

**A Sustainability Strategy for National Olympic Committees**

**Framework and User Guide**

# Introduction

This document is intended to help National Olympic Committees develop their own sustainability programmes by means of a structured strategy or plan. It provides a simple template with user guidance.

Sustainability is now widely seen as a critical subject for the world of sport, but it can be daunting for most sports organisations to know how to get started. This template and guidance aims to help National Olympic Committees take that first step to create a basic sustainability strategy.

While there are many similarities and general approaches to take, we fully recognise that each NOC is unique and has its own particular circumstances, priorities and challenges. This template is therefore not an identikit “one-size-fits-all” approach. It is meant as a framework that can be tailored to the context of your organisation, whatever its size and situation.

We recommend this document be read in conjunction with the three guides in the IOC’s [*Sustainability Essentials*](https://www.olympic.org/sustainability-essentials) series: [Introduction to Sustainability](https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/celebrate-olympic-games/Sustainability/sustainability-essentials/IOC-Sustain-Essentials_v7.pdf#_ga=2.93823193.594634111.1570118204-939625804.1569928180), [Sports for Climate Action](https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/celebrate-olympic-games/Sustainability/sustainability-essentials/SUSTAINABILITY-ESSENTIALS-ISSUE-2.pdf#_ga=2.93823193.594634111.1570118204-939625804.1569928180) and [Sustainable Sourcing in Sport](https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/celebrate-olympic-games/Sustainability/sustainability-essentials/SUSTAINABILITY-ESSENTIALS-ISSUE-3-final.pdf#_ga=2.156649087.594634111.1570118204-939625804.1569928180)

We hope this document will help you. If you have any comments or questions, please contact us in any language at: sustainability@olympic.org

# Template

**NOTE: this template provides content, structure and guidance for what will be a published document. All the following material must be understood in that context.**

**Normal text and text in square brackets (all in blue) is guidance for completing the template. Once you have completed each section to your satisfaction, delete these guidance notes.**

**Italicised text is sample content for you to edit and amend according to your circumstances.**

## Cover page

To include:

* Title of document
* Name of organisation
* Date of publication (for drafts put here version number and current date)

## First page

Foreword or summary statement signed by NOC President and/or Chief Executive officer

## Contents

Insert table of contents

## Acknowledgements

Insert a short paragraph of acknowledgements

## Feedback

Provide short statement welcoming comments and feedback from readers and provide an email address for people to use to contact the NOC: e.g. *admin@NOCdomain*, or *sustainability@NOCdomain*

[It is always good to include your organisation’s address, web site and a contact telephone number and email address for enquiries.]

# Introduction

## Rationale – why a sustainability strategy?

Short statement explaining relevance and importance of sustainability to your organisation

**Suggested text**

*As a responsible sports organisation, we (or insert name of NOC) fully appreciate the significance of the environmental, social and economic challenges facing society today. We also recognise how these challenges impact on the world of sport and the role the sport community can play in contributing to a more sustainable world.*

*As a proud member of the Olympic Movement we join with many other National Olympic Committees, National and International Federations and the International Olympic Committee in striving to make a better world through sport. Along with our Olympic Movement partners we want to play our role in supporting the United Nations Agenda 2030 for Sustainable Development, and in particular contribute in the ways we can towards the realisation of the “Global Goals” (see panel below).*

*Accordingly, we are proud to issue this Sustainability Strategy, to explain how we plan to address some of the most pressing sustainability issues in our country and facing our organisation and community of partners.*

**The Global Goals (SDGs)**

*The United Nations Agenda 2030 for Sustainable Development comprises 17 thematic goals that call for concerted action by governments, businesses, institutions and civil society across the world. These Global Goals are relevant worldwide and represent a full appreciation of the inter-connected issues that define sustainability.*

*While all 17 SDGs are important, we see the follow 12 goals being particularly relevant to sport and we will use these as a reference for our work as a National Olympic Committee.*

***SDG No Thematic title***

*3 Good health and wellbeing*

*4 Quality education*

*5 Gender equality*

*8 Decent work and economic growth*

*10 Reduce inequalities*

*11 Sustainable cities and communities*

*12 Responsible consumption and production*

*13 Climate action*

*14 Life under water*

*15 Life on land*

*16 Peace, justice and strong institutions*

*17 Partnerships for the global goals*

[Note: this is a suggested list based largely on the IOC’s Sustainability Strategy. It is worth looking at all 17 goals and decide for yourselves which ones best relate to your national and sporting context. You could refine this further and highlight the top 3 or 5 from the long list as being your priority concerns.]

## Drivers – why we are doing this

Insert short statement explaining why you are issuing a sustainability strategy

Example text:

*Over recent years we have become increasingly aware of the need to operate in a more sustainable way. Having listened carefully to our partners and other stakeholders within and outside the world of sport, we realise the time to act is now.*

*We are especially aware of the growing number of young people, including many of our athletes across different sports, who are calling upon sports organisations to do more to minimise our environmental impacts and to show greater regard for the way we manage our resources and look after our people.*

*We also appreciate how environmental changes brought about through climate change, depletion of natural resources and the effects of poor air and water quality and other pollution are significant threats to sport itself.*

*It is also very much about people and the communities where sport takes place. We understand this means much more than traditional social responsibility that is largely charitable, and that we must be more attentive to the way we treat the people who work for us, the businesses who supply us, and the communities where we operate.*

# 2 Our context

Our organisation

Provide brief description of your organisation: it’s legal status, when it was founded, its primary purpose, how many staff you have, who’s in charge and where it is based. If you have a “mission statement” highlight it here.

## What we do

In this section set out specifically the scope and nature of what your organisation does. This is important for a sustainability plan in order for readers to understand who you are and in which areas your activities are relevant to sustainability.

Think of it in terms of answering these questions:

* Where do you operate: e.g. locally, regionally, nationally and/or internationally?
* Are you responsible for the management and operation of any buildings: i.e. offices, sports facilities, storage facilities etc.?
* Do you own, organise and/or manage any events: e.g. sports events, conferences, exhibitions and other large meetings?
* Who works for you: e.g. staff, volunteers, contractors?
* Are you responsible for managing or otherwise looking after wellbeing of athletes and young people?

## How we work

### Organisational structure

In this section explain your governance structure – a diagram showing how your organisation relates to other entities would be useful. Also show a chart of your main internal structures; e.g. committees, departments, management board etc. This will be helpful for understanding where a sustainability programme would fit within your organisation and to whom it would report.

N.B. If you already have a sustainability team, or someone or a group in charge of this subject, do say so here and indicate how this fits into the overall structure of your organisation and what level of responsibility they have.

### Funding

In this section outline your organisation’s principal sources of income: e.g. public funding through grants, sponsorship, lottery, TV rights, subscriptions, commercial sales etc. This is important to help understand the diversity of revenues and how this might influence your approach to sustainability. It is not necessary to disclose financial figures here, just a general overview of types of funding. A pie chart showing approximate proportions of different types of income would be a good way of presenting this information.

Our sustainability starting point

This is where you need to describe what you have done so far that is relevant to sustainability and over what time period. Typically this may be a list of charitable/good cause projects either supported or undertaken by your organisation. Where possible, note any specific achievements from these activities.

# Laying the foundations

This section provides the essential elements for establishing a credible sustainability programme. It covers your principles and values, how you have engaged with stakeholders and the sustainability issues and risks you have assessed in order to develop your strategy.

## Sustainability principles and values

Here we recommend you present a statement of your principles and values according to three main elements: leadership, integrity and inclusivity. Your organisation may already have stated principles and values, policy statements, codes of conduct etc., in which case you can draw upon these. In addition – or if starting from scratch – use the key points below to shape your statement.

**Leadership**

Explain how your organisation’s leadership (Chair/President, Management Board, Directors etc.) are committed to sustainability.

Example points to include:

* *We have issued a Sustainability Policy approved by “Top Management”* [insert your organisation’s equivalent term here]
* *“Top Management” reinforces their commitment through advocacy – in speeches, interviews, messages to staff and stakeholders* [include examples, e.g. links to articles]
* *“Top Management” leads by example* [include examples, e.g. Directors use sustainable transport options; gender balance of Executive Board…]
* *“Top Management” facilitates our sustainability programme by ensuring the allocation of resources, including the subject as a regular agenda item, receiving reports and evaluating progress as part of a formal review process*
* *Accountability for sustainability matters rests ultimately with “Top Management”*

**Integrity**

Set out here your organisation’s commitment and approach to the following points.

Example points to include:

* *Transparency* [making things public, measuring and reporting]
* *Avoiding conflicts of interest*
* *Anti-bribery and corruption policies* [including fairness towards people, suppliers, protection of athletes etc.]
* *Whistle blowing policy and other forms of support and guidance available*
* *Code of ethics*

**Inclusivity**

Explain here your organisation’s approach to diversity, inclusion and equity, with supporting evidence where possible.

Example points to include:

* *Collaborative working with partner organisations and other stakeholders*
* *Commitment to diversity in the workforce and those under our responsibility* [gender, ethnicity, sexual orientation, faith, age, mental and physical ability, minority groups]
* *Non-discrimination policies* [i.e. Olympic Movement principle of universality]
* *Commitment to upholding human rights*

## Understanding our stakeholders

Exampletext:

*In developing our sustainability plan we recognise the importance of having a strong engagement with our stakeholders. These are the people and organisations with whom we interact, either because our activities affect them in some way, or because we need their input and support. First we set out to identify exactly who our stakeholders really are, then we analysed the nature of our relationship: what they need or expect from us, as well as how they can help us achieve our sustainability objectives.*

### Our stakeholders

Provide a list of the main categories of stakeholder groups you have identified, with a brief explanation of the nature of the relationship with emphasis on how they do or could relate to your sustainability programme.

Example list of stakeholders (internal and external):

* *Own people* [staff, volunteers, Board]
* *National sport Federations*
* *Athletes*
* *Local Organising Committees*
* *Suppliers and licensees*
* *Sponsors*
* *Government/public authorities*
* *Education sector*
* *Media – press and broadcasters*
* *Non Governmental Organisations (NGOs)*, e.g. environmental bodies, campaign groups…
* *General public* [fans, local communities]
* *Olympic Movement*, [IOC, IPC, IFs and other NOCs and NPCs]

### What they need and expect of us

Here explain how you are interacting with your stakeholders about sustainability (e.g. have you informed them about your policies and approach to sustainability, or asked them what they think you should/could be doing in this area and how they might help you?). Also note key points arising from such engagement to give a sense of priority issues.

Example text:

*Having mapped out who our stakeholders are, we are undertaking a series of initiatives to inform them about our sustainability programme and to seek their opinions and suggestions on how we can cooperate in this area. We are doing this in a number of ways:*

* *Direct meetings and dialogue*
* *Online questionnaire*
* *Presentations at conferences and seminars*
* *Information on our web site and other publications* [give examples where possible]

*This process is helping to inform us about the relevance of sustainability issues to our stakeholders and the opportunities for collaborative working to address these issues.*

## Identifying our key issues, risks and opportunities

This section follows on from what you have determined in the previous section. Here is where you should set out what you think are the main sustainability topics that are affecting your organisation and how you judge them in terms of risks and opportunities. Think of it in terms of:

* What’s impacting us?
* How is that affecting us?
* In what ways can this be turned into a positive situation?

### Barriers to implementing the strategy

In developing this section it is important to appreciate what obstacles might limit or prevent you from taking forward a sustainability programme. It is not necessary to include the outcomes of this exercise in the published strategy, but they will help shape your approach and inform how you define the strategy in the following sections.

Examples of barriers to overcome:

* Resistance to change
* Lack of in-house technical knowhow with which to address sustainability issues
* Lack of time
* Perception it is too difficult or will cost too much
* Fear of being criticised
* Urgent matters always trump important ones
* Possible disruption to established relationships with sponsors and/or suppliers

For details on how to address such issues see Table 1 (p21) in [Introduction to Sustainability](https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/celebrate-olympic-games/Sustainability/sustainability-essentials/IOC-Sustain-Essentials_v7.pdf#_ga=2.217304595.486356697.1569928180-939625804.1569928180)

### Key issues

What’s impacting us? Example issues may include:

* Changing weather patterns are disrupting sport participation and sports events
* Environmental quality (e.g. polluted air and water) is impacting sport performance
* Too much waste of materials at sports events
* Increased pressure regarding regulatory compliance (environmental, health and safety, non-discrimination, anti-corruption…)
* Increased external scrutiny on corporate governance (e.g. from media, politicians, public)
* Pressure of complaints/campaigns on popular issues (e.g. no single use plastics, protecting natural environment, accessibility…)

### Risks

How is that affecting us? Example risks may include:

* Health and wellbeing impacts on staff, volunteers, officials and athletes (e.g. from extreme heat or poor air quality)
* Revenue loss through cancelled or rearranged events (another climate impact?)
* Additional costs due to burden of regulatory compliance
* Reputation risk from external campaigns and criticism of measures taken
* Loss of sponsorship opportunities

### Opportunities

In what ways can this be turned into a positive situation?

* Advancing sustainability through partnership working with relevant organisations – sponsors, NGOs, other sports bodies…
* Leverage advocacy of athletes to build awareness and promote positive actions
* Credibility of sustainability plan can attract stronger support from sponsors, public authorities and sport governing bodies such as the IOC.

Example text

*We see sustainability as much more than a technical discipline. By taking a positive stance on this subject, we are able to build new dialogue with different stakeholders and discover new areas for cooperation and joint working*.

[Then insert examples to support this statement]

# 4 Our Strategic Plan

This chapter is the core of your sustainability strategy; it sets out what you plan to do and by when. While there are numerous different themes and actions you might consider doing, we recommend you aim to structure your plans around three core themes, or focus areas, that are understandable and simple to communicate. We have structured the rest of this chapter accordingly, using three specific themes likely to be relevant to most NOCs.

The three themes recommended here (climate action, resource management and people) broadly cover each of the three dimensions of sustainability: environmental, economic and social. They are closely inter-related and have the advantage of showing a holistic appreciation of what is involved in trying to address sustainability, rather than a narrow focus on CSR initiatives or a purely environmental approach.

Of course, you may decide to frame your strategy according to different priority themes – that is your choice. What follows below is purely intended as guidance to facilitate your planning.

## Focus areas and priority issues

Example text:

*Following the review of our situation and detailed discussions with stakeholders, we have decided to focus our sustainability strategy on three main themes:*

* ***Climate action*** *– working to reduce our greenhouse gas emissions and minimise our environmental impact, and to use our profile to raise awareness across all our stakeholders of the urgency for climate action*
* ***Resource management*** *– to ensure we procure goods and services in a responsible manner that maximises value and minimises waste.*
* ***Our people*** *– making sure we fulfil our duty of care towards all those working on our behalf – whether as paid staff, volunteers or contractors – and to respect the rights and wellbeing of communities and other people affected by our activities*

### Climate action

In this section explain why you consider this issue relevant and important, and provide some more specific detail on the approach and actions you intend to take. If possible insert some short examples of good practice you have already undertaken in this area.

Example text:

*Climate change is an issue of massive global importance for the whole of society. It is increasingly apparent that climate change is affecting sport. Unseasonal and extreme weather episodes are causing disruption and even cancellation of sports events, damage to sports grounds and consequential extra costs to manage and mitigate such effects.*

*Young people throughout the world have become especially sensitive to this issue as it seriously affects their future. Young people are also the future for sport in our country and globally. Therefore, as a responsible sports organisation, we fully embrace the need to do what we can to minimise our greenhouse gas emissions and other environmental impacts, and to ensure we take sensible precautions that avoid exposing athletes, fans and our people to dangerous conditions such as extreme heat or polluted air and water.*

*Sport is also a great vehicle for inspiring people and we want to use the profile and popularity of sport to spread greater awareness about climate change and advocate for other to take action too.*

*The basis for our actions can be summarised as:*

* *Reduction*
* *Adaptation*
* *Advocacy/education*

*Specifically we propose the following actions:*

#### Our buildings and sites

List here all practical measures you are doing or planning to do to reduce greenhouse gas emissions and other environmental impacts relevant to your offices and any sports venues you operate. Additionally state measures to be implemented that minimise the impacts of climate change on your activities (i.e. climate adaptation measures).

Possible points to include:

* Energy efficiency plan
* Installing solar panels and other sources of renewable energy
* Water conservation measures
* Reduce paper consumption
* Landscape planting (to improve natural drainage, create shade, lower temperatures…)
* Etc.

#### Our events

List here all practical measures you are doing or planning to do to reduce greenhouse gas emissions and other environmental impacts relevant to any sports events you operate. Additionally state measures to be implemented that minimise the impacts of climate change on your activities (i.e. climate adaptation measures).

Possible points to include:

* Access to events by public transport
* Increase proportion of vegetarian/vegan food in catering offer
* Limit amount of printed material
* Schedule events to avoid periods of excessive heat
* Provision of shelter and free drinking water to combat risk of heat stress
* Etc.

#### Mobility

List here all practical measures you are doing or planning to do to reduce greenhouse gas emissions and other environmental impacts relevant to the transportation of people and goods.

Possible points to include:

* Using low/zero emission vehicles
* Promoting use of soft mode travel (e.g. cycling and walking)
* Promoting use of public transport over private car use
* Encouraging ride share schemes
* Introducing policies to favour rail over air travel
* Planning in advance for shipping goods rather than last minute airfreight
* Selecting logistics companies with strong environmental policies
* Etc.

**Headline commitment:**

This would be a good place to announce your organisation’s intention to sign up to the [UN Sport for Climate Action](https://unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action) initiative. Suggest make it prominent, such as in a coloured box like this.

### Resource management

In this section explain why you consider this theme relevant and important, and provide some more specific detail on the approach and actions you intend to take. If possible insert some short examples of good practice you have already undertaken in this area.

Example text:

*The purchasing of materials and equipment, their operational use and eventual disposal when no longer needed are usually treated as separate processes. This is the traditional linear model of buy, use and dispose. Sustainability is about connecting these three aspects to enhance lifetime value and minimise waste. This makes economic sense and is more environmentally and socially responsible. It is also a matter of increasing concern to consumers and we recognise the need for us to adopt and demonstrate sustainable sourcing practices.*

*We therefore plan to review our procurement policies to optimise what we buy, rent or lease, how we procure it and what we do with it after we have finished with it. Our “Sustainable Sourcing Code” will be based on the following six key questions:*

* ***Need?*** *We will rigorously examine the need for each item we intend to buy and the quantities proposed in order to cut down on waste.*
* ***Where does it come from?*** *We will give preference to goods of local origin produced in a sustainable manner to minimise impact of long-distance freighting.*
* ***Who made it?*** *We want to ensure all goods and services we procure come from suppliers operating safe and decent working conditions in order to safeguard human rights.*
* ***What’s it made of?*** *We will favour products and materials that have a low, or preferable zero impact in their manufacture and operation in relation to health and safety, environmental protection and animal welfare.*
* ***What’s it wrapped in?*** *We seek to minimise packaging and will encourage suppliers to use sustainable, reusable materials for this purpose to cut down on waste and pollution.*
* ***What happens to it afterwards?***  *Whatever we buy, we will ensure we have a plan for its reuse (e.g.resale or donation), repurposing or recycling after we have finished with it in order to minimise waste.*

*We will ensure this approach is communicated to and discussed with all our existing suppliers, licensees and sponsors, as well as being built into all forward procurement decisions.*

It is worth considering some additional specific policies on key topics, such as:

* Endangered species
* Animal health and welfare
* Certified products (e.g. sustainably badged timber, fish and seafood, clothing…)
* Use of hazardous products (e.g. cleaning chemicals, coolants, fuels, paints…)

### Our people

In this section explain why you consider this theme relevant and important, and provide some more specific detail on the approach and actions you intend to take. If possible insert some short examples of good practice you have already undertaken in this area.

Example text:

*Sport is above all about people and the physical, mental and societal health and wellbeing developed through participating and engaging in sport. The benefits of sport to public health and social cohesion are incalculable. The working conditions of our people, their health and wellbeing, and opportunities for personal development and learning new skills are also really important.*

*We believe the sports sector should be a standard-bearer for fair, safe, healthy and non-discriminatory working environments. We intend to promote accessibility to training and education and encourage a positive work-home life balance.*

*Beyond purely workforce issues, we believe sport can play a valuable role in the development of inclusive and prosperous local communities. We will therefore support efforts to increase social mobility through education and promoting leadership opportunities for women and young people.*

*The basis for our actions can be summarised as:*

* *Working conditions*
* *Diversity and inclusion*
* *Supporting communities*

*Specifically we propose the following actions:*

#### Working conditions

List here all practical measures you are doing or planning to do to improve working conditions and ensure safety and wellbeing of staff, athletes, volunteers and any contracted labour for whom you are responsible. Possible points to include:

* Health and Safety standards
* Providing healthy food options in workforce catering
* Effective policies on safeguarding and anti-harassment
* Etc.

#### Diversity and inclusion

List here all practical measures you are doing or planning to do to foster diversity and inclusion. Possible points to include:

* Ensuring non-discriminatory policies and practices
* Efforts to achieve gender equality
* Opportunities for work experience to support skills development, especially for young professionals
* High standards of accessibility practiced in offices and at sports venues and events
* Etc.

#### Supporting communities

List here all practical measures you are doing or planning to do to help local communities in the areas where you operate. Possible points to include:

* Local environmental enhancement initiatives
* School sports initiatives
* Employment opportunities for local people
* Sourcing from local small businesses
* Etc.

## Targets and timelines

To be truly effective, the actions described in the preceding sections need to be matched to objectives, targets and timelines, so that you can measure progress and have a basis for continual improvement. You don’t need to do this for every single action; the idea is to have a representative sample of targets under each priority theme sufficient to inform on performance in a meaningful way.

This can most easily be shown by means of a simple table as set out below with some worked examples.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Priority theme** | **Objective** | **Target** | **KPI** | **Completion date** |
| *Climate action* | *Minimise our carbon footprint* | *Reduce energy consumption in our offices by 25% compared with current levels* | *Actual energy consumption based on quarterly utility bills* | *Within 2 years* |
|  |  |  |  |  |
|  |  |  |  |  |
| *Resource management* | *Zero waste to landfill* | *Install a recycling system at all our sport and corporate events* | *Proportion of (own) events with recycling bins in place* | *Within 2 years* |
|  |  |  |  |  |
|  |  |  |  |  |
| *People* | *Zero harm* | *No notifiable accidents at any of our workplaces* | *No of reported accidents per quarter* | *Immediate and ongoing* |
|  |  |  |  |  |
|  |  |  |  |  |

# 5 Delivery – making it happen

## Management system

It is recommended that NOCs consider adopting a management systems approach to integrating sustainability into their ways of working. For smaller organisations and those just starting out on this path, the idea of a formalised sustainability management system (SMS) may feel to be a step too far at this stage. If so, skip this section and complete the rest of the template below.

All the sections within this template have been designed such that if at a later stage you come back to the idea of adopting an SMS approach, you will be well placed to do so. For those keen to follow this path now, we suggest the following text:

Example text:

*To ensure the most effective implementation of our sustainability strategy, we have chosen to apply a management systems approach in accordance with the international standard ISO 20121:2012. Accordingly in this strategy we have set out the context of our organisation and our principles and values; we have demonstrated leadership commitment to this process; we have identified our key sustainability issues, risks and opportunities through dialogue with our stakeholders; and through this we have defined our sustainability programme based on priority themes with objectives and targets. The mechanisms for implementing our strategy are detailed in the following sections.*

*It is our intention to achieve third party certification to ISO 20121 within three years of publishing this strategy.*

[Note: if you do commit to ISO 20121, you will need to set up an Internal Audit process and hold regular Management Reviews to assess progress and fine tune the SMS.]

## Roles and responsibilities

Explain here, who is leading the sustainability programme within your organisation and who else is involved.

* Name of department/team in charge and/or job title of individual leading the initiative
* Mention any internal working groups, departmental “champions” etc.
* Include any external advisory groups or experts that are involved and how they relate to the programme
* State if any sponsors or other partner organisations are involved, and if so, how
* For any working groups, state how often they meet, who chairs them and to whom they report

## Provision of support

Explain here the level and types of support provided, or being sought, to enable the sustainability programme to function effectively. Things to consider mentioning include:

* Programme is entirely self-funded from organisation’s internal resources
* Programme is co-funded by grants, donations, in-kind support from sponsors, NGOs, public authorities, IOC (e.g. via Olympic Solidarity), other sports bodies etc.
* Knowhow exchange/support from other sports bodies, NGOs, sponsors, experts etc.
* Specialist training is provided by…
* Specialist consultancy support…

## Measuring our progress

This is one of the most challenging aspects of implementing a sustainability programme, but it is very important to explain how you will monitor and evaluate progress (including when and how frequently), so that you can maintain a course of continual improvement across the areas covered by your sustainability programme. This will be a mix of quantitative and qualitative information.

Examples:

* *We will monitor resource consumption through our utility bills (energy, water, waste collection), fuel consumption, travel records and procurement records*
* *We will maintain records of any equipment and goods that we sell, donate or otherwise enable to be reused*
* *We will track diversity of our workforce – e.g. gender balance, age profile, people with disabilities*
* *We will maintain records of any complaints about working conditions, harassment, discrimination, health and safety and other legal compliance issues*
* *Our partners will compile and submit to us records of how they have contributed to our sustainability programme*
* *We will set up satisfaction/feedback questionnaires for our workforce and other stakeholders to comment on how they perceive our progress*
* *After each event, we will conduct a debrief session to establish lessons learned and how we can improve next time*
* *Every six months* [or once a year as a minimum] *the sustainability team will meet with senior management to review progress and decide next steps*

## Communications and reporting

In this section explain how news and progress on sustainability will be communicated and reported, when and how often.

Example text:

*We will provide regular news on our sustainability activities and progress updates via our newsletter, on our website, on social media and through briefings to stakeholders. Internally, our sustainability team (or working group) will provide regular updates to our Management Board, and each year we will provide an account of the programme’s activities in our annual report.*

*Each year we will convene a meeting for representatives of our key stakeholders to discuss our sustainability programme, the progress being made and any improvements we can consider.*

For larger, or more substantial programmes:

*We plan to publish a detailed sustainability report every* [insert frequency – e.g. year or two years] *and once every x years* [say four or five years] *we will review our objectives and define new targets in an updated strategy for the following x years.*

Note: some organisations receive awards or certifications related to sustainability activities, or commit to providing progress reports via third party systems such as the UN Global Compact, Carbon Disclosure Project, or various verification services. If this is relevant to you, it should be mentioned here.

# Appendices

These may or may not be necessary, but consider providing names of organisations consulted, or who have been engaged in developing this strategy, relevant reference lists, or other technical supporting information that you don’t want included in the main body of the document.

This is also a good place to attach your Sustainability policy statement (see over)

## Example NOC Sustainability Policy

*As the National Olympic Committee of* [insert country] *we are committed to supporting the Olympic Movement’s mission to build a better world through sport and to promote Olympic values. This is highly relevant to sustainability, which is one of the greatest challenges of our time. Across the diverse issues of climate change, resource depletion and social inequalities, we need to harness the planet's resources to improve all our lives, while leaving a generous legacy to future generations.*

*The seventeen United Nations Sustainable Development Goals and associated targets provide us with a concrete framework to define what a ‘better world’ could look like by 2030. In particular, this recognises “Sport is an important enabler of sustainable development” and the role of Olympism in reaching young people and inspiring future generations.*

*Although we are a small and independent organisation whose core mission is to support Olympic sport in our country, we fully recognise the need for us to do what we can to improve our sustainability performance and to encourage and support others to do so too. Specifically, we have taken inspiration from the sustainability strategy of the International Olympic Committee, as well as the advice and views of our stakeholders to create a framework for setting our own objectives.*

*While we will endeavour to address many of the diverse issues that relate to sustainability, we have identified three priority themes that will provide the basis for our sustainability programme:*

* ***Climate action*** *– working to reduce our greenhouse gas emissions and minimise our environmental impact, and to use our profile to raise awareness across all our stakeholders of the urgency for climate action*
* ***Resource management*** *– to ensure we procure goods and services in a responsible manner that maximises value and minimises waste.*
* ***Our people*** *– making sure we fulfil our duty of care towards all those working on our behalf – whether as paid staff, volunteers or contractors – and to respect the rights and wellbeing of communities and other people affected by our activities*

*Through active leadership we aim to make sustainability part of our corporate culture and we readily accept to apply the sustainability principles of integrity, inclusivity, stewardship and transparency across everything we do. In addition to complying with applicable legal requirements, we will continually strive for improvement in our sustainability performance.*

*We will ensure the delivery of this policy through the following measures:*

* *Establishing a “sustainability team” to coordinate our work in this field*
* *Adopting a management systems approach aligned with the international sustainability standard ISO 20121:2012*
* *Setting goals and targets relevant to our sustainability priorities that will drive innovation, best practice and knowledge sharing*
* *Ensuring our people understand this policy and its objectives and are encouraged to be champions of sustainability through their work*
* *Collaborating with our stakeholders to optimise sustainable solutions*

*Our Executive Board is responsible for establishing this sustainability policy and for overseeing its implementation. Our directors are accountable for delivering sustainability performance and will ensure that adequate resources are engaged to deliver against this policy. They fully support the Policy and provide effective leadership within their areas of responsibility.*

*We will openly and regularly report our progress in delivering this policy and the commitments we make on sustainability to take account of evolving policies, standards, best practices and technology, and we will share what we learn.*

***Signed by* [insert name]*, President***

*Approved by the Executive Board on* [insert date]