
### 2. Discuss the general importance of the various stakeholder groups for your organisation in the area of sustainability, and create separate lists based on the questions below:

- Which stakeholders engage regularly with your organisation?
- Which stakeholder groups are well represented and which ones less so (e.g. are young people considered an important stakeholder group)?
- Which stakeholders have skills and expertise that might be helpful to you?
- Which stakeholders could undermine the credibility of your sustainability programme if they are not engaged?
- Which marginalised or vulnerable stakeholders are impacted by your operations?<sup>1</sup>

3. Use an onion diagram to create a visual representation of the proximity of the stakeholders to your organisation and its (future) sustainability strategy and your relative power and influence over them.



4. Use the power/interest matrix to identify which stakeholders to manage closely, which to keep satisfied, which ones to keep informed, and which to monitor.





**3.**

**WHAT IS AFFECTING YOUR  
ORGANISATION  
- WHAT ARE THE MAIN RISKS  
AND OPPORTUNITIES?**

### 3. WHAT IS AFFECTING YOUR ORGANISATION - WHAT ARE THE MAIN RISKS AND OPPORTUNITIES?

#### TO BE USED IN:

**Step 2:** Setting the Scene, **Step 3:** Materiality analysis

---

#### 1. Is your organisation potentially at risk from the impacts of environmental, social and economic changes? And what opportunities can these changes bring to your organisation?

- Check the table below and add any possible missing fields and/or merge any fields, which do not need to be covered in detail.
- Examples of challenges
  - **Environmental** – Damage to playing surfaces due to extreme temperatures; damage to buildings and other infrastructure due to violent storms; warmer winters and lack of natural snow threatening ski resorts at lower altitudes; unseasonal rainfall forcing cancellation or abandonment of sports matches; increased injuries to players from heat exhaustion and impact injuries from harder playing surfaces etc.
  - **Societal**– increasing overweight and obesity rates, increasing challenges to mental health and psychosocial wellbeing, an increasing range of other types of entertainment, changing viewer and consumer preferences, increasing economic inequality etc.
  - **Economic** – increasing energy prices and inflation, reliance only on public funding and any reductions in such support, sponsors shifting to other sectors/organisations etc.
- Examples of opportunities
  - **Environmental** – private sector much more sensitive to climate change issues and open to establishing new partnerships and synergies;
  - **Social** – increased interest of athletes in taking a stand for issues like equity, anti-racism, climate action;
  - **Economic** - costs savings enabled by energy efficiency solutions, and by distance meeting solutions, new funding opportunities enabling the transition to a low carbon future etc.

#### 2. Has your organisation experienced any (increased) pressure from sponsors, regulators, media or civil society to address environmental, social or ethical issues in terms of e.g. regulatory compliance, corporate governance, accessibility etc.?

## WHAT IS AFFECTING YOUR ORGANISATION - WHAT ARE THE MAIN RISKS AND OPPORTUNITIES?

Activity/aspect of operations	Climate change/ environmental challenges	Social/societal challenges	Economic challenges
<b>General functioning and operations</b>			
<b>Headquarters - building</b>			
<b>Other (sport) infrastructure essential for operations of your organisation</b>			
<b>Headquarters - people</b>			
Staff – internal			
Staff – External			
Trainees			
Contractors			
Volunteers			
Athletes-ambassadors			
X			
<b>Travel/transport</b>			
<b>Communications</b>			
<b>Marketing (sponsors activation, campaigns...)</b>			
<b>International cooperation</b>			

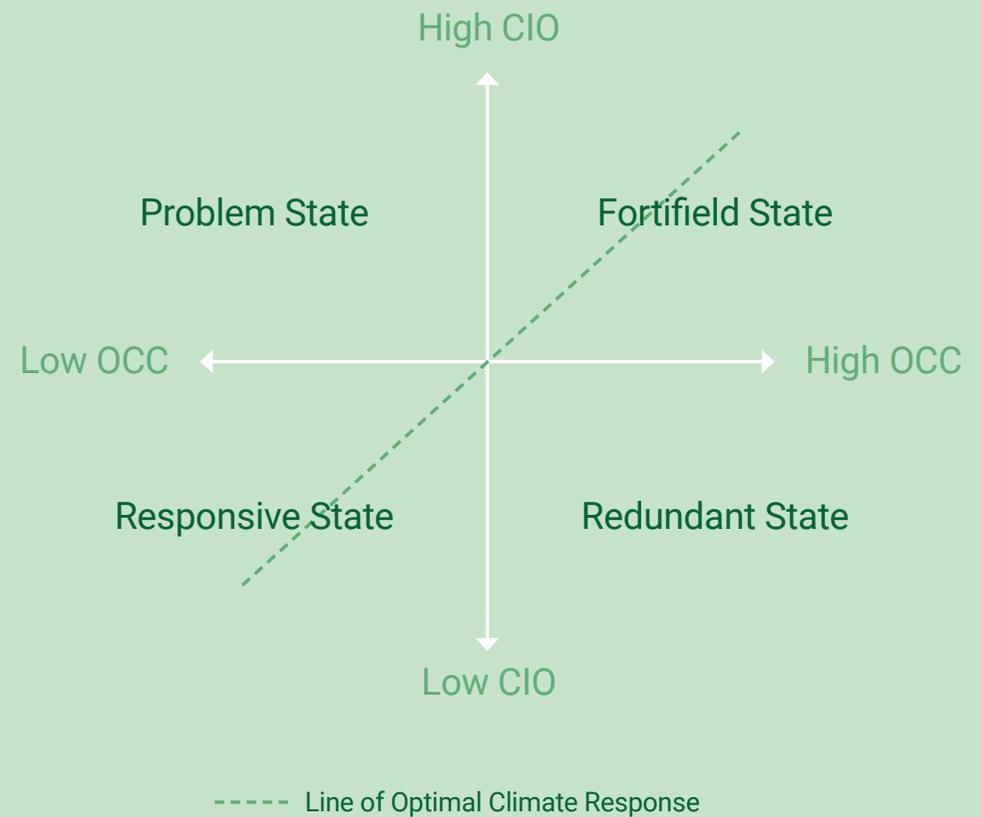
<b>Participation in sport/Olympic events</b>			
<b>Corporate events (seminars, conferences, general assemblies, commissions' meetings...)</b>			
X			
X			
X			
X			
X			
<b>Sport/cultural/educational events (use the list from chapter 1)</b>			
X			
X			
X			
X			
<b>The core of sport (if a federation)</b>			

The “Climate Vulnerability of Sports Organizations framework”, which aims to assess the vulnerability of the organisational structure and the sport itself to the impacts of climate change, is relevant, in particular, for sports federations.

There are four elements to determine how vulnerable a sports organisation is to climate change: **the organisation’s location, its season of play, the types of hazards it faces, and the type of sport it plays.**

- Problem state - If climate impacts are greater than the organisation’s ability to respond (majority of organisations)
- Redundant state - If the organisation’s ability to respond to climate change is greater than the climate impacts, the organisation is under no pressure to further increase their capacity and there is no need to improve climate capacity.
- If the organisation’s ability to respond to climate change matches the climate impacts, it is either in the fortified state (high climate risks, high response) or the responsive state (low climate risks, low response)

Essentially, the quadrant in which your sports organisation finds itself depends totally on the climate risks it faces against its ability to deal with those issues. In other words, it all comes down to ‘preparedness’.



Source: Orr, M. & Inoue, I. Sport versus climate: Introducing the climate vulnerability of sports organizations framework. Sport Management Review.



4.

**IMPACT OF YOUR  
ORGANISATION'S ACTIVITIES  
AND OPERATIONS**

## 4. IMPACT OF YOUR ORGANISATION'S ACTIVITIES AND OPERATIONS

### TO BE USED IN:

**Step 2:** Setting the Scene; **Step 3:** Materiality analysis, **Step 5.5:** Creating an action plan

---

### 1. Are there any aspects of your organisation's activities that might have an environmental (on the planet), societal (on people) or financial/economic impact?

- Check the table below.
- Try to refrain from any assessment at this stage.
- The focus should be on listing your activities and aspects of your operations, and on considering their current impact – (side) effects, positive and negative, if you will - on the people, planet and the economy (your organisation's finances).
- Add any possible missing fields and create separate tables for events and long-term projects, if appropriate.
- It is likely that you will not be able to complete the whole table as some of the activities will have very little or no impact in one of the three categories.
- Example: Traveling to sport/Olympic events
  - Environmental impact: negative – CO2 emissions (additional questions could be added regarding current activities – Are there any policies and mitigation measures in place – e.g. offsetting, deals with carriers...?)
  - Societal impact – positive – travelling of top athletes to Olympic events promotes the events and the Olympic movement's aims.
  - Financial/economic impact – negative – mandatory (large) costs, which are, however, covered from source XYZ.

## WHAT IS THE IMPACT OF YOUR ORGANISATION'S ACTIVITIES?

Activity/aspect of operations	Environmental (on the planet)	Societal (on people - internally and externally)	Financial/economic
<b>Headquarters - building</b>			
Energy (heating and electricity)			
Water			
Waste			
Maintenance/cleaning			
IT Services			
IT hardware (computers, mobiles, printers...)			
Paper			
Office supplies			
Food and beverages - internal			
Biodiversity/landscaping (e.g. grounds of headquarters, car parking areas, any associated sports facilities)			
X			
<b>Headquarters – people</b>			
Staff – internal			
Staff – External			

Trainees			
Contractors			
Volunteers			
Athletes-ambassadors			
X			
<b>Travel/transport</b>			
Car fleet			
Commuting			
Business travel - events, projects, management			
Sports events - travel			
X			
X			
<b>Communications</b>			
Printed material			
New media			
Traditional media			
X			
<b>Marketing (sponsors activation, campaigns...)</b>			
X			
X			

X			
X			
<b>International cooperation</b>			
X			
X			
X			
X			
<b>Participation in Sporting/Olympic events</b>			
Apparel			
Equipment			
Cargo			
Accommodation			
Special services and materials			
Hospitality building			
Olympic Team			
X			
<b>Corporate events (use the list from chapter 1 - seminars, conferences, general assemblies, commissions' meetings...)</b>			
Food and beverages			
Venue			

X			
X			
<b>Sport/cultural/educational events (use the list from chapter 1 - you may prefer to create a separate table for events and long-projects)</b>			
X			
X			
X			
X			
<b>Long-term projects (use the list from chapter 1 - you may prefer to create a separate table for events and long-projects)</b>			
X			
X			
X			
X			



Co-funded by the  
Erasmus+ Programme  
of the European Union

