

**THE
LEGACY**

**AND
SUSTAINABILITY**

PLAN

**FOR THE PARIS 2024
OLYMPIC AND PARALYMPIC
GAMES**

**20
IMPACT
24**

THE LEGACY AND SUSTAINABILITY PLAN

**ACCELERATING
THE ENVIRONMENTAL
AND SOCIAL
TRANSFORMATION**

—
2018

**DELIVERING
AN EDITION OF THE GAMES
THAT CAN BE HELD UP
AS AN INSPIRING EXAMPLE**

—
2024

**CONSOLIDATING THE SOCIAL
AND ENVIRONMENTAL LEGACY
OF THE GAMES**

—
2028



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MESSAGE FROM

TONY ESTANQUET



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Along with all our stakeholders, we decided to seize the Paris 2024 Olympic and Paralympic Games as an opportunity to increase the reach of sport in people's lives and come up with a new model for organising major events. That's the idea behind our collectively constructed and collaboratively implemented Legacy and Sustainability strategy.

Increasing the reach of sport in people's lives involves making better use of all the solutions it has to offer to improve health, education, social cohesion, inclusion – particularly for people living with disabilities – and gender equality. A number of stakeholders – including instructors, PE teachers, volunteers and sports club employees – are already doing this on a daily basis across France. We will be able to harness the reach and unique momentum of the Games to shine a spotlight on the commitment shown by these groups and bring together relevant

stakeholders – the sporting movement, regional authorities, the French State, associations and companies – to strengthen the position and social impact of sport in society.

We are collectively building a new model for the Games to ensure they control their impact on their surroundings as well as the entire planet, bring people together and are inclusive, frugal and sustainable.

We also want to make sure the Games help accelerate the environmental transformation of the world of sport and regions by passing on a method, developing innovative tools and promoting widespread awareness. Let the Games begin!



INTRODUCTION

OLYMPIC AGENDA 2020+5, SETTING A NEW FRAMEWORK

As the world continues to grapple with the pandemic and its impact on society as a whole, the IOC and the Olympic movement wanted to build on the success of Olympic Agenda 2020 to create Olympic Agenda 2020+5¹, adopted in December 2020. By putting forward 15 recommendations

for 2025 that were developed in collaboration with all the constituents and stakeholders of the Olympic movement, the IOC aims to “secure greater solidarity, further digitalisation, increased sustainability, strengthened credibility and a reinforced focus on the role of sport in society.”

LEGACY, AS DEFINED BY THE IOC

As set out in the IOC Legacy Strategic Approach published in December 2017,

« Olympic legacy is the result of a joint vision made up of two separate visions – that of the Olympic Movement, which seeks to build a better world through sport, and that of a city (or a territory), which focuses on what a better world through sport looks like in a specific place and time. »

1. <https://www.olympic.org/news/ioc-executive-board-proposes-olympic-agenda-2020-plus-5-as-the-strategic-roadmap-to-2025>

AMBITIONS SET OUT AT THE BIDDING PHASE

From the bidding phase, Paris 2024 positioned legacy and sustainability at the heart of its project and implemented its first tangible initiatives that continue to frame its strategy to this day. These include:

- The Paris 2024 Social Charter, signed with trade unions and employer organisations in 2017 to agree the ways in which Paris 2024 would set a benchmark in terms of social relations and monitor their implementation.
- Aligning Paris 2024 with the Paris Agreement, by halving greenhouse gas emissions and offsetting any residual emissions to achieve carbon neutrality.
- The Olympic and Paralympic Week (OPW), first organised in 2017 in collaboration with the French Ministry of National Education, Youth and Sport and numerous other groups involved in the sporting movement, in particular school sports federations,

to design an annual event that shines a spotlight on the importance of physical education (PE), physical activity and sport for young people, from pre-school to post grad.

Many other initiatives implemented during the bidding phase laid the foundations for the Legacy and Sustainability strategy, developed in particular with:

- Professor Muhammad Yunus and his teams to champion the position of the Social and Solidarity Economy in organising the Games.
- The NGO PLAY International to promote Olympic and Paralympic values and sports participation among young people in France and around the world.
- WWF France, which worked with the Bidding Committee to define the Environmental Excellence strategy for the Games.

THE LEGACY AND SUSTAINABILITY STRATEGY

The Legacy and Sustainability strategy – including the way in which it was designed and is being implemented – has been a truly collective experience. It seeks to promote and take advantage of what makes the Games unique, from people's efforts to achieve a shared objective to the event's capacity to bring

people together and shine a spotlight on outstanding initiatives. Two years of collaboration with our internal and external stakeholders went into the Legacy and Sustainability strategy, which provides the framework for all stakeholders committed to building the legacy of the Paris 2024 Games.

PILLARS OF THE LEGACY AND SUSTAINABILITY STRATEGY

The Legacy and Sustainability strategy is built around six main pillars outlined below, which were designed to deliver an edition of the

Games that can be held up as an inspiring example (focus 1) and leave an enduring legacy in the regions after the Games (focus 2).



THE LEGACY AND SUSTAINABILITY STRATEGY FORMS A COMMON FRAMEWORK FOR THE SHARED AMBITION CHAMPIONED BY PARIS 2024 AND ITS STAKEHOLDERS

The Legacy and Sustainability strategy was developed through a collaborative effort that began back in 2016 to define a shared ambition towards which all those involved in preparing the Paris 2024 Games actively contribute: the Host City, the French State and local authorities; the French National Olympic and Sports Committee (CNOSF), the French Paralympic and Sports Committee (CPSF)

and the entire sporting movement; partner marketing companies, trade unions, employer organisations and those involved in the French economy; people living in France and civil society as a whole. Hundreds of meetings, consultations, community workshops, discussions and suggestions formed the basis for this common framework, which seeks to achieve two ambitions:

01

Deliver an edition of the Games that can be held up as an inspiring example socially and environmentally in every effort related to organising the Paris 2024 Games:

harness the organisation of the world's largest sporting event to protect the environment, drive economic and social progress and improve the quality of life for people living in host regions.

02

Leave a strong and enduring social and environmental legacy that harnesses sport to benefit individuals, society and the planet:

raise awareness of the importance of physical activity and sport, encourage people to become more active, make it easier for them to get involved in sport, use sport in education, integrate people from disadvantaged backgrounds into society through sport and harness sport to drive the environmental transformation.

To achieve these two ambitions, Paris 2024 has designed and implemented an innovative methodology, with a view to sharing it widely and enabling other organisations to benefit from it. It includes:

- **The Entreprises 2024, SSE 2024 and Emplois 2024 platforms**, designed to be used for other major international sporting events organised in France.
- **The Paris 2024 Social Charter**, which is being replicated across Europe by the European Association of Sport Employers (EASE), with support from the European Commission through the Erasmus+ Sport 2020 call for proposals.
- **The Playdagogy – Olympic Values pilot programme** developed in collaboration with UNICEF and PLAY International, which integrates the Olympic values of friendship, excellence and respect into educational content for children across the country.
- **A responsible purchasing strategy**, in accordance with public purchasing principles, which integrates social and environmental considerations into all purchasing categories for Paris 2024, its service providers and partner marketing companies, and can be adopted by all public and sporting entities.
- **Efforts undertaken to obtain ISO 20121 certification**, using a sustainable management system that implements rigorous procedures to ensure social and environmental considerations are taken into account throughout the entire organising committee.
- **Assessment and impact measurement**, conducted in collaboration with the OECD² and the IOC from the outset so the procedures may be used to assess the impact of future editions of the Games and other major international sporting events.
- **A carbon-neutral approach**, used to mitigate the climate impact of the Games by anticipating, avoiding, reducing and offsetting emissions while encouraging others to get involved. This approach is shared with the French sporting movement so that it can integrate it into its activities.

Message from MARIE BARSACQ

IMPACT AND LEGACY
DIRECTOR



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“This presentation of the Legacy and Sustainability strategy gives our team the opportunity to take stock of the progress made since 2016, when the initial foundations were laid as part of the bidding process, and since 2018, when the Paris 2024 organising committee was set up. Looking back, what really stands out is the importance Tony Estanguet and everyone involved in Paris 2024 placed on legacy, right from day 1. This commitment guides our efforts and choices each day within Paris 2024, as well as those of Solideo and all the people with whom we are working to prepare this unique event. That is how, three years out from the Paris 2024 Games, we are all aware of what our objectives are, the resources we have to achieve them, as well as the methods we use to assess our progress and results. It creates a context that binds us, as we have everything we need to take effective action over the next four years and beyond to build the legacy of Paris 2024.

It also highlighted the way in which these objectives, processes and assessment methods go far beyond the Paris 2024 organising committee. I strongly believe the strength of our approach lies in the fact that it is shared by everyone with whom we work – the sporting movement first and foremost, public authorities, our partner marketing companies, the 2024 Terre de Jeux local authorities,

the Generation 2024 schools, clubs and individuals. The project has built a widespread community that provides us with an incredible source of motivation, as anyone who knows anything about sport understands how we can move mountains when we work together.

However, this presentation is above all about looking at the distance we still have to travel. Now is not the time to be patting ourselves on the back. We've already brought together the necessary conditions and set the objectives, we now have a collective responsibility to take action, time and again, with humility and drive, to ensure the Games benefit everyone in France and leave a lasting impact on our society.

Our ambition is clear – to demonstrate that **environmental and social excellence is not only necessary, but also a source of strength,**

and strengthen the position of physical activity and sport for people in France, especially for Generation 2024. We hit the ground running, and now we're picking up speed! >>>

Message from **GEORGINA GRENON**

**ENVIRONMENTAL
EXCELLENCE DIRECTOR**



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« We decided to seize the Paris 2024 Olympic and Paralympic Games as an opportunity to combat and adapt to climate change and address the urgent need to protect and regenerate biodiversity. This sincere, firm commitment has guided us and united everyone involved in the Games and the sporting movement since the bid phase.

Sport brings together 3.5 million volunteers in France, evokes a range of unique emotions with 2.5 million events taking place every year and showcases its positive impact on society day in, day out across the 180,000 sports clubs nationwide that promote education, integration, gender equality and cohesion. However, the world of sport – like all other spheres of human activity and parts of society – needs to undergo an environmental transformation. Moreover, we firmly believe that sport can be harnessed to build a more sustainable society in which people demonstrate greater solidarity and are more mindful of nature and biodiversity. Sport enables us to take in the beauty of our surroundings and understand why we need to protect the environment; it offers an excellent pollution-free

mode of transport; it uses the food we eat as a source of fuel; it makes us realise the importance of getting fresh air; and it is a form of entertainment that enables people to create memories around a common experience rather than limitless consumption.

We have everything we need to ensure **Paris 2024 contributes to the environmental transformation of the world of sport**

by ensuring we set our own benchmark, accelerating the roll-out of innovative solutions for spectacular and sustainable events, as well as working with everybody in the Paris 2024 family so that our methods and achievements leave a tangible and intangible legacy. This plan is the result of the work undertaken by everyone involved in Paris 2024 since the bid phase and highlights the distance we still have to travel together. »



THE OBSERVATIONS UNDERPINNING THE OBJECTIVES OF THE STRATEGY

Each pillar of the Legacy and Sustainability strategy has been built around observations, which enabled us to set objectives. To track whether we are making progress and meeting our objectives, we are currently developing indicators based on a classification of indicators accepted in France and worldwide.

In view of these observations and in order to meet these objectives, initiatives were designed – some of which have already been implemented – to optimise the impact of the Games on society and the environment. There are two types of initiatives – initiatives launched as a result of the Games, which would never have happened were it not for the prospect of hosting this event in 2024, and initiatives accelerated as a result of the Games, which take

a different shape, pursue a new goal or change scope owing to the Games and are either specific to the stakeholders, led with the organising committee or supported by the Paris 2024 endowment fund.

This popular rallying method is illustrated, in part, by the initiatives that can be found in the legacy programmes of each stakeholder. This plan is not, however, a report. Rather than listing all the initiatives that have already been or are currently being launched, which will be presented in a report at a later date, it focuses on the shared objectives of the Legacy and Sustainability strategy. The implementation of the initiatives set out in this document will be regularly assessed using indicators specified in future legacy reports.

01

OUR RESPONSIBILITY:

POSITION ENVIRONMENTAL,
SOCIAL AND ECONOMIC
ENGAGEMENT AT THE HEART
OF OUR TEMPLATE FOR
THE GAMES

The table below outlines the main observations and objectives of the pillars mentioned in this section.

PILLARS	MAIN OBSERVATIONS	MAIN OBJECTIVES
<p>Eco-responsible Games that harness sustainable solutions</p>	<ul style="list-style-type: none"> • The climate and environmental crises our world is currently facing – such as the erosion of biodiversity, air pollution and resource scarcity – threaten the future of all human activity, including sport. • Sport and the events sector must take account of their impact on the climate and the environment and provide a more virtuous model to maximise their positive impact. • Using the conventional Games organisation model, it would not have been possible to achieve the greenhouse gas reductions required to meet France’s climate commitments. • Organising the Games acts as a catalyst to align everyone involved with solutions that help bring about the environmental transformation in society and the host regions. 	<ul style="list-style-type: none"> • Guarantee a carbon-neutral Games. • Protect, regenerate and recognise the value of biodiversity at Olympic and Paralympic venues. • Set up a circular economy for the Games. • Bolster the resilience of the Games and regions (anticipate and manage climate risks). • Promote the development of innovative technological, methodological and social solutions to contribute to achieving the objectives. • Guarantee a positive impact on the climate.
<p>Games that boost regional growth and appeal and improve the quality of life for local people</p>	<ul style="list-style-type: none"> • Seine-Saint-Denis, a department north of Paris, and the north east districts of the capital – the 18th, 19th and 20th arrondissements – will form an integral part of the Games. Seine-Saint-Denis has one of the 10 highest rates of unemployment among departments in France, as well as the highest poverty rates in mainland France. North-east Paris is also affected by many social and regional divides. • In the Seine-Saint-Denis area, there are only 35 swimming facilities including 61 swimming pools for a population of 1.6 million, i.e. 0.53 swimming pools per 100,000 people compared with the national average of 0.94, while Paris has just 0.36 swimming pools per 100,00 people. • One in two children aged 11 in Seine-Saint-Denis cannot swim, while in Paris the rate of those who know how to swim ranges from 58% to 93% depending on the arrondissement. 	<ul style="list-style-type: none"> • Mobilise everyone to encourage children living in north-east Paris and particularly Seine Saint Denis to learn how to swim. • Increase the range of sports on offer and improve access to sport in host regions, particularly Seine-Saint-Denis and north-east Paris. • Create opportunities for civic engagement and professional reintegration for young people in Seine-Saint-Denis. • Improve living conditions and catalyse development in host regions.
<p>Responsible Games that open up opportunities for everyone</p>	<ul style="list-style-type: none"> • Major sporting events frequently generate jobs and require input from a variety of professions, but there is currently no block of transferable skills to recognise the experience of those involved. • Very small, small and medium sized businesses often struggle to win contracts for major sporting events due to a lack of time to monitor tenders, a lack of personnel to respond, or a lack of network to form consortia to be able to tender for certain contracts. • The Social and Solidarity Economy represents a considerable source of innovation, but major sporting events have thus far failed to take significant advantage of this sector. • Organising the Games gives rise to challenges and opportunities in terms of gender equality. • Delivering the Games drives progress in terms of accessibility, inclusion and fundamental rights. 	<ul style="list-style-type: none"> • List the jobs involved by sector and by year to anticipate needs, develop suitable training pathways and offer visibility to the sectors involved. • Structure and develop the sectors and professions required for the Games. • Develop professional skills among local residents, in particular those in long-term unemployment. • Facilitate the provision of specific support to jobseekers ahead of the Games. • Inform and support very small, small and medium-sized businesses and those within the SSE to encourage them to respond to tenders for the Games. • Design a responsible purchasing strategy that optimises the economic and social impact of the Games contracts for regions. • Deliver an edition of the Games that can be held up as an inspiring example along with other major sporting events in terms of gender equality. • Improve the provision of universal accessibility. • Promote better inclusion of people with disabilities.

ECO-RESPONSIBLE GAMES THAT HARNESS SUSTAINABLE SOLUTIONS

**PURSUING AN AMBITIOUS
ENVIRONMENTAL STRATEGY
SPANNING THE ENTIRE SCOPE
OF THE GAMES**

—
2018

**CHAMPIONING
ECO-RESPONSIBLE GAMES
THAT HARNESS SUSTAINABLE
SOLUTIONS**

—
2024

**SETTING A NEW STANDARD
FOR MAJOR EVENTS**

—
2028

ECO-RESPONSIBLE GAMES THAT HARNESS SUSTAINABLE SOLUTIONS

THE CONVENTIONAL GAMES MODEL WAS NO LONGER FIT FOR PURPOSE

We now know that climate change, environmental crises and the consequences of these emergencies are not problems we will have to tackle in the future but rather issues on which we must act today. As carbon emissions reach record highs, the impact of human activity on the climate is already visible. Pressure on biodiversity, soil contamination, air pollution, water pollution and excessive consumption of resources threaten the fragile balance of the planet and humanity. The world of sport takes these concerns seriously. As nature is often their place of work, athletes witness the degradation of our rivers, mountains and oceans on a daily basis. Certain sports clubs, an integral part of every community, are exposed to this disruption. However, their incredible power

to mobilise and unite people puts the Games at the forefront of action to set an inspiring example.

The conventional Games organisation model would not have made it possible to achieve the reductions required to meet France's climate commitments. That is why Paris 2024 undertook a commitment in line with the objectives of the IOC's Olympic Agenda 2020, right from the bidding phase, not only to organise the first edition of the Games in line with the Paris Agreement by halving the event's greenhouse gas emissions and guaranteeing carbon neutrality as early as 2021, but also to deliver an edition of the Games that can be held up as an inspiring example in terms of the circular economy and biodiversity protection.

AMBITIOUS COMMITMENTS TO DELIVER AN EDITION OF THE GAMES THAT CAN BE HELD UP AS AN INSPIRING EXAMPLE

In close collaboration with Solideo and stakeholders, Paris 2024 is responsible for delivering socially and environmentally responsible Games. The path laid out is ambitious, and it is only by working together that we will be able to achieve our goals. That is why Paris 2024 gets involved with initiatives led by host regions, the French National Olympic and Sports Committee, the French Paralympic and Sports Committee and the French Ministry of Sport and, in so doing, became one of the first signatories to the Charter of 15 eco-responsible commitments drawn up for event organisers by the French Ministry of Sport and WWF France.

At the bidding phase, Paris 2024 laid the foundations for an ambitious strategy that could be held up as an inspiring example in pursuit of a number of strong commitments, built in collaboration with a number of stakeholders and impacted into the Environmental Excellence strategy approved by the Board of Directors in 2019. The strategy addresses four major environmental considerations identified to deliver an edition of the Games in 2024 that can be held up as an inspiring example in terms

of climate, biodiversity, the circular economy and environmental resilience.

The strategic and operational responses to these four considerations translate into commitments undertaken for the various activities related to the Games: the supply of renewable electricity during the Games, sustainable catering, a zero waste target for the event, a fleet of clean vehicles to transport the Olympic and Paralympic family, competition venues spectators can reach using public and environmentally friendly means of transport, the integration of circular economy principles into permanent and temporary constructions, and the deployment of sustainable technology.

A number of catalysts are set out in the plan, and the Environmental Excellence team works with all Paris 2024 teams and stakeholders across the board to deliver an edition of the Games that can be held up as an inspiring example, in particular through a responsible purchasing strategy, innovation, training, value creation and the definition of sustainable client experiences.

PILLARS	OBJECTIVES	SUB-OBJECTIVES	INITIATIVES LAUNCHED OR ACCELERATED AS A RESULT OF THE GAMES
Eco-responsible Games that harness sustainable solutions	GUARANTEE CARBON NEUTRALITY AND BECOME THE FIRST MAJOR SPORTING EVENT TO POSITIVELY IMPACT THE CLIMATE	Anticipate and avoid carbon emissions	<ol style="list-style-type: none"> 1. Development of a systemic method to analyse environmental impact 2. Initial analysis of the environmental challenges and impacts for each venue (except Tahiti)
		Halve carbon emissions compared with editions of the Games in the 2010s	
		Deliver an additional programme, creating a positive impact on the climate	
	RECOGNISE, PROTECT AND REGENERATE BIODIVERSITY	Unveil the animal and plant species that live at each site	<ol style="list-style-type: none"> 3. A new model: from a carbon footprint forecast to a carbon budget set well ahead of the Games 4. Integration of the approach into operations
		Protect habitats through initiatives at the venues	
		Regenerate environmentally damaged ecosystems with strong renaturing potential	
	SET UP A CIRCULAR ECONOMY	Anticipate and reduce the use of materials related to the Games by making use of existing resources	<ol style="list-style-type: none"> 5. Decision to make the circular economy the number one commitment in the responsible purchasing strategy 6. Implementation of the resource management plan 7. Drawing up of the Zero Waste Strategy
		Efficiently manage material use and waste during the Games	
		Strengthen regional channels	
		Apply an eco-design approach to everything that must be produced and ensure products and equipment are given a second life	
BOLSTER RESILIENCE	Adapt to climate change	Programmes to be developed by 2021	
	Combat air, water and earth pollution, as well as all kinds of disruption		
	Promote the development of innovative technological, methodological and societal solutions to contribute to achieving the objectives	8. The special 'Olympic and Paralympic Games' category in the fourth i-Nov competition	

GUARANTEEING A POSITIVE IMPACT ON THE CLIMATE: A GROUND-BREAKING METHOD AND AMBITION

Climate change could eventually make sport impossible. Increasingly frequent and intense heat waves in urban areas lead authorities to advise people living in towns and cities to avoid any outdoor activity and sometimes even postpone sporting competitions. Given the forecasts and projections put out by the scientific community, the summer Games may be called into question, as studies suggest that by 2085, only around 30 cities in the northern hemisphere will be cool enough to host the Games, and certain countries will no longer be able to compete in a number of sports as athletes will be unable to train in their own countries, which ultimately will damage the universal nature of the Games.

In the face of the greatest challenge humanity

has ever known, the world's largest sporting event assumes its responsibilities. The most important legacy the Games need to leave is a neutral impact on the climate and the environment by halving the event's carbon footprint, offsetting 100% of residual impacts on the widest scope of responsibility (scope 3) and guaranteeing compliance with the most stringent environmental standards.

In line with the guiding principles of sobriety, innovation and boldness, Paris 2024 is setting a new standard for the organisation of the Olympic and Paralympic Games. The new challenge is to create a positive impact on the climate by supporting projects making it possible to avoid or capture more CO2 emissions than the Games generate.

A NEW MODEL: FROM A CARBON FOOTPRINT FORECAST TO A CARBON BUDGET SET WELL AHEAD OF THE GAMES

The Paris 2024 method involves using a new model to factor in the carbon footprint of an event. Instead of forecasting an event's footprint or reporting and offsetting it once the event is over, Paris 2024 has started with a "target carbon footprint" and implements ambitious actions to remain within its target. Similar to financial budgets that need to be kept to, the target carbon footprint represents a kind of carbon budget that needs to be kept to when delivering the Games. This method, which seeks to transform the way we think about greenhouse gas emissions, enables the management and control of an event's impact, right from the start of the organisation

process. Previous editions of the summer Games emitted 3.6 million tonnes of CO2 on average, yet Paris 2024 has set its carbon budget at 1.5 million tonnes of CO2 across all the main sources of emissions (construction, transport and operations for the Games). Paris 2024 will achieve its ambitious reduction target through a low-impact concept in which 95% of the infrastructure required already exists or is temporary, and a CO2 emissions reduction plan for all Games-related operations. It is the first time a Committee set itself a carbon budget to keep to long before the Games using a new method for strategy and overall operations.

AN APPROACH INTEGRATED INTO THE OVERALL DESIGN, STRATEGY, ORGANISATION AND OPERATIONS

The Avoid, Mitigate, Offset (AMO) approach is already widely applied. To minimise its impact, Paris 2024 has added two steps – anticipate emissions and catalyse action through the attractive force of the Games.

- **Anticipate**: Paris 2024 uses a ground-breaking tool created by and for the Committee to estimate the carbon impact of the event to steer its choices from the outset and throughout the Games preparation period.
- **Avoid**: by harnessing a disruptive concept. Paris 2024 will use existing or temporary structures to meet 95% of its infrastructure needs and has developed a compact and effective concept to minimise distances travelled and guarantee the venues are accessible by public and environmentally

friendly transport.

- **Mitigate**: by accurately identifying the sources of emissions and integrating low-carbon solutions into each area.
- **Offset**: by focusing on the widest scope, scope 3, which includes indirect emissions, to create a positive impact on the climate. Any impact that cannot be avoided, such as spectator travel, will be offset through environmentally and socially beneficial projects.
- **Catalyse action** among individuals and throughout the sporting movement by harnessing sport as a powerful driver of progress for the environmental transition (for example: creating and sharing tools to assess, mitigate and offset its impact, and encouraging people to change their behaviour).

RECOGNISING, PROTECTING AND REGENERATING BIODIVERSITY

A source of food, energy and materials that is vital for human existence, biodiversity is declining at an unprecedented rate. Over the past 40 years, 60% of wild animal populations have disappeared; today, 1 million animal and plant species are threatened with extinction. Limiting

the impacts of human activity on biodiversity is no longer enough on its own – we also need to take action to regenerate ecosystems. Paris 2024 is working towards this goal, both internally and in collaboration with its entire ecosystem.

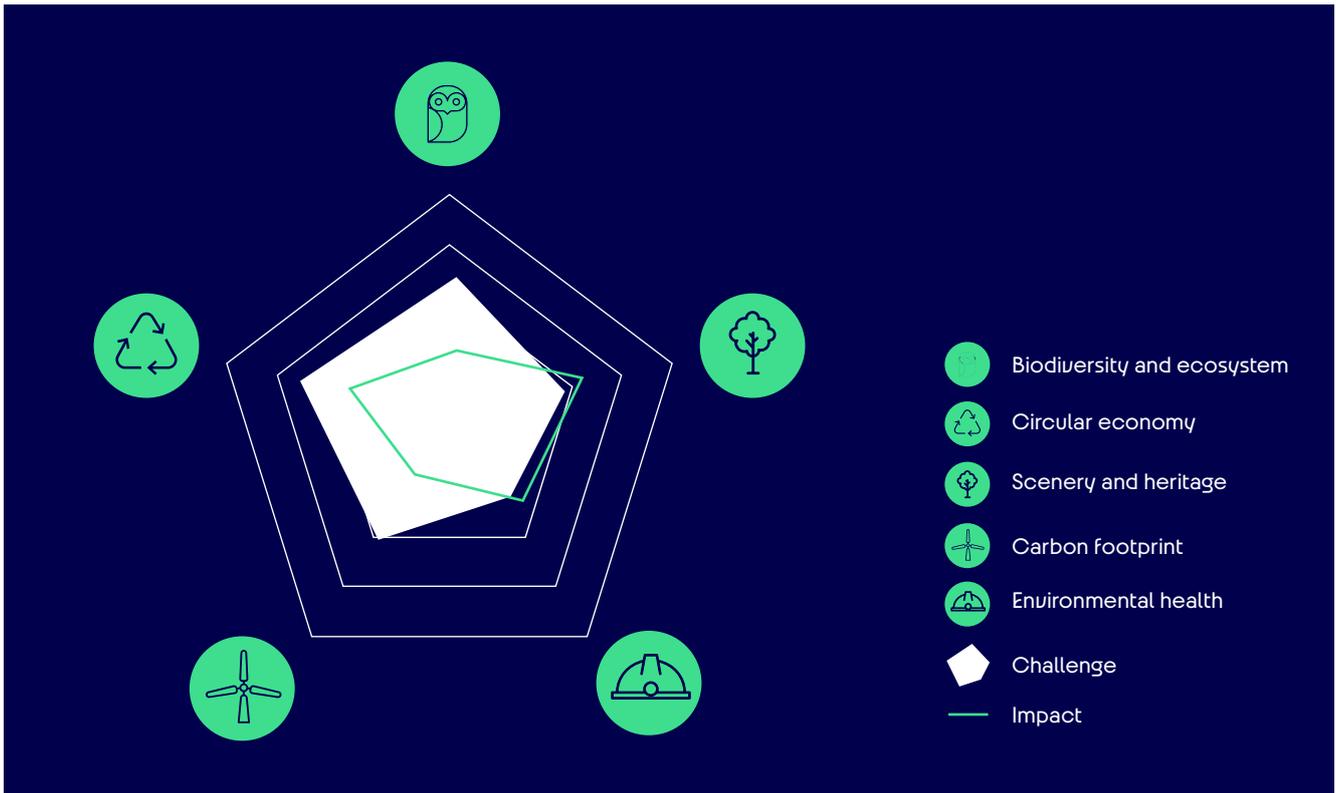
DEVELOPMENT OF AN INNOVATIVE SYSTEMATIC METHOD TO ANALYSE ENVIRONMENTAL IMPACT

To meet the different challenges, a method applicable to all venues had to be designed in order to assess the environmental impact from now up until the post-Games period as part of an iterative process of improvement. This method was developed in line with the ambitions and methods of the IOC and the International Union for Conservation of Nature (IUCN) in France, as set out in various guides

on sport and biodiversity³.

An iterative assessment tool was developed so that the specific considerations of each site as well as the environmental impact of Games developments and events could be assessed over time, from the design phase up until the end of 2024. The tool is illustrated below and identifies five areas for analysis:

3. "Mitigating biodiversity impacts of sports events" - <https://www.iucn.org/content/mitigating-biodiversity-impacts-sports-events>
"Sports and urban biodiversity" - <https://portals.iucn.org/library/node/49127>



Deployed in 2020 based on the “old” Games concept (for all venues apart from Tahiti), the initial expertise phase of this method/action highlighted relatively low impacts and identified several opportunities to increase the positive impact of the Games.

Almost all of the biodiversity at these venues that could be improved by the Games is “everyday” biodiversity. Exceptionally, less commonplace biodiversity was subject to rigorous specialist expertise and the appropriate regulatory files.

At this point in time, we can confirm that:

- most venues are located in ecosystems transformed as a result of old or recent land take;
- the organisation of the Games requires few new structures and involves no overall net

consumption of natural areas, woodlands or farmlands;

- the developments in the villages will help improve these environments;
- the impacts of temporary venues are relatively low and are offset.

Following the initial expertise phase of this method/action (which excluded football venues and Tahiti), the impacts highlighted are relatively low and several opportunities to increase the positive impact of these venues have been identified. The pared-back approach to the Games requires few new structures for permanent venues overall and involves no net consumption of natural areas, woodlands or farmlands. Furthermore, the developments in the two villages will help improve damaged environments. All temporary venues are located in ecosystems transformed as a result of old or more recent land take.

THREE MAIN AMBITIONS TO PROTECT BIODIVERSITY AND THE ENVIRONMENT

- 1.** Unveil the animal and plant species that live at each site. Often when we think about “biodiversity”, we think about the extraordinary, coupled with a sense of urgency – in other words, endangered species. However, biodiversity involves all common species that are not protected but are declining, such as tits, common toads and foxes, and also need to be given careful consideration. It is this “ordinary” biodiversity that Paris 2024 wants to highlight, showcase and bring to the fore during the Games.
- 2.** Protect habitats through on-site initiatives focusing on impact reduction, maximal reuse and sobriety, protection of users and scenery,

as well as heritage.

- 3.** Regenerate ecosystems with deteriorated environmental quality and strong renaturing potential. This corpus of actions will focus on the challenge of biodiversity, complementary to the carbon strategy also developed.

It therefore involves more than merely reducing or offsetting the environmental impacts of competition venues. Paris 2024 wants to make people aware of what biodiversity represents as a whole. As well as reducing environmental impacts, the organisation of these Games must spearhead clear and comprehensive civic information and environmental regeneration.

SETTING UP A CIRCULAR ECONOMY

According to the Circularity Gap Report 2020⁴, the global economy consumes 100 billion tonnes of materials every year. Having increased tenfold in just a century, this consumption relies primarily on the extraction of non-renewable resources. Only 8.6% of the minerals, fossil fuels, metals and biomass that enter the economy are

cycled back into it after use. This resource consumption model is not sustainable in the long term and the overall risks – including a sharp rise in the price of raw materials, supply chain risk, the availability of critical materials for economies, as well as social, environmental and climate crises – must be taken into account.

SIMPLE AND EFFICIENT RESOURCE MANAGEMENT IS A PRIORITY

Against a backdrop of growing tension over resource management, Paris 2024 believes that sobriety is part of setting an example and being acceptable. Adopting simple and efficient resource management is therefore a priority. Furthermore, the ripple effect of the Olympic and Paralympic Games must be used to structure and consolidate virtuous circular supply chains, which create value across the country.

That is why Paris 2024 will strive to: anticipate and reduce its use of materials related to the Games by making use of existing resources; design everything that must be produced in an environmentally friendly way and give products and equipment a second life; efficiently manage material use and waste during the Games; and strengthen regional channels.

4. <https://www.circularity-gap.world/2020>

THE CIRCULAR ECONOMY IS THE NUMBER ONE COMMITMENT IN THE RESPONSIBLE PURCHASING STRATEGY

The purchasing department is in charge of most of the production and consumption of resources for the Games; the Committee therefore chose to make the circular economy the main priority out of the five outlined in its responsible purchasing strategy. All Games contractors and

suppliers are therefore encouraged to adopt eco-design principles, limit the use of raw materials and non-renewable resources, waste production and wasteful practices, as well as factor in the end of life or the post-Games handover of their products.

AN ASSESSMENT PLANNED FOR 2021 TO PREPARE THE ACTION PLAN

Paris 2024 wants to assess its “materials footprint” by carrying out a resource management plan in 2021. This will involve identifying all the resources required for intermediary events and the operational phase of the Games. The “resources” are all the products, materials and waste that will be purchased, hired, used or produced by Paris 2024. The aim of this approach is to get a clear view of Paris 2024’s resource use in order to minimise inflows, thereby reducing the amount of associated waste. The assessment will be coupled with an action plan to limit the amount of waste, structure local reuse channels accordingly and anticipate the processing and recovery of residual waste.

DRAWING UP A ZERO WASTE POLICY TO GUIDE AND SUPPORT THE ECOSYSTEM

In 2021, Paris 2024 will continue to harness the resource management plan to set its circular economy goal through a “zero waste” strategy. This strategy will compile the waste- and resource-related challenges across the country and draw up an action plan developed with its stakeholders. Of the challenges identified, Paris 2024 has committed to strive to limit its single-use plastic usage and implement alternative solutions. This broader action plan will be coupled with monitoring and implementation indicators. The strategy will come with a manifesto to ensure widespread communication.

Through its “Zero Waste Policy”, Paris 2024 seeks to do more than merely set an example – it wants to sustainably transform channels for a more circular and inclusive economy.

BOLSTERING ENVIRONMENTAL RESILIENCE

THE RESILIENCE OF THE GAMES: GUARANTEEING PARTICIPANT COMFORT AND HEALTH

Resilience refers to the ability to anticipate, recover and resume normal operations after disruption by preparing for, preventing and managing risks – particularly of natural or man-made disasters such as air or water pollution episodes, heatwaves, flooding, terrorist attacks, cyberattacks, and electricity or IT failures.

Adverse situations may be linked to climate change. Heatwaves, increased precipitation leading to flooding, as well as more frequent and intense natural disasters are risks faced by France and therefore the host venues of the Paris 2024 Games. Adapting to climate change is a serious challenge and therefore forms part of the Paris Agreement, as do reducing emissions and achieving carbon neutrality.

Air pollution is another risk that, although not directly linked to climate change, often shares some of the same causes – such as burning hydrocarbons – and can be linked – heatwaves and sunshine can lead to ozone pollution episodes and increase the health risks to people, particularly athletes. According to the French

National Institute of Health and Medical Research (INSERM), amateur athletes engaging in low-intensity exercise can breathe in six times more air and particle pollution than when resting⁵, whereas elite athletes engaging in high-intensity exercise can breathe in 12 times more air. Water pollution, particularly in the river Seine, is also a major issue for the Games due to the organisation of events in open-water environments. The risk of the Seine becoming contaminated by overflow in the event of heavy rainfall must also be managed.

Therefore, Paris 2024 believes that resilience is a theme vital to the delivery of the event that could create value, progress and innovation for partner marketing companies and regions. It is an international (IOC, IPCC and UNDRR), national (the French State through its National Plan for Climate Change Adaptation and its strategy to prevent major risks and protect civil security, as well as the French Agency for the Ecological Transition) and local (the Greater Paris region, Paris City Council and Seine-Saint-Denis) theme deemed important by both Paris 2024 and Solideo.

PARIS 2024'S UNIQUE RESILIENCE STRATEGY

Paris 2024 set its resilience goal based on two scopes: the risks taken into account and the targets that fall within its remit.

- The risks taken into account by Paris 2024 include the consequences of climate disruption, air/water/soil pollution, as well as noise and odour nuisance.
- The targets that fall within Paris 2024's remit include the health of the athletes, spectators

and organisers, as well as the functionality of permanent and temporary facilities alike.

The role of the Environmental Excellence department is therefore to improve people's understanding and support the departments responsible for delivery, such as the Sports department regarding the impact of the weather on athletes or the Venues and Infrastructure department (VNI) regarding the solutions to be rolled out at the venues.

Resilience is gradually becoming a part of Paris 2024's environmental strategy through various projects. Initial work has begun with internal and external contacts; for instance, with the Venues and Infrastructure department, resilience constitutes an area to analyse

the environmental impacts of venues and is one of the general eco-design principles for temporary infrastructure that will make up the "Sustainable Design Guide". A formal resilience strategy is scheduled to be drawn up in 2022.

PROMOTING THE DEVELOPMENT OF INNOVATIVE SOLUTIONS

Although a number of solutions already exist to achieve the environmental ambitions of Paris 2024, others are lacking on the scale of the Games. That is why the Paris 2024 organising committee has turned

to innovation to mitigate the environmental impact of the Games and develop solutions that can be used well beyond 2024, with a focus on other markets and needs.

WINNERS IN THE SPECIAL 'OLYMPIC AND PARALYMPIC GAMES' CATEGORY OF THE FOURTH I-NOU COMPETITION SUPPORTED BY THE INVESTMENTS FOR THE FUTURE PROGRAMME

On 3 July 2019, the French State, in collaboration with Paris 2024, launched a call for innovative projects to contribute to organising the Games in an environmentally friendly way.

Several measures from the Investments for the Future Programme are being used:

- the "Demonstrators of clean off-grid energy production solutions" call for proposals;
- the fourth i-Nov innovation competition.

• On 9 November 2020, the French General Secretariat for Investment (SGPI) announced the eight winners:

- five in the "Environmental Transition" subcategory;
- three in the "Digital" subcategory.

Receiving a total of up to around €3.5 million in support from the French State, these companies all have the potential to provide innovative solutions to Paris 2024, our partners, stakeholders and/or the world of sport in France and abroad.

GAMES THAT BOOST REGIONAL GROWTH AND APPEAL AND IMPROVE THE QUALITY OF LIFE FOR LOCAL PEOPLE



**MAKING STRONG COMMITMENTS TO FAST-
TRACK INCREASING THE RANGE OF SPORTS
ON OFFER AND IMPROVE THE QUALITY OF
LIFE FOR PEOPLE LIVING IN HOST REGIONS**

—
2018



**PROVIDING SPORTS
AND URBAN INFRASTRUCTURE
FOR THE GAMES**

—
2024



**BOOSTING THE APPEAL
OF REGIONS AND INCREASING THE
RANGE OF SPORTS ON OFFER**

—
2028

GAMES THAT BOOST REGIONAL GROWTH AND APPEAL AND IMPROVE THE QUALITY OF LIFE FOR LOCAL PEOPLE

HARNESSING THE GAMES TO ACCELERATE URBAN AND ECONOMIC APPEAL AND FAST-TRACK INCREASING THE RANGE OF SPORTS ON OFFER AS PART OF AN ENVIRONMENTAL IMPACT REDUCTION APPROACH

Forming a key part of the IOC's Olympic Agenda 2020, environmental impact reduction is at the heart of the concept for the Paris 2024 Games. A limited number of facilities will be built specifically for the Games – most of the infrastructure will consist of renovated facilities or new facilities in the pipeline for a long time. Holding the Games provides an opportunity to fast-track these projects, which will continue to benefit the regions after the Games by boosting development and improving the quality of life for local people.

Paris 2024 opted to place Seine-Saint-Denis – just north of Paris – and the north-east districts of the capital – the 18th, 19th and 20th arrondissements – at the heart of the Games to guide the areas' transformation, showcase their energy, diversity and talents, and serve local residents. With two villages, multiple competition venues and training centres, one site for celebration and major redevelopment, Seine Saint Denis and north-east Paris will be central to the Paris 2024 Games (see map of venues).

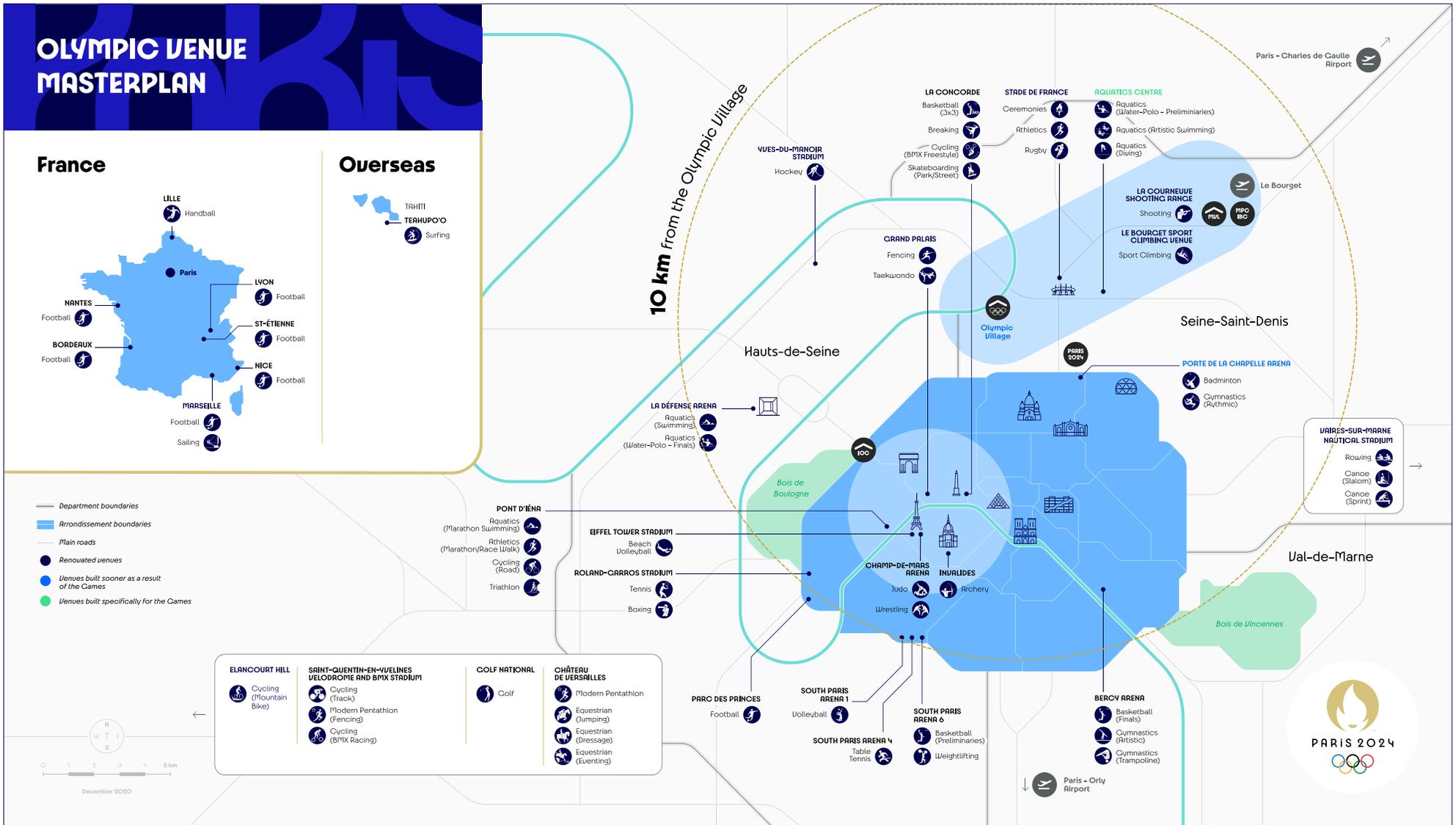
Seine-Saint-Denis⁶ and north-east Paris have exceptional strengths – such as their young people, economic vitality and diversity – but also many urban, social and economic divides. The Games, the headquarters of the organising committee, the Olympic and Paralympic events, as well as a host of pre- and post-Games initiatives will provide a unique opportunity to showcase everything these areas have to offer and improve their image and appeal over the long term.

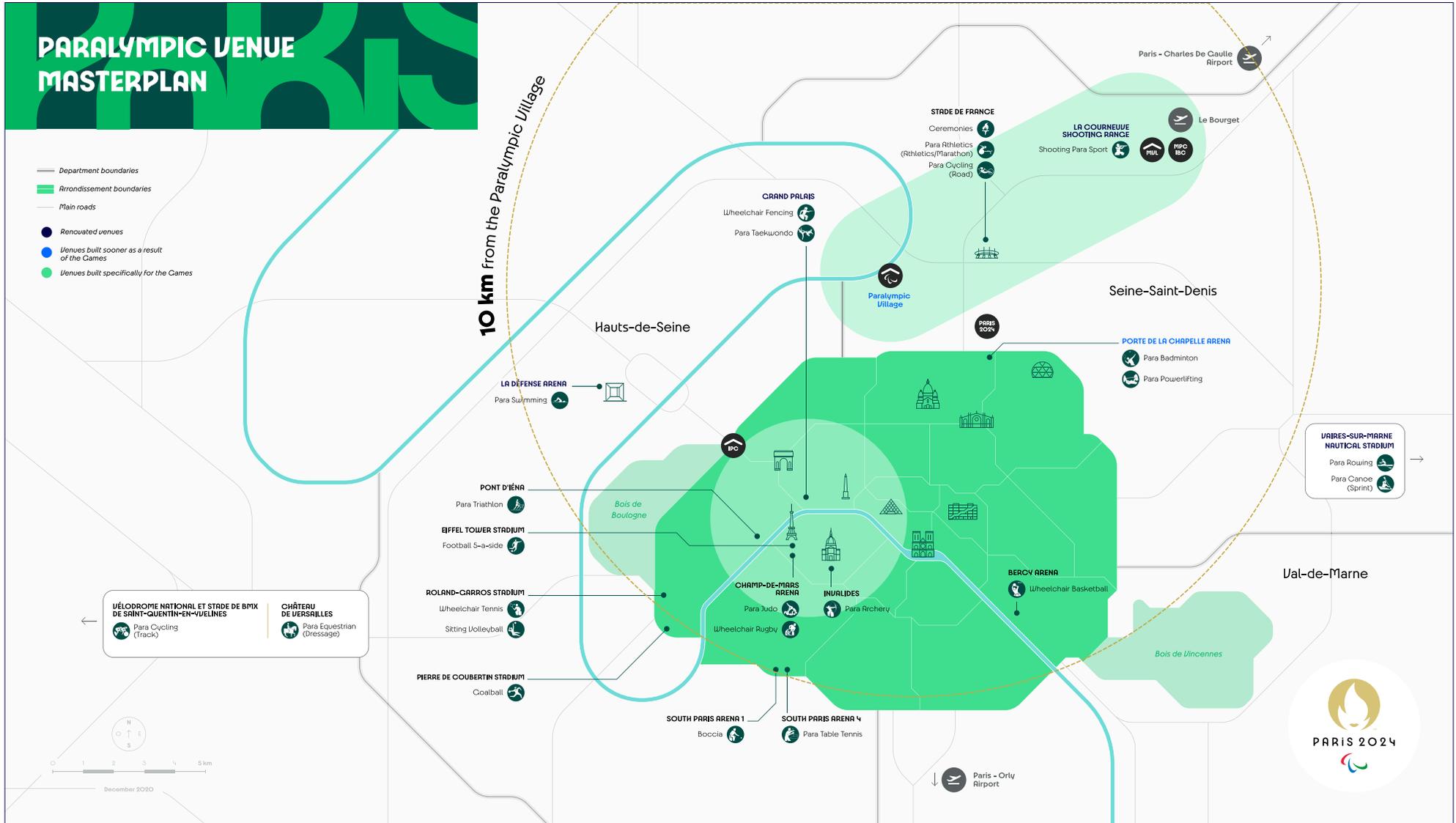
In terms of sport, the construction of the Olympic Aquatics Centre, the renovation of around 20 pools in Seine Saint Denis, as well as the renovation of the Georges Vallerey swimming pool built for the 1924 Olympic Games (which complements the host city's "Swim in Paris" plan) meet a specific need of local residents in two areas with a serious lack of sports infrastructure, particularly aquatics facilities:

- There is a lack of sports facilities in Seine-Saint-Denis and Paris, particularly swimming pools.
- In the Seine-Saint-Denis area, there are only 35 swimming facilities including 61 swimming pools for a population of 1.6 million, i.e. 0.53 swimming pools per 100,000 people compared with the national average of 0.94, while Paris has just 0.36 swimming pools per 100,000 people.
- One in two children aged 11 in Seine-Saint-Denis cannot swim, while in Paris the rate of those who know how to swim ranges from 58% to 93% depending on the arrondissement.
- Only two pools have been built in Seine-Saint-Denis in the past 10 years.

The Games, particularly through the role of Solideo outlined below, can accelerate the development of host regions and contribute to increasing the range of sports on offer, for instance by renovating or building sports facilities.

6. A department north-east of Paris. For more information, see the maps of the venues below.





HARNESSING THE GAMES TO CONTRIBUTE TO ECONOMIC AND SOCIAL DEVELOPMENT AND A GREATER RANGE OF SPORTS IN HOST REGIONS

Paris 2024 pledges, alongside Solideo, to organise Games that generate regional growth and contribute to improving local access to sport in host regions.

As well as the construction and renovation of the main competition venues and training facilities to host the athletes, the construction of infrastructure and development projects that will benefit local residents is being accelerated as a result of the 2024 Games. The Athletes' Village and Media Village will be a major urban legacy, improving the quality of life for local people. Paris 2024 and its stakeholders are

committed to making numerous investments in the regions hosting the Games, particularly Seine-Saint-Denis, to make them more appealing, accessible and innovative and renovating around 20 local sports facilities to encourage sports participation through the Games. Decided upon in collaboration with regions and local stakeholders, this renovation work will generate regional growth. Paris 2024's long-term goal is to make a powerful impact in the Seine Saint Denis area, particularly by helping bridge the gap between the proportion of 11-year-old pupils in the area that can swim and the national average.

PILLARS	OBJECTIVES	SUB-OBJECTIVES	INITIATIVES LAUNCHED OR ACCELERATED AS A RESULT OF THE GAMES
Games that boost regional growth and appeal and improve the quality of life for local people	GAMES THAT INCREASE THE RANGE OF SPORTS ON OFFER IN REGIONS	Expand the range of sports on offer in host regions	<ol style="list-style-type: none"> 1. La Chapelle Arena* 2. Pre-Games Training Camps* 3. Renovation of training facilities in Seine-Saint-Denis* 4. The Aquatics Centre* 5. Renovation of pools in Seine-Saint-Denis**
		Ensure regional involvement and a regional legacy	
	GAMES THAT IMPROVE THE QUALITY OF LIFE FOR PEOPLE LIVING IN HOST REGIONS	Expand the range of sports on offer in host regions	<ol style="list-style-type: none"> 6. The three commitments undertaken by Solideo to enhance regional appeal 7. The Athletes' Village* 8. The Media Cluster* 9. Venues that will contribute to transforming the region*
		Ensure regional involvement and a regional legacy	

* : A venue renovated or built sooner as a result of the Games
 ** : A venue built specifically for the Games

GAMES THAT HELP DEVELOP REGIONAL SPORTS FACILITIES

EXPANDING THE RANGE OF SPORTS ON OFFER IN HOST REGIONS

Some host regions do not have enough sports facilities, particularly medium-sized venues. The organisation of the Olympic and Paralympic Games will therefore give fresh momentum to the development of local sports activities for residents in these areas. Paris 2024

and Solideo will take part in building and, to a greater extent, renovating large scale facilities likely to host major national and international competitions while providing access to local sports clubs and improving the range of local sports activities on offer.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

LA CHAPELLE ARENA: A VENUE AND A LASTING LEGACY FOR PARIS

Planned before the 2024 Games bid and therefore excluded from the Games investment budget, the arena will be the first structure of and act as a catalyst for a comprehensive urban transformation process in the area to promote active mobility, foster economic activity and create sports facilities and vegetation areas.

Championed by Paris City Council, the facility will host over 120 events per year, including national and international sports competitions,

resident club Paris Basketball's matches, as well as cultural and artistic events (including concerts and performances for the general public). To build on its roots and potential to benefit the community in Porte de la Chapelle (the 18th arrondissement of Paris), one of the most working-class neighbourhoods in the capital and just a stone's throw from Seine-Saint-Denis, this facility will also be open for local residents, who will be able to practise sports in its two specially designed sports halls.



In addition to these sports facilities, an additional programme to offer leisure and retail spaces spanning 2,600 m² will also be created for the neighbourhood.

The arena will set an example in terms of accessibility: Paris City Council aims to implement universal design methods that will enable all involved to go further than regulatory requirements by creating inclusive spaces. This involves providing non-stigmatizing facilities so that people with

disabilities can get around, access and use venues and equipment, find their way around and communicate.

The project selected will also be of the highest environmental standards, extensively using bio-sourced and recycled or recyclable construction materials, low-carbon concrete, 100% renewable and recovered energy for heating and cooling systems, as well as a green roof spanning almost 7,000 m² to combat the heat island effect.

Various consultations show that people in France want to practise sport in new ways – locally, flexibly, and through the creation of original urban outdoor activities. Fifty-eight percent of them expect their towns to make sports facilities freely available. Paris 2024 and the French National Sports Agency therefore signed an agreement to support the development of local sports facilities until 2024 and encourage new collaborations between areas awarded the Terre de Jeux 2024 label, clubs and sports federations.

The “Terre de Jeux 2024” label is awarded to local authorities, local government associations, departments and regions in mainland France and French overseas territories. It recognises these bodies’ efforts to increase the amount

of sport people play and get involved in the Games journey, whatever their size or budget.

The agreement between Paris 2024 and the French National Sports Agency will make these aspirations a reality by supporting local and regional authorities, leading facilitators of sport on a day-to-day basis. Every year, it will fund almost 150 development, renovation and accessibility projects for local free-to-use sports facilities, primarily in host regions but also all regions bearing the Terre de Jeux 2024 label. The agreement will also help reinforce connections between the sporting movement (e.g. federations and clubs) and authorities that hold the Terre de Jeux 2024 label in order to build new momentum for their shared ambition of developing the role of sport in our regions.

PRE-GAMES TRAINING CAMPS: ENSURING REGIONAL INVOLVEMENT AND A REGIONAL LEGACY

As soon as the Tokyo Olympic and Paralympic Games are over, athletes from all over the world will be able to find their bearings in one of the 619 facilities selected as Pre-Games Training Camps across 415 locations bearing the “Terre de Jeux” label. High-quality sports facilities and host services were selected to host the athletes in top-class surroundings.

The Pre-Games Training Camps are effective support bases that enable athletes to soak up the atmosphere in the host country and start their journey to the Games up to three years before the big event kicks off, playing a key role not only in athletes’ preparation, but also the involvement of regions and local sports clubs.

From local authorities’ point of view, hosting a Pre-Games Training Camp can help make their area more attractive. For sports clubs, it’s an opportunity to benefit from the development, renovation and construction of sports facilities. And local residents get a chance to learn more about a particular sport, country or culture. The Pre-Games Training Camps help guarantee the Games’ lasting regional legacy for local authorities, residents and the sporting movement. The French State, through the National Sports Agency, will allocate a budget of €20 million to renovate facilities hosting Pre-Games Training Camps.



TONY ESTANQUET

« The Pre-Games Training Camps constitute another opportunity to recall the national scope of the Paris 2024 Games. No fewer than 415 local authorities throughout France might host and support international delegations preparing for the Games. We are committed to getting all of France and all its citizens involved in the Paris 2024 Games. All areas – from the largest region to the smallest town – can take part in our project, which gives everybody the opportunity to join in the Games experience right away and continue to enjoy the celebration for many years to come. »

THE MAIN TRAINING CENTRES RENOVATED AS A RESULT OF THE GAMES

The sports facilities set to be used for the Games include a certain number of training centres in Seine-Saint-Denis and working-class neighbourhoods in Paris. As part of an impact reduction approach to the Games, local

authorities will renovate existing facilities so that athletes can prepare for the events and local residents can exercise in high quality facilities before and after the Games.

INITIATIVES ACCELERATED AS A RESULT OF THE GAMES

- **The Guy Moquet sports hall** in Aubervilliers is a multisports facility that will be renovated, extended and upgraded to bring it in line with standards for the benefit of people living in the area.
- **The Auguste Delaune sports complex** will be redeveloped for the Games. It will be used as a training facility for Olympic and Paralympic athletics during the Games. The project will bring the complex up to standards, particularly in terms of accessibility.
- **The Saint-Denis Palais des Sports facility** will be redeveloped for the Games. It will be used as a training site for volleyball during the Games. The facility will be brought up to standards in terms of accessibility and safety and include a sports medicine area.
- **The Île des Vannes sports complex**, located at the south of Île Saint Denis, is currently closed and needs to be renovated. The complex, particularly the central Grande Nef space and the athletics track, will be used as training centres during the Games.
- **The Pablo Neruda sports hall** is a sports facility in Saint-Ouen-sur-Seine. At its handover, the sports hall will be used exclusively for athletes to train. After the Games, a larger, more accessible sports hall will be given back to the community for clubs, associations and school groups to practise sports, particularly gymnastics.
- **The Max Rousié sports centre**, located in the 17th arrondissement of Paris, will be renovated for the Games. It will be used as a training site for judo during the Games. After the Games, a fully accessible, optimised sports centre will be given back to the local area for residents to enjoy a range of sports.
- **The Dauvin sports centre**, located in the 18th arrondissement of Paris, will be renovated for the Games and used as a training facility for modern pentathlon athletes during the event. An upgraded pool complex and a renovated athletics track will be left behind as a legacy.
- **The Poissonniers sports centre** located in the 18th arrondissement of Paris will be renovated and used as a training facility for volleyball during the Games. After the Games, local residents will enjoy a renovated, fully accessible sports centre that is more energy efficient.
- **The Vallerey swimming pool** located in the 20th arrondissement of Paris will be renovated for the Games. It will be used as a training facility by Paralympic swimmers during the Games. After the Games, local residents will enjoy a pool that meets standards for safety and accessibility and boasts a renovated glass roof.

HELPING PEOPLE LEARN HOW TO SWIM IN THE SEINE-SAINT-DENIS AREA

Collective mobilisation between Paris 2024 and the sporting movement led to the Seine-Saint-Denis 2024 swimming plan, which aims to work with local stakeholders to go further on the following topics:

- lifeguard training;
- promoting all practices for everybody, particularly people with disabilities;
- optimising the use of existing swimming pools and installing new facilities to help Seine-

Saint-Denis bring its proportion of year 7 schoolchildren who know how to swim up to around 63% by 2024.

In addition to the Aquatics Centre, the construction of which was also long-awaited by the entire French swimming movement (who need an efficient training structure and facilities that can host major international competitions), the Games will enhance aquatic facilities in Seine-Saint-Denis.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

THE AQUATICS CENTRE: A FACILITY FOR LOCAL RESIDENTS IN SEINE-SAINT-DENIS



The Aquatics Centre is the only sporting venue that will be built specifically for the Paris 2024 Olympic and Paralympic Games. Set up on the Plaine Saulnier site in Saint-Denis opposite the Stade de France in a project managed by the Greater Paris Metropolitan Area, the Aquatics Centre will host the Paris 2024 water polo (preliminary rounds), diving and artistic swimming events.

After the Games, the Aquatics Centre will be transformed into an immense facility for

a variety of sports, open to all – with a fitness area, a climbing wall, a skate park and individual and group sport courts. The pool will have a movable floor to provide different depths so the Aquatics Centre can adapt for various uses, such as swimming lessons or baby swimming sessions.

The Aquatics Centre will be a low carbon facility, entirely designed using bio-sourced materials. Its wooden structure and framework will be built in harmony with the neighbourhood's future green spaces. Its 5,000 m² roof will be covered with photovoltaic panels, making it one of the largest urban solar farms in France and ensuring energy self-sufficiency. With an interior made of recycled products, the centre will be entirely French-made – showcasing French expertise in environmental performance.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

AROUND 20 POOLS WHERE PEOPLE CAN LEARN HOW TO SWIM

Organising the Paris 2024 Games presents an opportunity to create a legacy in Seine-Saint-Denis by building multiple swimming pools, which will be used as competition, training and warm up venues before and during the Games. This involves building permanent structures for new pools, carrying out renovations and extensions accelerated as a result of the Games, as well as building temporary pools that can be reused after the Games.

The construction and renovation of these pools is a key part of the 2016-2021 swimming plan adopted by the Seine Saint Denis departmental council.

Although it is still too early to quantify the precise number of new swimming pools being created in Seine Saint Denis as a direct or indirect result of the Games (subject to confirmation of the final work programmes),

the different projects underway enable us to estimate that number at around 20:

- **The Aquatics Centre in Saint-Denis:** new facilities (three pools)
- **The temporary pools for the Games** (two at the Paris La Défense Arena and one at the Aquatics Centre)
- **The Pont de Bondy pool in Noisy-le-Sec:** new facilities (three pools)
- **The Aquatics Centre in Fort d'Aubervilliers:** new facilities (four pools)
- **The Aquatics Centre in Aulnay-sous-Bois:** new facilities (seven pools)
- **The Marville swimming pool in La Courneuve:** renovation and extension of the existing facilities (six pools)

GAMES THAT IMPROVE THE QUALITY OF LIFE FOR PEOPLE LIVING IN HOST REGIONS

ENHANCING REGIONAL APPEAL THROUGH COMMITMENTS UNDERTAKEN BY SOLIDEO

ABOUT SOLIDEO

Solideo is a French public establishment of an industrial and commercial nature (known as an “EPIC”). It is tasked with supervising the delivery of the Olympic facilities, including the development and redevelopment work carried out on urban spaces and sports facilities for the Paris 2024 Games. Solideo is the contracting party for a number of standout development projects – such as the Olympic and Paralympic Village mixed development zone, the media cluster mixed development zone and various public infrastructure and facilities – and supervises the contracting parties for a number of projects. The Solideo structures are designed to be transformed into public amenities, housing units and offices from 2025. Solideo is

also supervising the 29 contracting parties (Paris and Marseille city councils, the Greater Paris Metropolitan Area, the Seine-Saint-Denis departmental council, the Greater Paris regional authorities, etc.) responsible for delivering the Olympic and Paralympic structures⁷ under their authority according to the deadline, environmental ambitions, budget and programme agreed with Solideo as part of its framework⁸.

Solideo is therefore responsible for delivering lasting structures (sports and urban infrastructure, development projects, etc.) – unlike Paris 2024, whose prerogatives regarding infrastructure are limited to delivering temporary facilities and ensuring their post-Games legacy.

SOLIDEO'S THREE AIMS ARE:

- **Financing:** Solideo assembles all public funds to finance investment in permanent Olympic and Paralympic structures.
- **Supervising:** Solideo helps contracting parties in order to guarantee that projects are delivered in line with the programme, budgets and deadlines, as well as the underlying environmental ambitions.
- **Developing:** Solideo is the contracting party for the Olympic and Paralympic Village mixed development zone, the media cluster mixed development zone and various public infrastructure and facilities.

7. The “structures” refer to all construction and renovation work involving competition venues, training centres, infrastructure and development projects.

8. The 62 Olympic and Paralympic projects and 29 contracting parties: <https://www.ouvrages-olympiques.fr/en/missions/supervisions>

A SUSTAINABLE AND ACCESSIBLE CITY

Solideo wanted to adopt an Environmental Excellence strategy with great ambitions. It applies to the projects it carries out directly as well as those it supervises. The key focuses of the Solideo Environmental Excellence strategy are:

1. ensuring carbon neutrality by 2050

across the entire life cycle of buildings in the neighbourhood by using bio sourced and low-carbon materials, reusing and recycling waste on construction sites, and consuming renewable energy;

2. guaranteeing urban comfort in the climate of 2050,

accounting for climate pressure and the increase in extreme weather events by taking measures to mitigate urban heat islands, developing resilient and reversible structures, and carefully monitoring indoor air quality;

3. making a positive contribution to urban biodiversity

by creating an ecosystem with new habitats and plants suited to the climate expected in 2050, boosting green infrastructure and accounting for issues relating to the water cycle.

A UNIVERSALLY ACCESSIBLE ATHLETES' VILLAGE AND MEDIA CLUSTER

All accommodation at the Athletes' Village will be fully accessible from the legacy phase, which means specific requirements for living spaces (bathrooms, lifts, sufficient space in communal areas, etc.) and high architectural standards must be adhered to so that these requirements are perfectly integrated into the design.

The Media Cluster will also be highly comfortable for users, both within the built environment and public spaces. The accommodation built will be an opportunity to review the quality of life of everyone, particularly older people.

Solideo also coordinates a large network of stakeholders involved in innovation including operators, promoters, very small, small and medium-sized businesses, start-ups and other innovators.

For example, it established:

1. An innovation committee;
2. An innovation fund;
3. Communication with companies that may produce innovative solutions for contracting parties.

SOLIDEO TECHNOLOGY AND INNOVATION

Solideo aims to centre innovation in its operations and construction and redevelopment projects. It has also mobilised companies and the innovation ecosystem to make sure the Games demonstrate the values of the Paris Agreement on climate change. It therefore plans to set up experiments and demonstrators for small scale innovative solutions alongside its construction and redevelopment projects. Solideo is also interested in more mature ideas that may be long term innovations and solutions that may lead to new experimental uses.

To facilitate this new dialogue between the city and its users, Solideo aims to establish a connected environment that will enable people to express their needs, and the city and innovative companies to respond to them.

HARNESSING THE GAMES TO ACCELERATE URBAN TRANSFORMATION

Through public investment benefiting regions, particularly Seine-Saint-Denis and its inhabitants (in terms of facilities, housing, transport, economic development and employment), the Paris 2024 Games will leave a lasting local legacy. This urban transformation will include the construction of the Athletes' Village and the Media Cluster as well as new infrastructure, such as the installation of four underground 225,000 volt electricity lines in the towns of Saint-Denis, Île-Saint-Denis and Villeneuve la Garenne, the construction of a noise barrier to the south of the A86 motorway and the redevelopment of Canal Saint-Denis.

In its bid, Paris 2024 pledged to deliver spectacular and sustainable Games in the very heart of the capital and Seine Saint-Denis – a promise that is now becoming a reality⁹.

Approved by the Board of Directors on 17 December 2020, the proposed concept was developed in collaboration with local and regional authorities, international Olympic and Paralympic sports federations, the IOC and the IPC. Holding Olympic and Paralympic events in the same competition venues was a priority, as was cutting back on the number of temporary venues in favour of existing facilities.

• Olympic and Paralympic concepts that align:

Although there will be a two-week gap between the two events, they will follow the exact same principles. As soon as it was feasible to do so, it was decided that the Paralympic events would be held at the same venues as the Olympic events. This will be the case for 15 out of 24 sports, including table tennis, swimming, judo and taekwondo.

• Impact reduction for a breathtaking event:

Paris 2024 has organised the event to make full use of each venue on competition days to keep costs down and maximise investment. Paris 2024's unique Olympic and Paralympic concept combines responsible impact reduction with staging against a backdrop of Paris' most recognisable sights to deliver an exceptional sporting and cultural event. By using existing facilities, Paris 2024 will minimise its investment budget and carbon footprint to ensure a concept with a strong focus on responsibility.

By leaving an enduring legacy, the Games concept and venues selected by Paris 2024 will help transform the region and the daily lives

of the people that live in it. Plans include construction and renovation work, as well as a new permanent climbing facility in Seine-Saint-Denis.

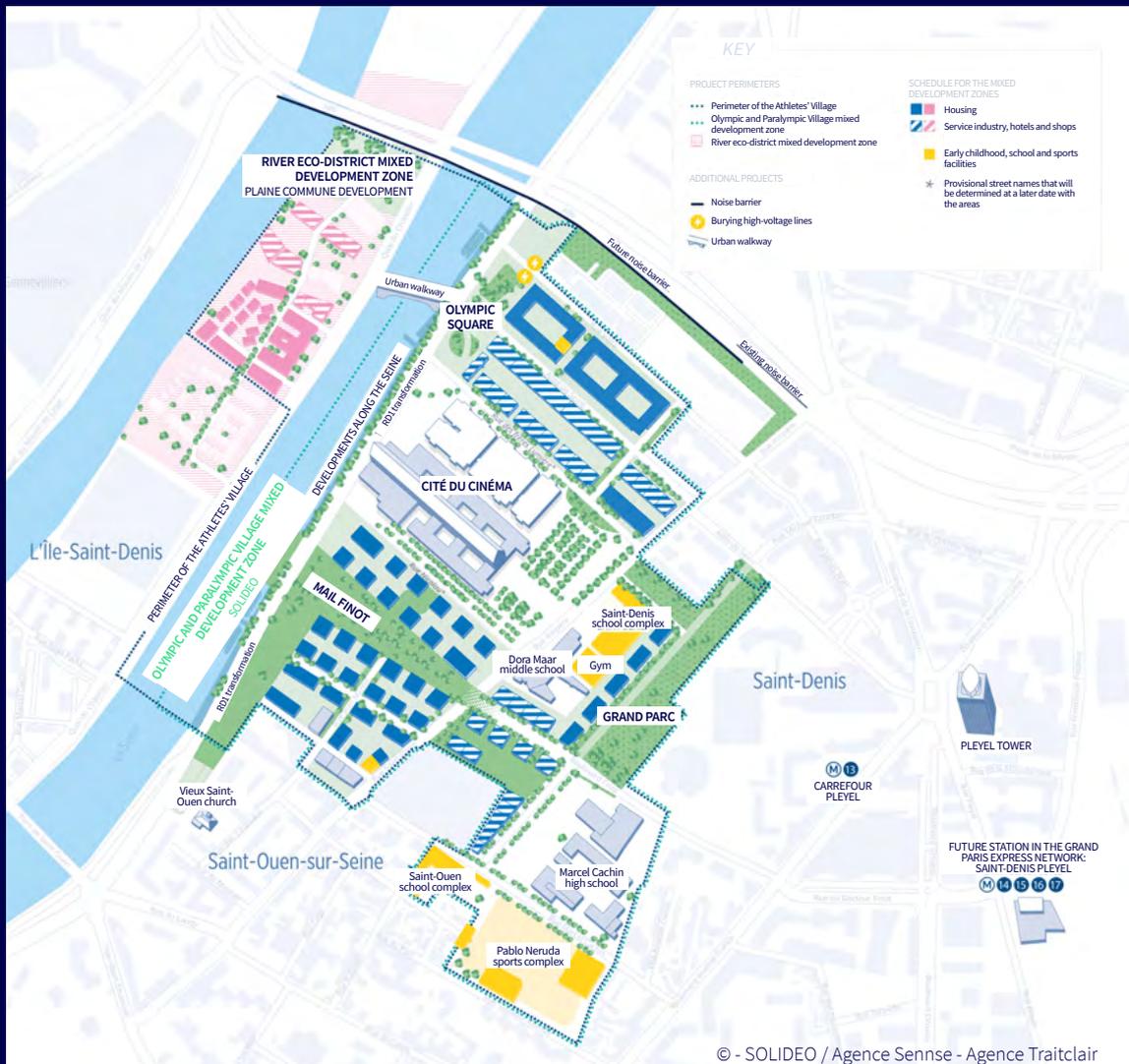
9. <https://www.paris2024.org/en/compact-and-accessible-games/>

INITIATIVES ACCELERATED AS A RESULT OF THE GAMES

THE ATHLETES' VILLAGE: A UNIQUE PROJECT AT THE HEART OF REGIONAL RENEWAL

The Athletes' Village is a key part of the history of Plaine Commune and the project to develop the area, a combined authority that brings together nine urban areas within the Seine-Saint-Denis department north of Paris (Aubervilliers, Épinay-sur-Seine, Île-Saint-Denis, La Courneuve, Pierrefitte-sur-Seine, Saint-Denis, Saint-Ouen-sur-Seine, Stains and Villetaneuse). Paris winning the 2024 Games accelerated this urban project, which has been designed to meet the needs of the local population and develop the region over

the long term. Spanning the towns of Saint-Denis, Saint-Ouen-sur-Seine and Île-Saint-Denis, the Athletes' Village will host competitors for the duration of the Games. It will then leave behind a sustainable neighbourhood with housing, shops, public facilities and green spaces. Located to the south of Vieux Saint-Ouen and linked to the Pleyel neighbourhood in Saint-Denis, the project is being developed just a stone's throw from what will be one of the largest railway stations in the Grand Paris Express



network. With a centre opening on to the Seine, it will be linked to Île-Saint-Denis by a new walkway, reaffirming the area's connection to both sides of the river.

Once the Games are over, the athletes' accommodation will be transformed into a dynamic mixed-use neighbourhood that is open to all. The Village will then be home to both families and students (with 25%-40% social housing, depending on the town), offering economic activity as well as new premises for shops and services on the ground floor of the buildings.

The neighbourhood will also feature new public facilities: two school complexes (pre schools and primary), two crèches, a renovated high school, new sports facilities, as well as seven hectares of green space.

Energy efficient, carbon neutral and protective of biodiversity, the Athletes' Village will embody 21st century urbanism. It has also been designed in collaboration with local stakeholders to encourage a sense of community and develop inclusivity, taking the diverse needs of everyone into account – particularly people with disabilities.

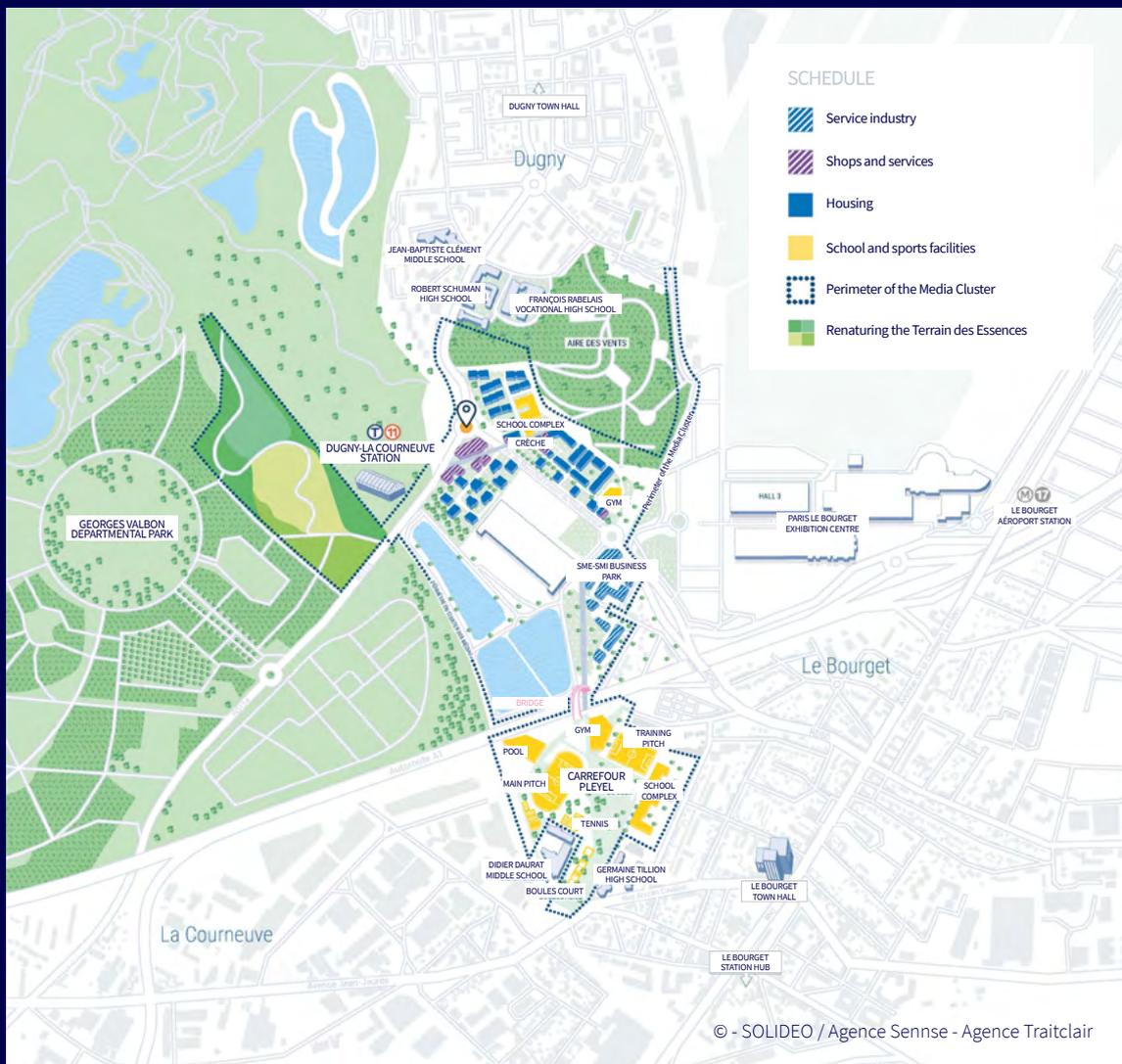


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THE MEDIA CLUSTER: A 21ST CENTURY GARDEN CITY¹⁰

The creation of the Media Cluster mixed development zone is part of the Seine-Saint-Denis urban development project, which was ramped up following the decision to hold the Games in Paris and will be used during the event. Located in the towns of Dugny, Le Bourget and La Courneuve, the Media Cluster will welcome journalists from all over the world during the Games, shooting and sport climbing events, as well as training centres.

It will be part of the lasting legacy of Paris 2024. After the Games, there will be a new neighbourhood in the town of Dugny, a new green extension to the Georges Valbon park in La Courneuve, and a new sports and education centre in the town of Le Bourget – all of which will subtly harmonise with their exceptional surroundings to create a regional connection.



10. A garden city is a "collaborative development where housing and roads are integrated with public and private green spaces and that generally has a social purpose in France." (Heritage Inventory Department)

Under 30 minutes from Paris on the upcoming public transport lines of the Grand Paris Express, the Media Cluster is a unique urban

development symbolising the 21st century garden city.



© - Cluster des Médias : ©TVK-SOLIDEO / image : MyLucky Pixel

RENOVATING OR RESTORING VENUES THAT WILL HELP TRANSFORM THE REGION

Following on from the Athletes' Village and the Media Cluster, two iconic urban transformation locations, this section briefly

presents the other major renovated or restored Paris 2024 venues and their legacy.

• WATER SPORTS CENTRE IN VAIRES-SUR-MARNE

The Water Sports Centre for the Greater Paris region is located in the town of Vaires-sur-Marne. With support from the French State and 85% of funding coming from the Greater Paris regional authorities, it is the largest white water centre in Europe. Its facilities make it the ideal venue for the rowing, canoe and kayak events during the Olympic and Paralympic Games. Having been designed and approved before Paris won its bid to host the Games, the water sports centre – inaugurated on Olympic Day, 22 June 2019 – is considered to be an existing facility.

The Water Sports Centre will offer elite water sports athletes top-class facilities. Boasting a new sports hub spanning 11 000 m² including the white-water centre, a training pool, a training centre and a 140-bed facility, it is one of only three centres worldwide – the other two being in Beijing and Sydney – that bring together the three Olympic and Paralympic canoe and kayak events – slalom, sprint and para canoe – as well as rowing. Unmatched in Europe, this versatile centre will be able to accommodate all the canoe, kayak and rowing events (canoe slalom, canoe sprint, rowing, as well as the para canoe and para rowing events) during the Paris 2024 Games in one single venue near Paris.

One of the major advantages of the centre is that it was designed with people who could use the venue before and after the Games in mind and meets elite athletes' rigorous standards.

Boasting a landscaped section of river for people to learn how to canoe, kayak, raft or swim in white water, along with a range of other new activities open to all (including fitness, sailing and standup paddleboarding), the new centre will even be accessible and of benefit to people not currently involved in sport. The Water Sports Centre will bring together water sports representative bodies, housing the headquarters of the French Canoe and Kayak Federation, its regional committee, advanced development centre and youth development centre, the Île-de-France Rowing League and its youth development centre, as well as the logistics platform of the French Rowing Federation.



Inauguration of the Water Sports Centre, June 2019

• ELANCOURT

Located 35 km from the centre of Paris, Élancourt Hill has a potential reach that extends beyond Saint-Quentin-en-Yvelines. From the late 19th century through to the end of the 1950s, the site operated as an open pit millstone grit quarry, while from the 1960s through to the late 2000s, it was a breaker's yard and an illegal dumping ground. The site owes its current appearance to backfill work carried out using mainly earth and rubble from building Saint-Quentin-en-Yvelines, as well as two household waste sites.

The 52 ha site is part of the greater Saint-Quentin-en-Yvelines area. Reaching 231 metres, the summit is the highest point in the Greater Paris region. Though the soil was brought from other locations, nature gradually began to take over this abandoned post-industrial site. Today, the site is used by mountain bikers, walkers and runners.

The Élancourt Hill project strives to ensure the site blends in with its surroundings and help regenerate existing ecological environments by adapting the landscape.

Successfully making these changes hinges on protecting the trees along the edge of the Saint-Quentin-en-Yvelines plateau (listed

woodland south-west of the bottom of the hill) and changing the dynamics of the local vegetation to diversify ecological habitats and their unique features to promote open herbaceous environments. The herbaceous area at the top of the hill will be expanded to recreate a habitat for protected species, which will coexist peacefully alongside people using the hill for sports and recreational purposes after the Games:

- redeveloping mountain bike trails using existing tracks for the 2024 Games, as well as French Cycling Federation competitions and championships after the Games;
- creating additional platforms, training structures and an area for Paris 2024's short-term needs that will be shared with local residents after the Games to meet their needs and expectations after the Games, while ensuring the temporary structures are a reasonable size (10% of the site will be landscaped);
- providing users with enhanced access to the hill (including where there are community gardens at present) and improving links between the site and the surrounding area.



• YVES-DU-MANOIR STADIUM

Owned by the Hauts-de-Seine department since 2002, the Yves-du-Manoir stadium in Colombes, north-west of Paris, is a legendary venue in the French sporting world. Football, rugby and athletics have contributed to the enduring success of this stadium, which hosted over 200 international matches in the 20th century. Having found a new lease of life under the leadership of the Hauts-de-Seine department, the Yves-du-Manoir stadium hosts a number of sporting and school events, as well matches played by Racing 92's young teams¹¹.

One hundred years after it was the main venue for the 1924 Games, the Yves-du-Manoir departmental stadium will be the field hockey training and competition venue for the Paris 2024 Olympic Games.

Two 'Legacy' projects will be carried out at the site, under the management of the Hauts-de-Seine departmental council:

1. A public global performance contract for the grounds and buildings in the hockey legacy area: the work and redevelopment needed for the long-term installation of the French Field Hockey Federation. In addition, the Hauts-de-Seine departmental council is taking advantage of this opportunity to supplement the 'Legacy' project with a programme to enhance and redevelop the entire site in order to improve the range of services available to users.
2. A bill under the MOP (Maîtrise d'Ouvrage Publique) law for the demolition and restoration of the VIP box: a project to bring the VIP box up to standard and renovate the interior, demolishing

the two north and south corners and the Loury sports hall.

To create a post-Games legacy for field hockey, the French Field Hockey Federation will relocate to the Yves du Manoir stadium, which will become home to the federation's headquarters and national training centre – including two field hockey pitches, a stand, dressing rooms, offices and premises. The stadium will also be able to host national and international field hockey competitions.

Alongside the stadium redevelopment plans, Colombes City Council is carrying out a major project to build "Arc sportif" – a new 16.2 ha neighbourhood north-east of Colombes along the A86 motorway, just next to the Yves du Manoir stadium – on the abandoned site formerly used by Thalès. The project aims to rejuvenate the urban and economic fabric of the city by building a new neighbourhood centred around sports¹².

The top sports competitions hosted in the stadium:

- The 1924 Olympic Games
- The 1938 Football World Cup final
- 42 French Cup finals between 1924 and 1971
- 79 French football team matches
- Racing 92 matches (Pro D2, Top14, the European Champions Cup)

11. <https://www.hauts-de-seine.fr/sortir-et-decouvrir/sport/equipements-sportifs/le-stade-departemental-yves-du-manoir> (available in French only)

12. <https://www.hauts-de-seine.fr/mon-departement/les-hauts-de-seine/les-grands-projets/les-projets-dequipements-sportifs/yves-du-manoir-a-colombes> (available in French only)

• MARSEILLE MARINA

The Roucas Blanc marina is an existing site that will be redeveloped to host Olympic events, as well as nautical activities for the general public and the French sailing team. The site will be relieved of its usual functions during the Games in order to free up the space needed to host the event.

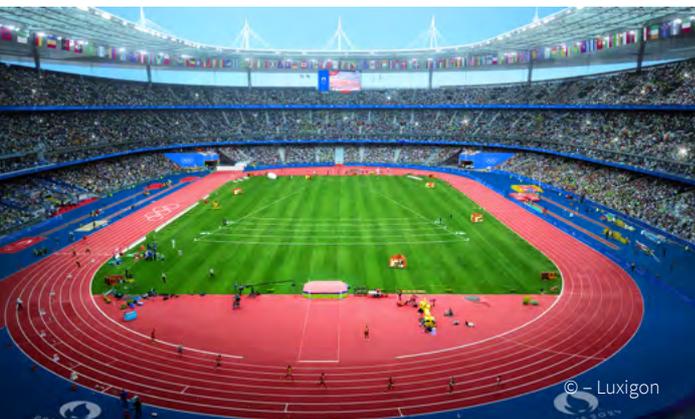
After the Games, the Roucas Blanc marina will remain a major nautical venue for the city of Marseille. The momentum for sports and events will therefore continue to build given the strengthened visibility of Marseille in the world nautical scene.

• STADE DE FRANCE

The Stade de France is currently the largest stadium in France, boasting a seating capacity of 80,698 for football and rugby games. Open since 1998, the Stade de France hosts many exceptional events¹³, covering both:

the Olympic and Paralympic athletics events, as well as the Olympic rugby events.

Work will be carried out to modernise the stadium and its surroundings by:



Les travaux auront pour but de moderniser le stade et ses abords notamment en :

- sport (with the 1998 Football World Cup, the 2003 World Athletics Championships, the 2007 Rugby World Cup, the 2023 Rugby World Cup, the Champions League final in 2000 and 2006, the 2010 European Rugby Champions Cup final, as well as Euro 2016)
- and music (with legendary concerts by artists such as the Rolling Stones, AC/DC, Madonna and U2).

- improving lighting and the CCTV system;
- enhancing accessibility for people with disabilities;
- improving public facilities (additional food and beverage outlets as well as toilets);
- refurbishing the press box and the conference room;
- renovating the annex stadium;
- improving pedestrian access to metro line 13 and building an access ramp.

For the 2024 Games, the Stade de France will host the opening and closing ceremonies,

After the Games, the Stade de France will go back to hosting major sports and music events that reach as many people as possible.

13. <https://www.stadefrance.com/en>

• GRAND PALAIS

The Grand Palais on the Champs-Élysées in the 8th arrondissement of Paris is an iconic historic monument that was “built by the French Republic to honour the glory of art” for the 1900 Paris Exposition. For over a century, it has hosted many artistic events and a variety of incredible sporting events, spanning horse shows (including the Saut Hermès show jumping competition), boxing (a 1942 European welterweight match won by Marcel Cerdan),

as well as fencing (the 2010 World Fencing Championships)¹⁴.

In 2024, the Grand Palais will host the Olympic and Paralympic fencing and taekwondo events. It will be redeveloped for the Paris 2024 Games to improve the spectator experience. Normal operations will resume at the Grand Palais after the Games.



14. <https://www.rmngp.fr/les-activites-de-la-rmn-gp/missions-et-metiers/organiser-un-evenement-au-grand-palais>
(available in French only)

RESPONSIBLE GAMES THAT OPEN UP OPPORTUNITIES FOR EVERYONE

**PREPARING BUSINESSES AND
RESIDENTS FOR THE OPPORTUNITIES
CREATED BY THE GAMES**

—
2018

**OPENING UP
OPPORTUNITIES FOR EVERYONE
THROUGH THE GAMES**

—
2024

**BUILDING AND SHARING TOOLS
AND METHODS THAT WILL REMAIN
IN PLACE LONG AFTER THE GAMES**

—
2028

RESPONSIBLE GAMES

THAT OPEN UP OPPORTUNITIES FOR EVERYONE

ENABLING SMALL TO MEDIUM-SIZED BUSINESSES AND LOCAL RESIDENTS TO MAKE THE MOST OF THE ECONOMIC OPPORTUNITIES CREATED BY MAJOR SPORTING EVENTS, PARTICULARLY THE GAMES

The Paris 2024 Games are a large-scale event, but not one that is reserved for large companies and people in work. We are looking to draw on the diversity of talent available in small and medium-sized organisations to enrich our project. Paris 2024 (the organising committee), Solideo (the company tasked with delivering the Olympic facilities) and other contracting parties (charged with building and delivering facilities, including development and redevelopment

work carried out for the Games) will be organising hundreds of public tenders and thousands of employment opportunities in the coming years. We are developing bespoke tools to ensure all these companies – including very small, small and medium-sized businesses and those within the SSE – and everybody – including the long-term unemployed – are in a position to tap into these opportunities.

HELPING BUSINESSES AND PEOPLE LOOKING FOR A PROFESSIONAL OPPORTUNITY

With this in mind, Paris 2024 developed bespoke tools to help all businesses and anybody looking for a professional opportunity. Rolling out these tools takes the form of numerous meetings out on the ground with all the driving forces of regional economies – local authorities, associations, businesses, etc. – as well as economic development stakeholders, public employment agencies and professional integration bodies.

In terms of employment and skills development, the Legacy and Sustainability strategy aims to:

- support and boost very small, small and medium-sized businesses and companies from the SSE in France;

- facilitate dialogue between these businesses and major groups by organising procurement consortia;
- develop people's employability by helping them to acquire skills they can use after the Games;
- build and share tools and methods that will remain in place long after the Games; for instance, the Paris 2024 Social Charter – through which Paris 2024 has pledged to protect employee health and safety and prevent and combat all forms of discrimination – is now being replicated across Europe;
- inspire organisers of future major international sporting events after the Games.

PILLARS	OBJECTIVES	SUB-OBJECTIVES	INITIATIVES LAUNCHED OR ACCELERATED AS A RESULT OF THE GAMES
Responsible Games that open up opportunities for everyone	HARNESS THE GAMES TO CREATE OPPORTUNITIES IN SOCIETY AND THE ECONOMY	Help very small, small and medium-sized businesses, particularly local ones, access Games contracts	<ol style="list-style-type: none"> 1. The Paris 2024 Games Social Charter 2. The charter to promote local employment and community development 3. An agreement between Paris 2024, the Yunus Centre, Solideo and Les Canaux 4. Entreprises 2024 5. ESS 2024 6. Entreprendre 2024 7. La Fabrique des Jeux
		Help organisations from the SSE and businesses that employ people with disabilities access Games contracts	
	USE THE GAMES TO BOOST JOB CREATION AND SKILLS DEVELOPMENT	Encourage local employment and skills improvement, particularly for the long-term unemployed	<ol style="list-style-type: none"> 8. Job analysis 9. Signature of a skills and employment development plan (EDEC) 10. 2024, all champions 11. Emplois 2024 12. From the stadium to employment 13. Entreprendre 2024 14. La Fabrique des Jeux
		Set an example by delivering a universally accessible edition of the Games	
	ENSURE THE GAMES ARE INCLUSIVE AND ACCESSIBLE TO EVERYONE	Create a new model for the Games that will inspire future Games in terms of gender equality	<ol style="list-style-type: none"> 15. Making Paris more inclusive with the Games 16. The Equality label
		Set an example by delivering a universally accessible edition of the Games	<ol style="list-style-type: none"> 17. Initiatives accelerated to guarantee the accessibility of the Games

HARNESSING THE GAMES TO CREATE OPPORTUNITIES IN SOCIETY AND THE ECONOMY

Winning contracts is more difficult for very small, small and medium-sized businesses. These companies are not always organised in a way that enables them to carry out active monitoring, set aside time for the administrative aspects of responding to calls for tender (where the end result is not guaranteed), or develop professional networks in order to establish dialogue with contracting parties or form consortia.

London 2012 and Rio 2016 demonstrated that involving very small, small and medium-sized businesses is possible if the organising committee sets a purchasing strategy that not only aims to help these companies win its

contracts, but also establishes a methodology to support, train and adapt them for contracts for other major international sporting events.

Paris 2024 decided early on to work on the issue, applying:

- a political project led with French social partners;
- involved and attentive governance;
- tools to leave a legacy, even before 2024;
- collaboration between all Paris 2024 departments;
- regular actions on the ground.
- des actions de terrain très régulières.

GAMES THAT ARE SOCIALLY AND FINANCIALLY RESPONSIBLE

In order to ensure that the Games set a benchmark, Paris 2024, Solideo and stakeholders signed three key documents:

- the Paris 2024 Social Charter
- the charter to promote local employment and community development
- an agreement between Paris 2024, the Yunus Centre, Solideo and Les Canaux

Paris 2024 adopted the Paris 2024 Social Charter on 19 June 2018 with Solideo,

businesses, local authorities and representatives for all trade unions. This charter was drawn up and first signed at the bidding phase with the aim of establishing the social commitments that will guide the actions taken by Paris 2024 and Solideo in the build up to the Games. The commitments in this charter therefore set a new standard in labour relations for Paris 2024, companies and local authorities, but also Solideo and the 28 other public and private contracting parties tasked with preparing and organising the Paris 2024 Games.

The commitments set out in the social charter include:

- establishing governance and management that ensure the Paris 2024 Games set a benchmark in terms of social relations (advisory committee, trade union representatives, employee and employer representatives, etc.). It is a completely innovative form of governance that involves all national social partners in the organisation of the Games. Their role in the Monitoring Committee involves guiding, advising and alerting Paris 2024 and Solideo. This method is a legacy in itself as it positions the business world, represented by these social partners, as a leading player in organising the Games. Paris 2024's Executive Board includes two social partners – an employee union and an employer federation;
- supporting sustainable employment and guaranteeing decent working conditions for all employees working to prepare the Games (preventing all forms of discrimination, anticipating companies' skills needs, etc.);
- helping employees and volunteers organising the Games to develop their skills and secure their career paths;
- making sport a driver of economic, social and solidarity development (e.g. ensuring a benchmark conversion of the Olympic Village and promoting sport at work).

As part of the Social Charter, on 5 July 2018 Solideo and Paris 2024 adopted the charter to promote local employment and community development for construction projects related to the Paris 2024 Olympic and Paralympic Games.

The charter breaks down the Paris 2024 Social Charter operationally for work on permanent Games facilities.

Its objectives include:

- supporting professional integration by allocating

10% of the hours that need to be worked to the long term unemployed, people in work-study programmes and residents of disadvantaged areas;

- pledging to ensure that 25% of revenue from Games contracts goes to very small, small and medium-sized businesses and companies from the SSE;
- committing to combat illegal labour, anti-competitive practices and discrimination to ensure good working conditions for its projects.

In order to organise united and inclusive Games, Paris 2024 and Paris City Council signed an agreement with the Yunus Centre, Solideo and the not-for-profit organisation Les Canaux on 23 May 2018. With this agreement, Paris 2024 and the signatories wanted to take on the following objectives together:

- supporting local economic development and ramping up organisations that drive social and environmental innovation relating to the SSE, integration and sheltered employment;
- encouraging the creation of companies in Paris, Seine-Saint-Denis, Greater Paris and the wider region, as well as jobs related to the organisation of and the infrastructure for the Games in all relevant economic sectors;
- providing tangible solutions and sharing the principles of an inclusive economy and the circular economy in all initiatives led by Paris 2024 and Solideo in order to maximise development of innovation and social and environmental impacts;
- informing and involving all local companies and the SSE, professional integration bodies

and the disability sector in the economic opportunities of the Games;

- guaranteeing that the Social and Solidarity Economy as well as local very small, small and medium-sized businesses have access to contracts to develop infrastructure and provide services of all kinds related to organising the Games.



© – Philippe Millereau/KMSP

Signature of the agreement with the Yunus Centre

HARNESSING THE GAMES TO CREATE OPPORTUNITIES IN THE ECONOMY

In order to support very small, small and medium-sized businesses and those within the SSE, Paris 2024 – in partnership with relevant companies – has set up systems to make it easier to tender for Games contracts. This means not only informing but also – and most importantly – rallying to help remove obstacles, identify innovations and create pathways between different stakeholders to make sure that the entire economy is in a position to tender for Paris 2024 contracts.

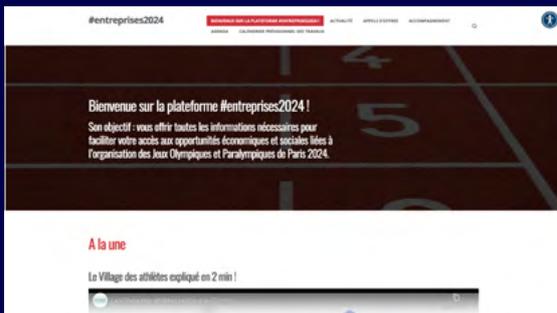
Thousands of public tenders will be made available in the coming years so that these

businesses can contribute to preparing and organising the Games. To make sure all these companies – particularly those most in need of opportunities, such as very small, small and medium-sized businesses, as well as those within the SSE – are ready to seize these opportunities, practical assistance will be provided so they can identify those opportunities, assess their capacity to provide robust and innovative solutions for the organisation of the Games, establish dialogue with large companies where necessary, obtain legal support and develop approaches for working in a consortium or with co-contractors.

INITIATIVES LAUNCHED AS A RESULT OF THE GAMES

THE ENTREPRISES 2024 PLATFORM

Entreprises 2024 is a platform set up by MEDEF (the largest employer federation in France) with the support of Paris 2020 and Solideo so companies can find out all about the business opportunities arising from the Games. The platform is set to continue operating beyond 2024 to publicise tenders for other major international sporting events held in France.



THE ESS 2024 PROGRAMME

Paris 2024, Solideo, Les Canaux and the Yunus Centre launched the SSE 2024 programme to help companies from the SSE find out all about current contracts (through a platform, a newsletter, regular meetings and methodological sheets according to the line of business), encourage them to come together to collaborate with major groups, as well as showcase benchmark companies and help them access all contracts.

The programme aligns with the agreement signed by Paris 2024, Paris City Council, Solideo, the Yunus Centre and Les Canaux.

It also partly responds to the objectives of the agreement, namely the establishment of tangible solutions to inform and involve the SSE in opportunities arising from the Games.



THE ENTREPRENDRE 2024 PROGRAMME



Entreprendre 2024 is a programme developed by the BPCE Group – a premium partner of the Paris 2024 Olympic and Paralympic Games – and its brands Banque Populaire and Caisse d’Épargne. Through

this initiative, Banque Populaire and Caisse d’Épargne branches have pledged to help very small, small and medium-sized regional businesses and companies from the SSE to find out about and access opportunities arising from the Paris 2024 Games.

In concrete terms, the programme aims to inform very small, small and medium-sized businesses and companies from the SSE about the hundreds of calls for tender that will be launched between now and 2024 so that they can respond to them. The programme sends out a powerful message to local economies across France, encouraging people to get actively involved in the Games.

LA FABRIQUE DES JEUX IS COMMITTED TO LOCAL BUSINESSES

To enable stakeholders within the department (local authorities, businesses and associations) to take advantage of opportunities arising from the Games, the Seine-Saint-Denis departmental council launched the “Fabrique des Jeux en Seine-Saint-Denis” initiative on 2 March 2018 to provide a forum for work, interactions and project development.

In a bid to mobilise organisations from the SSE and very small, small and medium-sized businesses, La Fabrique des Jeux held workshops on 23, 24 and 25 November 2020 to present the “economic opportunities”

arising from contracts awarded by the Paris 2024 Organising Committee for the Olympic and Paralympic Games. The five webinars for businesses aimed to present Paris 2024’s sustainable purchasing strategy and schedule for future contracts, as well as prepare participants to tender for the contracts.

In total, around 15 people responsible for organising the Games were involved in the workshops over the three days, providing 450 businesses from Seine-Saint-Denis with information and tailored support to tender for Paris 2024 contracts.

USING THE GAMES TO BOOST JOB CREATION AND SKILLS DEVELOPMENT

One of the main challenges for Paris 2024 is to create and develop jobs, as well as establish the conditions required for people to be able to take up these opportunities by focusing on skills improvement, access to job offers and career security.

To rise to these challenges, Paris 2024 first took the initiative of identifying and quantifying the jobs created by the Games. Paris 2024 launched a study in 2018 with Solideo and the contracting parties to accurately identify the jobs and training required to prepare and organise the event.

JOB ANALYSIS

Paris 2024 began by setting up an analysis of the jobs generated by the Games, then created an action plan focusing on the sectors involved in organising major international sporting events.

It is a tool that three key groups will be able to harness to steer the project:

- **Firstly**, it enables industries to identify the volume of jobs generated by sector in their

lines of business from 2019 to 2024, as well as hard-to-fill job vacancies in order to anticipate recruitment and training needs and develop suitable training pathways for employees.

- **Secondly**, it enables training providers to identify the initial qualifications required for all the relevant professions involved in the Games, helping jobseekers and employees train or hone their skills.



Thirdly, the analysis enables professional integration bodies and public employment services to get themselves organised to prepare people in occupational integration for the training and employment opportunities

identified.

It will be updated to reflect changes in the economic, social and health landscape.



Extracts from the job analysis

So that the Games truly benefit as many people as possible, particularly those in long-term unemployment, Paris 2024 has committed to work alongside a number of employment and occupational integration bodies – the French State (the Ministry of Labour and the regional prefecture), Paris City Council, the Greater Paris regional authorities, Marseille City Council, the Seine-Saint-Denis departmental council, combined authorities (Plaine Commune, Paris Terres d’Envol, Grand Paris Grand Est and Est Ensemble), local public employment

agencies, industries, trade unions and professional training bodies – to bring about long-term support systems.

The priority projects for Paris 2024 and its stakeholders in terms of employment and skills development are:

- 1.** Structuring and expanding sectors and professions needed to host the Games
- 2.** Developing the professional skills of local residents and providing targeted support to jobseekers and people in work before the Games.

STRUCTURING AND EXPANDING SECTORS AND PROFESSIONS NEEDED TO HOST THE GAMES

France hosts a number of international events that generate considerable economic activity, much of which is seasonal and does not necessarily result in long-term employment. Companies in these sectors therefore have difficulty retaining and even recruiting employees during peak activity. The multiplier effect of the Games could reinforce these labour shortages unless collective actions are taken in the sectors concerned, giving structure to companies' requirements and creating clear career pathways for individuals, whether jobseekers or already employed.

The aim is to help industries involved in major events to work together to build a project that aims to:

- identify the sectors, roles and skills required for these events;
- set up training pathways and bridges between different professions in the same sector;
- test out these pathways and new recruitment practices;
- develop the specific skills required to organise events that are socially and environmentally responsible.

We also intend to identify different events in the wake of Paris 2024 – either one-offs, like France 2023, or recurring ones, such as the Tour de France or the Roland-Garros international tennis championships – to help structure the sector while securing careers and professions that will continue long beyond the Games.

INITIATIVES ACCELERATED AS A RESULT OF THE GAMES

STRUCTURING SECTORS AND PROFESSIONS FOR MAJOR INTERNATIONAL SPORTS EVENTS IN ORDER TO MAXIMISE THE EMPLOYABILITY OF THE PEOPLE INVOLVED

The two professional training funding bodies¹⁵ responsible for training within the events and security sectors have put forward a project for a skills and employment development plan (EDEC) connecting 18 industries as well as the French Ministry of Labour and Paris 2024 in order to better anticipate employment and skill requirements generated by major cultural and sporting events. This project will also contribute to overcoming the ongoing health and economic crisis.





« **2024, all champions** » Is a programme led by Paris City Council and the Plaine Commune combined authority that aims to train and support 1,000 long term unemployed people in the professions identified by the analysis, such as construction, security, hygiene, communications, logistics, transport and catering.

DEVELOPING PROFESSIONAL SKILLS AND PROVIDING TARGETED SUPPORT TO JOBSEEKERS AND PEOPLE IN WORK

Even when professional sectors have sufficiently organised themselves to identify their needs and secure the career pathways required, the general population – and, in some cases, the long term unemployed – are not aware of these job opportunities due to a lack of information, qualifications or connections to potential job offers and employers. Creating innovative tools to match supply with demand is therefore essential for employment. In addition, designing standard training

pathways for jobseekers of all ages is crucial to ensure Paris 2024 offers a gateway to sustainable employment. Likewise, creating innovative tools to provide information about professions, sectors and job opportunities linked to the Games will be strongly encouraged. Lastly, any initiatives encouraging the recruitment of people in long term unemployment using new skills tracking methods (to identify soft or transferable skills for example) will receive support.

AN INITIATIVE LAUNCHED AS A RESULT OF THE GAMES

THE EMPLOIS 2024 PLATFORM

In association with the French public employment service Pôle emploi, a virtual job centre, Emplois 2024, will be rolled out in 2021. This platform has been shared with

all members of public employment agencies and will list the jobs generated by the Games as well as all possible pathways to train for and build the sectors.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

FROM THE STADIUM TO EMPLOYMENT: NEW FORMS OF RECRUITMENT

Paris 2024, the French Athletics Federation (FFA) and Pôle emploi joined forces to offer a new form of job dating in an athletics stadium. This innovative programme, “From the Stadium to Employment”, was created at regional level in 2019 but Paris 2024 took it national, with around 50 dates planned¹⁶. In collaboration with the FFA and the Greater Paris Athletics League, the Greater Paris regional authorities decided to partner with Pôle emploi Île-de-France and Paris 2024 to roll out 13 programme-related initiatives in the coming years.

The initiative involves harnessing sport to create shared moments where jobseekers can demonstrate their expertise, social and professional skills and attitudes to recruiters before embarking on interviews. It therefore aims to facilitate the recruitment of the long term unemployed with an innovative tool that focuses on highlighting applicants’ interpersonal skills. Its effectiveness has already been proven, with 50% of participants back in work or enrolled in training programmes leading to qualifications. On average, around 40% of attendees at classic job dating events achieve positive outcomes.

Building on the results of its initial trials, this type of initiative – with sport revealing job applicants’ skills – will be deployed throughout France. It could receive financial support from the Paris 2024 endowment fund and be promoted among public employment

bodies (led by Pôle emploi) and the sporting movement. Furthermore, it will make use of innovative recruitment tools to fill a large number of jobs linked to the Games – starting with roles within the organising committee and at partner marketing companies with a strong interest in the capacity of such an event to draw unusual applications, as well as the opportunity to showcase their employer brand and make their professions more appealing. Lastly, public health conditions permitting, the companies working on the Games can also recruit in the stadiums, including in Seine-Saint-Denis and Paris.



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16. Due to the hygiene measures applied throughout 2020, the organisers had to postpone around 40 of those dates to 2021.

ENSURING THE GAMES ARE INCLUSIVE AND ACCESSIBLE TO EVERYONE

At the Games in London in 2012, women took part in all sports on the Olympic programme for the first time. In addition, the principle of gender equality was incorporated right from the recruitment of organising committee staff. And in Rio in 2016, clear measures were implemented to call out any instances of abuse or harassment. For the Tokyo Games, the event programme was modified to ensure equal representation of female and male participants. In all their different iterations, the Games have made it possible to launch and step up gender equality initiatives, acting as a trailblazer for other major sporting events. In 2024, there will be total gender equality among the 10,500 Olympic athletes that qualify – for the first time in the Games’ history.

Organising the Games also accelerates collective progress in terms of accessibility and inclusion. The visibility and scale of the Games offers us a shared schedule to set ambitious aims to improve accessibility. For example, London 2012 revealed the impressive ability of major events to change public attitudes towards disabilities.

The Paris 2024 Games and their delivery will be

a completely inclusive and interactive experience. Inclusion, equality and universal design will be at the core of every project related to the Games and their organisation, right from the planning stage.

In preparation for the Games, the organising committee and its stakeholders decided to accelerate their various initiatives and make collective commitments to:

- deliver an edition of the Games that can be held up as an inspiring example along with other major sporting events in terms of gender equality;
- encourage diversity in sports and professions;
- improve the provision of universal accessibility;
- improve access to sport for people with disabilities;
- contribute to greater inclusion of people with disabilities.

Local and regional authorities and organisations in the sporting movement will be able to take part in the Paris 2024 Games by obtaining the “Terre de Jeux 2024” label, which will act as an additional tool to drive progress all over France.

Paris City Council adopted its “**Making Paris more inclusive with the Games**” action plan to get ready to host the Paralympic Games and optimise the legacy left behind by the Paris 2024 Games for people with disabilities.

The plan focuses on three key areas:

- Harnessing the Games to improve accessibility in Paris
- Harnessing the Games to advance and develop parasports in Paris
- Harnessing the Games to enable people living with disabilities to play a greater role in public life

INTRODUCING THE EQUALITY LABEL

Paris 2024 wants to use the Games as a platform to promote gender equality, inclusion and the fight against all of forms of discrimination, which is why it teamed up with the French State to create an “Equality” events label for the Paris 2024 Games.

With this label, Paris 2024 is the first organiser of a major sporting event to take on a comprehensive and structured approach to gender equality, with the aim of inspiring future editions of the Games and other sporting events.

As part of this label, Paris 2024 has, with the French Ministry of National Education, Youth and Sport and the Minister Delegate for Gender Equality, Diversity and Equal Opportunities, committed from 2020 to:

- ensure professional equality, diversity and a discrimination-free environment within Paris 2024 and its volunteer programme;

- implement tangible actions to make sure the Games are accessible, inclusive and egalitarian for all;
- support projects combating violence in sport, encouraging diversity and empowerment through sport;
- encourage more women to take part in sports traditionally dominated by men and, conversely, promote other disciplines among men;
- change representations in sport and breathe new life into the image of certain disciplines, making them more inclusive and deconstructing any associated gender-related stereotypes.

Paris 2024 is also supporting the Host City’s strategy to increase female sports participation in public spaces and help schools encourage all children to get involved in all sports irrespective of their gender.

SETTING AN EXAMPLE BY DELIVERING A UNIVERSALLY ACCESSIBLE EDITION OF THE GAMES

Paris 2024 wants to make sure that everyone can fully participate in the Games, regardless of their specific permanent or temporary needs related to physical, sensory or intellectual disabilities or linguistic or cultural barriers. Paris 2024 is currently examining all solutions that could help facilitate equal access for all

to online information, ticket purchasing, transport, celebration and competition venues, event broadcasts, the Village, tourist destinations and activities in host regions, as well as all experiences related to the Games. This will be demonstrated through accessibility for both volunteers and spectators at the Games.

INITIATIVES ACCELERATED TO GUARANTEE THE ACCESSIBILITY OF THE GAMES

- **All venues will be accessible via public transport, which is overseen by Île-de-France Mobilités in the Greater Paris region,** in the form of buses, metro and RER lines, trams and light vehicles such as vans and minibuses, and at least one of these means of transport will be accessible to people with disabilities. Paris 2024 is working in collaboration with local authorities to make Games venues accessible.
- **The “last mile” will be a particular focus** with accessible routes, effective universal signage and specific means of transport all put in place.
- **Adapting sports venues will create a high-quality experience for everyone;** for example, positioning wheelchair users appropriately will improve visibility and using audio description will give greater clarity.
- **Holding Olympic and Paralympic events in the same venues as part of the new Games concept:** Île-de-France Mobilités and its partners are conducting work on the public transport network for people with reduced mobility in order to develop solutions – some of which will be in addition to the existing network – so that all spectators with disabilities can easily access competition venues. Improving accessibility in a dozen stations serving Olympic venues formed part of Paris 2024’s bid.
- **Accessible training venues:** The Prefecture for Greater Paris commissioned an accessibility study on route continuity between stations and Olympic venues. The assessment-based study is nearing completion. A development guide will be provided to the relevant local authorities to help them carry out work to resolve accessibility issues.

O2

OUR AMBITION

LEAVE A SOCIAL
AND ENVIRONMENTAL
LEGACY

The table below outlines the main observations and objectives of the pillars mentioned in this section.

PILLARS	MAIN OBSERVATIONS	MAIN OBJECTIVES
<p>Sport to improve health, education and civic engagement</p>	<ul style="list-style-type: none"> • 1 in 2 people in France are classed as either obese (17% of the population) or overweight (31%). • Up to the age of 11, a similar proportion of girls and boys are involved in sport. Past this age, participation drops off among girls and they become less active. • 38% of disabled members struggle to play sport in a club setting. • 87% of 11- to 17-year-olds are physically active for less than 1 hour a day, meaning France ranks 119th out of 146 countries according to a study conducted by the WHO. • PE lessons at school represent the main source of physical activity for 80% of children. • Cardiorespiratory fitness has declined by a quarter in children under the age of 11 over the past 40 years. 	<ul style="list-style-type: none"> • Encourage people in France, especially children and teenagers, to take part in physical activity and sport. • Increase participation in sport and physical activity everywhere – in urban areas, at school and at work – particularly by leveraging active design principles. • Encourage people not involved in sport to take it up. • Support and develop physical activity and boost participation in sport among young people, as well as raise awareness of the importance of being able to read, write, count and get involved in regular physical activity when they start middle school at the age of 11. • Encourage the use of sport in education, in particular among children struggling at school, as a vector for academic achievement. • Promote the values of sport, Olympism and Paralympism. • Use sport to drive engagement and citizenship and promote respect for human rights.
<p>Sport to improve inclusion and solidarity</p>	<ul style="list-style-type: none"> • Sport is widely recognised as an effective tool for social integration, as taking part in sport forms an essential part of people's social lives and provides an outlet for engagement, professional integration and personal fulfilment. • The “Sports-Towns-Inclusion” interministerial circular, signed on 19 April 2019, marked a new milestone in recognising sport as a vector for social inclusion. 	<ul style="list-style-type: none"> • Support, assess and evaluate the social impact of sport. • Strengthen ties between the sporting movement and regional authorities. • Facilitate social innovation in sport. • Support projects run by sport clubs, charities and community sports organisations that use sport to promote inclusion.
<p>Sport to drive the environmental transformation</p>	<ul style="list-style-type: none"> • Sports organisations and regional authorities are becoming aware of their impact on the environment and are working to change practices. • Sport has a role to play in combating climate change and encouraging action to protect the environment. • Getting people involved in sport and looking up to athletes as role models are effective ways of encouraging a shift in behaviour and mentalities. 	<ul style="list-style-type: none"> • Accelerate the transformation of sporting events. • Promote sustainable sporting structures. • Harness sport to combat climate change. • Work to eliminate single-use plastics in and through sport. • Support the expansion of active mobility in day-to-day life. • Raise awareness of the importance of a balanced diet for health and the planet. • Harness sport to protect biodiversity.

SPORT TO IMPROVE HEALTH, EDUCATION AND CIVIC ENGAGEMENT

**GENERATION 2024: ENCOURAGING
PEOPLE TO TAKE PART IN SPORT AND
LEARN THROUGH SPORT, OLYMPIC
AND PARALYMPIC VALUES-BASED
EDUCATION AND CIVIC ENGAGEMENT**

—
2018

**IMPROVING
WELLBEING AMONG
YOUNG PEOPLE AND HELPING
SHAPE THEM AS CITIZENS**

—
2024

**ENCOURAGING INCREASED
PHYSICAL ACTIVITY AND SPORTS
PARTICIPATION AND MORE
WIDESPREAD ENGAGEMENT**

—
2028

SPORT TO IMPROVE HEALTH, EDUCATION AND CIVIC ENGAGEMENT

SPORT TO IMPROVE HEALTH

SEDENTARY LIFESTYLES POSE A SERIOUS PUBLIC HEALTH PROBLEM

Nowadays, we tend to lead sedentary lifestyles characterised by physical inactivity. However, scientific research has proven that this has serious consequences for our health. The figures are shocking: almost one in two people in France is obese (17%) or overweight (31%). The Covid-19 pandemic is a health emergency that strengthens this observation: even moderate-

intensity physical activity and sport boost the immune system and play an essential role in preventing and treating many illnesses and maintaining good overall physical and mental health. Moving a little bit every day reduces the risk of premature death by 30%, cuts the risk of depression by 30% and lowers the risk of many types of cancer.

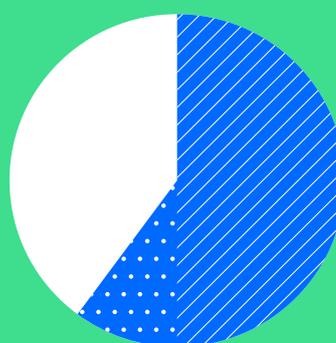
The French Agency for Food, Environmental and Occupational Health & Safety (Anses) shares its view on assessing risks related to levels of physical activity and sedentary behaviour among children and teenagers

The Anses study published in September 2020 aims to estimate the proportion of children and teenagers whose sedentary behaviour or low levels of physical activity could present risks to their health. It recommends that 6- to 17-year-olds have no more than two hours of leisure screen time a day and engage in at least 60 minutes of moderate- to vigorous-intensity physical activity a day.

ANSES GUIDELINES FOR 11- TO 17-YEAR-OLDS:

SCREEN TIME
NO MORE THAN
**2 hours
a day**

PHYSICAL ACTIVITY
AT LEAST
**60 minutes
a day**



**11- TO 17-
YEAR-OLDS**

66%
do not achieve
the Anses guidelines,
putting their health
at risk

17%
are particularly at risk
(less than 20 minutes
of physical activity,
coupled with over
4.5 hours of screen
time a day)

The results of the study are worrying:

- 66% of 11- to 17-year-olds do not achieve the physical activity guideline of 60 minutes a day and do not meet the sedentary behaviour guideline of less than 2 hours a day. The health of almost two thirds of children and teenagers is therefore at risk.
- 17% of this population are particularly at risk, as they have both the highest levels of physical inactivity (with less than 20 minutes of physical activity a day) and the highest levels of sedentary behaviour (over 4.5 hours of screen time a day).
- Children's age and sex, as well as the level of education of their parent or guardian are the main explanatory variables: there are higher levels of sedentary behaviour in young people whose parent or guardian has a low level of education

or who come from a low-income household relative to the number of members, as well as in older teenagers (15- to 17-year-olds). Additionally, physical activity levels are lower in 11- to 14 year-old girls than boys their age.

These levels justify strengthening comprehensive preventive actions that combat both sedentary behaviour and physical inactivity:

- Actions aimed at older teenagers or those with the lowest social standing must be prioritised to combat sedentary behaviour.
- When promoting physical activity, actions aimed at girls must be prioritised, for instance by raising awareness among their parents and educators.

SEDENTARY LIFESTYLES POSE A SERIOUS PUBLIC HEALTH PROBLEM

Organising the Games gives us a unique opportunity to make everybody aware of these alarming observations and help them to move more. Paris 2024 is committed to raising awareness among and convincing people – particularly young people and people who are not involved in sport – of the importance of becoming more physically active throughout the day.

Paris 2024 has devised a strategy in collaboration with several experts (including doctors, sports instructors and teachers) and is adopting

a transversal approach to ensure physical activity and sport are recognised as a public health tool and play a more prominent role in society, focusing on two main goals:

- 1.** Make people want to move more by leading an inspiring discourse on the challenges of combating sedentary behaviour and promoting physical activity and sport
- 2.** Create opportunities for people to move more through an engagement platform enabling everybody to play an active role at their level

AMBITIONS AND INITIATIVES

Paris 2024 seeks to support and celebrate everyone who, in some shape or form, helps people access physical activity and sport in organised or informal settings, including athletes, teachers (particularly primary school and PE teachers), sports instructors, doctors, HR managers, urban planners and elected representatives.

France boasts a sporting movement that is committed to all sports throughout the country. With the initiatives and commitment of all these stakeholders, particularly local sports clubs, we will succeed in introducing more sport at school, at work and in urban areas

throughout the day.

This approach provides a wide range of choices that make it as easy and natural as possible for people to increase their activity levels. The first step is to change people's perception of sport and physical activity and provide support and activities that meet expectations.

This approach also promotes the expansion of active mobility, which has health and environmental benefits. Active forms of mobility (walking, running, cycling, etc.) benefit both individuals and the environment, reducing greenhouse gas emissions and pollutants linked to vehicle use.

PILLARS	OBJECTIVES	SUB-OBJECTIVES	INITIATIVES LAUNCHED OR ACCELERATED AS A RESULT OF THE GAMES	
Sport to improve health	INCREASE PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY EVERYWHERE – IN URBAN AREAS, AT SCHOOL AND AT WORK	Encourage and support the development of active schools	<ol style="list-style-type: none"> 1. School lessons that lend themselves to physical activity 2. Physical training for workers on Games construction sites 3. Action cards to highlight exemplary local initiatives 4. Emphasis on cycling skills and active mobility 5. Course to train doctors and sports clubs in exercise prescriptions 6. The framework for physical activity and sport in Plaine Commune 	
		Encourage and support the development of active companies		
		Encourage and support the development of active urban areas		
	ENCOURAGE PEOPLE NOT INVOLVED IN SPORT TO TAKE IT UP	Improve access to sport for people with disabilities		<ol style="list-style-type: none"> 7. Course to train clubs how to accommodate people with disabilities
		Encourage females, particularly teenagers, to take part in sport		<ol style="list-style-type: none"> 8. Sporty Parisians 9. 24 Sites in 24 Urban Areas

• INCREASING PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY EVERYWHERE

At school

Only 13% of middle school students in France meet the WHO physical activity guidelines for teenagers, while almost 25% of 14- and 15-year-old students are classed as overweight or obese. Alongside primary school teachers, PE teachers and all those involved in school sports, we seek to make children and their parents aware of the importance of sport and physical activity from

a young age – for instance, by emphasising the role primary schools play – so that these practices become second nature to these children for the rest of their lives. We are therefore committed to emphasising the role of teachers – particularly primary school teachers and PE teachers – by highlighting their best practice and centralising useful resources.

AN INITIATIVE LAUNCHED AS A RESULT OF THE GAMES

SCHOOL LESSONS THAT LEAD THEMSELVES TO PHYSICAL ACTIVITY

Paris 2024 intends to promote solutions that harness active design principles to make it possible to integrate physical activity for children into school lessons on a daily basis. These changes will also give girls and boys the opportunity to occupy a shared space, promoting equality and diversity

in the use of community facilities. In collaboration with Terre de Jeux 2024 areas, Paris 2024 will work with schools to provide them with examples and solutions that are easy to implement.



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PROFESSOR FRANÇOIS CARRÉ

« Every step counts. As little as 15 minutes of physical activity and sport a day has tangible benefits. Take Scotland, for instance – the Daily Mile initiative began back in 2012 to encourage nurseries and primary schools to build 15 minutes of physical activity into the day. »

At work

The workplace has become an increasingly sedentary environment, as most people nowadays work in the service sector, which is generally associated with desk jobs. Our habits and lifestyles tend to be characterised by immobility, with over three quarters of people in France spending more than three hours

a day in front of a screen¹⁷.

Paris 2024 sets out to promote physical activity and sport at work and increase the number of employees from partner marketing companies and officials from 'Terre de Jeux 2024' areas that engage in at least 30 minutes of physical activity and sport every day.

AN INITIATIVE LAUNCHED AS A RESULT OF THE GAMES

PHYSICAL TRAINING FOR WORKERS ON GAMES CONSTRUCTION SITES

Paris 2024 wants to team up with its service providers and partner marketing companies to get people moving more at work. With the relevant stakeholders, particularly Solideo, Paris 2024 wants to get workers on Games construction sites to do daily warm-up exercises before they get down to work, increase their awareness of the benefits of daily physical activity and train

representatives. Even though construction jobs are not sedentary by nature, programmes like this reduce workplace accidents, make workers aware they can engage in physical activity and sport, as well as help teams mix and bond with one another. Discussions with Solideo are underway and the first programmes will be launched in 2021.



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17. Esteban 2014-2016, a health study on the environment, biomonitoring, physical activity and nutrition published by the French National Public Health Agency

In urban areas

Urban areas play an important role in developing physical activity in everyday life.

The importance placed on active mobility, the development of zones peacefully shared by pedestrians and vehicles and the design of public buildings are tools for local authorities seeking to promote healthier and more active lifestyles. Paris 2024 is committed

to supporting local authorities that wish to place greater emphasis on physical activity and sport in their public policies by leveraging active design principles in particular.

This approach identifies strategies to design and adapt urban space in order to cultivate an environment that promotes active lifestyles and daily physical activity.

AN INITIATIVE LAUNCHED AS A RESULT OF THE GAMES

ACTION CARDS TO HIGHLIGHT EXEMPLARY LOCAL INITIATIVES

With the assistance of doctors, urban planners, elected representatives and the sporting movement, Paris 2024 is drawing up a list of local best practices for promoting physical activity and sport. Simple, practical action cards approved by health professionals are currently being designed and will be provided to any interested local authorities, with a view to building a dynamic network of committed stakeholders, in collaboration with existing urban networks.



AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

EMPHASIS ON CYCLING SKILLS AND ACTIVE MOBILITY



Cars remain the most popular form of transport in France. 45% of car journeys are less than five kilometres, with 19% less than two kilometres. 70% of workers drive to work in cars most of the time and cars remain the most popular choice of transport for parents who drive their children to school. Six in 10 children and teenagers take a motorised form of transport to travel less than two kilometres between their home and school.

Active forms of transport remain underused today, making up one quarter of all journeys in France, with walking accounting for 22% and cycling for 3% of trips.

The health crisis in 2020 accelerated the use of active forms of transport. Against that backdrop, the French Ministry for the

Ecological Transition and the Ministry of Sport teamed up with ten national cycling stakeholders to launch “Mai à vélo”, an annual event held in May to promote cycling in everyday life as well as active forms of mobility in general. The long-term goal is to permanently instil this new culture in France, particularly in Paris city centre and the rest of the Greater Paris Region.

Furthermore, in its Games legacy plan, the French State has set out to “triple the proportion of journeys made by bicycle in France by 2024”. The Greater Paris regional authorities (through their Cycling Plan) and Paris City Council (through its commitments to making all streets in the city cycle-friendly by 2024) also aim to improve cycling skills as part of their legacy.

Paris 2024 is getting involved in this initiative to:

- promote cycling to work in collaboration with its stakeholders and partner marketing companies;
- encourage young children to cycle, particularly in areas awarded the ‘Terre de Jeux 2024’ label.

The expansion of active mobility and improved cycling skills enables people to keep physically active and help reduce the impact transport has on the environment and the climate.

COURSE TO TRAIN DOCTORS AND SPORTS CLUBS IN EXERCISE PRESCRIPTIONS

The health benefits of physical activity are widely recognised. Many studies highlight the role of physical activity in preventing certain types of cancer, particularly breast cancer and colon cancer. Appropriate physical activity can also alleviate fatigue from treatment and certain symptoms. For conditions such as diabetes, it can form a key part of the

treatment plan and may even reduce the need for medication. Paris 2024 supports and jointly funds a course with Paris City Council, the Paris Regional Olympic and Sports Committee and the charity Médecine pour Tous to provide clubs and all doctors in the 19th arrondissement with training in exercise prescriptions.

THE PLAINE COMMUNE COMBINED AUTHORITY'S FRAMEWORK FOR PHYSICAL ACTIVITY AND SPORT

In early 2019, the Regional Strategy Delegation and the Olympic and Paralympic Games Mission in Plaine Commune began to look into defining and implementing a framework for physical activity and sport in the area. This study¹⁸ aims to promote and increase physical activity and sport in public spaces, whether in organised or informal settings, focusing on people less likely to participate in sport (including females, the elderly and people with disabilities).

The study consists of three main parts: analysing the range of activities people are involved in and their profiles, promoting the current framework of the Plaine Commune combined authority, as well as defining scenarios and recommendations for 2024

and 2030 regarding developing public spaces in order to put the framework into practice.

The work carried out so far with all operational staff in Plaine Commune has helped to develop a framework covering 14 areas (three main and 11 minor). The public policies implemented by the combined authority in its areas of responsibility (including the Cycling Plan, the Walking Plan, the Green and Blue Framework, the New National Urban Renewal Programme and mixed development zones) intertwining with one another gave rise to this framework, which can be used to make recommendations for 2024 and 2030 regarding developing public spaces in areas identified as key to putting the framework into practice.

18. The Regional Institute for Sports Development (a department of the Institut Paris Région) was contracted to conduct the study.

• ENCOURAGING PEOPLE NOT INVOLVED IN SPORT TO TAKE IT UP

Sports participation among people with disabilities

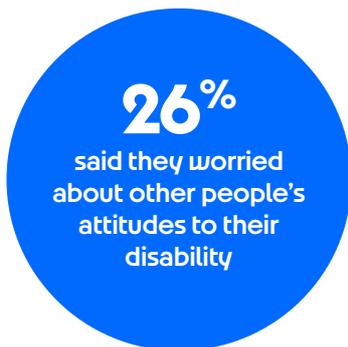
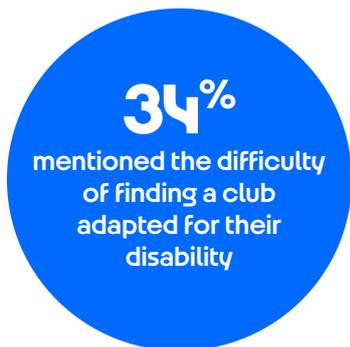
Sport is important for social inclusion, happiness and health, but it can be difficult for many people with disabilities to access. Paris 2024 wants to help break these down these barriers by helping create parasports

departments and training leaders and instructors in regular clubs to accommodate and lead people with disabilities.

According to a 2019 study commissioned by Paris 2024 on the barriers to and instruments of sports participation among people with disabilities¹⁹:

38%

OF MEMBERS
struggled to practise at a club.
Of them:



19. Study on the barriers to and instruments of sports participation among people with disabilities conducted in 2019 by the Observatory for Research on Mega-Events and commissioned by Paris 2024.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

COURSE TO TRAIN CLUBS HOW TO ACCOMMODATE PEOPLE WITH DISABILITIES

Paris 2024 supports and jointly funds a course with Paris City Council and the French Paralympic and Sports Committee to train 20 sports clubs in Paris how to accommodate people with disabilities and create parasports departments for September 2021. Training modules designed in this context can then be used to replicate this initiative elsewhere in France with a view to assessing results and constantly improving. In addition to these courses, Paris City Council and Paris 2024 have teamed up with the French Paralympic and Sports Committee and parasports

departmental committees to break down barriers to sport for people with disabilities.

The long-term goal is to replicate this initiative on a larger scale, which is why a variety of other initiatives have been introduced to help clubs set up their own parasports department, including:

- raising awareness of the range of parasports on offer;
- making special equipment available;
- providing access to suitable facilities.



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Sports participation among girls

Up to the age of 11, a similar proportion of girls and boys are involved in sport. However, girls become more sedentary once they enter their teenage years, with their participation beginning to drop off around the age of 11 or 12. 69% of girls aged 6 to 11 take part in sport, but this figure decreases to 53% for 12- to 17-year-old girls, only 38% of whom are club members²⁰. Paris 2024's strategy seeks to prioritise supporting sports participation among girls.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

ENCOURAGING GIRLS TO ENGAGE IN PHYSICAL ACTIVITY AND SPORT: THE *SPORTY PARISIANS* CALL FOR PROPOSALS



Inequalities still permeate all aspects of daily life in Paris, a city where women make up 53% of the inhabitants. Sport can be a fantastic tool for empowerment and assertion that promotes diversity in the city. Within the framework of measure 12 of Paris City Council's "Olympic Transformations" programme – "Women conquering public spaces" – Paris City Council

and Paris 2024 have jointly launched the *Sporty Parisians* call for proposals to support the organisation of regular community sports activities in a bid to encourage women to begin using sports grounds freely accessible to the public and keep up the habit. This initiative will be replicated if the results are convincing.

Sports participation in Seine-Saint-Denis

The Covid-19 health crisis has highlighted that sport forms an essential element of wellbeing, physical balance and psychological stability, particularly for those hardest hit by the pandemic, including residents

of the Seine Saint Denis department. By building and renovating sports facilities and supporting community sports projects, Paris 2024 seeks to promote sport in this department at the heart of the Games.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

THE 24 SITES IN 24 URBAN AREAS PROJECT WITH THE SEINE-SAINT-DENIS DEPARTMENTAL COUNCIL

Devised by the Seine-Saint-Denis departmental council alongside the local sporting movement with financial and communications support from Paris 2024, this project aims to use appropriate and innovative sports taster sessions to encourage physically inactive people to take up sport, as well as promote the use of public spaces for sport, particularly to alleviate overcrowded sports facilities.

This project was trialled in summer 2020 with the support of Paris 2024, enabling almost 1,000 people to try out new sports and strengthen ties with local sports facilities.

Its roll-out in several urban areas within the department could potentially benefit from the support of the Paris 2024 endowment fund. Additionally, as part of the “Bel été solidaire” cultural and sports line-up in summer 2020, the Seine-Saint-Denis departmental council set up stands in parks across the department to promote the Games and sports participation with the support of Paris 2024 and the involvement of Paris 2024 athletes. It also ran a three-day event to introduce people to new sports on the Games programme and Paralympic disciplines.

SPORT TO IMPROVE EDUCATION AND CIVIC ENGAGEMENT

EDUCATION, A CENTRAL COMPONENT OF THE OLYMPIC AND PARALYMPIC MOVEMENT

The International Olympic Committee (IOC) positions education as a central component of Olympism, as reflected in the first of its fundamental principles: “Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles.” It is a belief that is shared by the International Paralympic Committee (IPC).

This IOC principle sums up what Paris 2024 sets out to achieve in terms of education and civic engagement: we want to increase physical activity and sports opportunities for young people, harness sport and its values as an educational tool and use them to drive engagement.

In France, physical education (PE) is compulsory throughout every child’s entire school career. There should be 3 hours of PE classes per week for primary school children, 4 hours per week for 11-year-old middle school children, 3 hours per week between the ages of 12 and 15, and 2 hours per week for high school children aged 16 and upwards. In pre-school and elementary schools, year group teachers are required to teach the entire curriculum,

including PE. Some schools receive support from qualified personnel approved by the French State to teach PE. In secondary schools (middle schools and high schools), PE is taught by specially trained teachers²¹.

Teachers who give PE lessons have a key role to play. Teaching this essential subject, which conjugates physical exertion, sporting activity and artistic expression with a learning objective, is just one way in which all children are able to enjoy fair and equal access to sport and physical activity. Alongside PE teachers, the entire educational community, school sports federations, leaders and volunteers from local sports clubs have come together to provide an invaluable public interest service for our young people, and Paris 2024 is keen to support and champion their efforts.

Further to PE lessons, school and university sports federations also play an important role by offering children and young people the possibility to take part in sport and physical activity through sports clubs. The various federations include the Sports Education Union for Primary Education, the French National School Sport Union (operating in middle and high schools), the Sports Union for Free Instruction (private schools) and the French University Sport Federation.

21. Article L. 312-3 of the French Education Code (*Code de l’éducation*)

SUPPORTING AND CELEBRATING PHYSICAL ACTIVITY AND SPORT AMONG YOUNG PEOPLE AND THE ROLE OF SPORT IN EDUCATION

Right from the bidding stage, the Paris 2024 Legacy strategy sought to design and implement a youth programme, in collaboration with all stakeholders concerned. The intention is for the initiatives to continue to run well beyond 2024.

The Generation 2024 programme is structured around three objectives:

1. Encourage children to become more physically active and involved in sport, from

pre-school to post-grad: support and develop physical activity and boost participation in sport among young people

2. Champion sport to channel a love of learning and foster community spirit: encourage the use of sport in education, in particular among children struggling at school, as a vector for academic achievement and promote the values of sport, Olympism and Paralympism

3. Use sport to drive engagement and citizenship

AMBITIONS AND INITIATIVES

Young people are the primary focus of the Paris 2024 Legacy and Sustainability strategy, through two major ambitions:

1. Promote physical activity and sporting engagement among young people and those around them

2. Support and champion the role of sport, physical activity and PE in helping children thrive, instilling a love of learning, community spirit and civic engagement

To achieve these ambitions, Paris 2024 is working alongside all stakeholders who work

day in, day out to achieve these objectives (including the educational community, school sports federations and others involved in the sporting movement, as well as local authorities). One of the keys to success lies in cooperating with all areas of the National Education system, school and university sports federations and coordination with the sporting movement. The areas that have been awarded the “Terre de Jeux 2024” label are another important ally in our efforts to strengthen the position of physical activity in the day-to-day lives of children.

PILLARS	OBJECTIVES	SUB-OBJECTIVES	INITIATIVES LAUNCHED OR ACCELERATED AS A RESULT OF THE GAMES	
Sport to improve education and civic engagement	ENCOURAGE CHILDREN TO BECOME MORE PHYSICALLY ACTIVE AND INVOLVED IN SPORT, FROM PRE-SCHOOL TO POST-GRAD	Promote physical activity and sport, in particular for 6- to 11-year-olds	<ol style="list-style-type: none"> 1. Daily 30-minute period of exercise at school 2. Transformation of lessons at school* 3. The Generation 2024 label 4. The Olympic and Paralympic Week 5. Development of the Carte Passerelle 6. The university project Dancing to 2024* 7. Unis'vers USEP 2024 sports competition* 8. En route to the Gymnasiades Normandie 2022* 9. The Generation 2024 platform 10. The Education through Sport call for proposals 11. The Games kit for school children* 12. 1,000 work experience placements to learn about the Olympic and Paralympic Games 13. The Education in Movement programme 14. The learning kit based on the film Race* 15. Programmes to teach the Olympic and Paralympic values: I'mPOSSIBLE 16. The Paris vs Seine-Saint-Denis and Terres d'Envol USEP Games* 17. School Sports Days (SSD)* 18. Regional deployment of the University Olympic Session project* Universitaire* 19. Generation 2024 civic service 20. The Universal National Service to promote sport and its values 21. The Leaders of Tomorrow programme 	
		Enhance the interconnections between education and sport		
	CHAMPION SPORT TO CHANNEL A LOVE OF LEARNING AND FOSTER COMMUNITY SPIRIT	Encourage the use of sport and the values it champions to educate young people		<ol style="list-style-type: none"> 9. The Generation 2024 platform 10. The Education through Sport call for proposals 11. The Games kit for school children*
		Harness sport to support children struggling at school and encourage them to stay in education		
		Promote Olympic and Paralympic sports and values		<ol style="list-style-type: none"> 12. 1,000 work experience placements to learn about the Olympic and Paralympic Games 13. The Education in Movement programme 14. The learning kit based on the film Race* 15. Programmes to teach the Olympic and Paralympic values: I'mPOSSIBLE 16. The Paris vs Seine-Saint-Denis and Terres d'Envol USEP Games* 17. School Sports Days (SSD)* 18. Regional deployment of the University Olympic Session project* Universitaire*
		Introduce Generation 2024 to the Games		
	USE SPORT TO DRIVE ENGAGEMENT AND CITIZENSHIP	Increase the role of sport in civic engagement programmes		<ol style="list-style-type: none"> 19. Generation 2024 civic service 20. The Universal National Service to promote sport and its values 21. The Leaders of Tomorrow programme
		Boost civic engagement in the sporting movement		

* Initiatives expanded upon in the "Generation 2024: educational programme of the Paris 2024 Olympic and Paralympic Games" report

• INTRODUCING MEASURES TO ENCOURAGE CHILDREN TO BECOME MORE PHYSICALLY ACTIVE AND INVOLVED IN SPORT, FROM PRE-SCHOOL TO POST-GRAD

School instils fundamental knowledge and values in all children, irrespective of their social background, gender or origin. PE lessons at school offer the main source of physical activity for 80% of children. It is therefore crucial that when they start middle school at the age of 11, all children are not only able to read, write and count, but also able to get involved in sport. Furthermore, participation in clubs goes down as children grow older, especially girls.

Paris 2024 wishes to help encourage children

into sport and physical activity at school to ensure they become an integral part of their lives right through to adulthood and beyond

The Generation 2024 programme will:

- help children become more physically active;
- strengthen the interconnections between education, the local sporting movement and school sports federations;
- create a space that encourages diversity in sport and makes girls want to get involved.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

DEPLOYMENT OF A TRIAL OF A DAILY 30-MINUTE PERIOD OF EXERCISE AT SCHOOL



In February 2020, the French Ministry of National Education, Youth and Sport, in collaboration with Paris 2024, launched a call for expressions of interest in rolling out a trial of a daily 30-minute period of exercise at school, in addition to PE lessons.

The call for expressions of interest aims to raise awareness of and promote initiatives, with a view to replicating them. Paris 2024 has uploaded a toolbox for teaching staff to its Generation 2024 platform. It brings together existing learning resources and newly developed tools such as the action cards designed by teachers from the Créteil academy.

The initiative was launched in November 2020, in particular in the Créteil academy, and is expected to be extended to all interested primary schools throughout the country from the start of 2021. The first set of results will be produced at the end of the school year.

INITIATIVES LAUNCHED AS A RESULT OF THE GAMES

INTRODUCTION OF THE GÉNÉRATION 2024 LABEL

In order to expand the legacy of the Games, the French Ministry of National Education, Youth and Sport and the Ministry of Higher Education, Research and Innovation have developed the Generation 2024 label for schools and higher education establishments. It is designed to “build bridges between school and sport to encourage young people to take up sport and stay active”. The first label was awarded back in 2018, and by the end of 2020, over 3,000 establishments were certified.



To obtain the label, four criteria must be met:

1. Develop structural projects with local sports clubs, which in primary schools requires the existence of a USEP or UGSEL sports association
2. Take part in Olympic and Paralympic events
3. Work with or accept elite athletes
4. Make school sports facilities available to local sports clubs to encourage involvement in sport

The goal for 2024 is to certify 20% of schools with the Generation 2024 label. An ambitious target such as this will only be achieved by working in close collaboration with the teaching community and the local sporting movement. The expansion and support of Generation 2024 Civic Service structures, which operate within a school or a club to drive synergies between National Education and the sporting movement, help achieve this target and implement innovative action within certified schools.

From 2021, a number of special needs schools in the Greater Paris region will be able to obtain the Generation 2024 label. The project, which is being conducted in collaboration with the French Ministry of National Education, Youth and Sport and the Greater Paris Regional Health Authority, will subsequently be rolled out nationally. Opening the label to special needs schools represents a significant step forward in efforts to increase physical activity and participation in sport among young people living with disabilities. It will also help to more effectively integrate disabled children in the school day, as well as wrap-around services and extra-curricular activities.



DEPLOYMENT OF THE OLYMPIC AND PARALYMPIC WEEK (OPW)



Held for the first time in January 2017, the OPW is now a recurring feature in the annual calendar of the French Ministry of National Education, Youth and Sport.

Developed with all schools and higher education institutions in mind, the OPW seeks to:

- build awareness of the Olympic and Paralympic values among pupils and students;
- use sport as an educational tool;
- introduce pupils and students to the Olympic and Paralympic disciplines;
- change the way young people view disabilities and encourage them to take part in sport;
- empower young people to become engaged and active members of the community.

These projects, which are primarily championed by teachers with support from school and university sports federations, help

bring children together around the Olympic and Paralympic sports, expand the social circles of young people, students and athletes, use sport as a gateway into other disciplines and raise awareness about disability.

In 2020, over 450,000 pupils and students took part in the OPW. The event has proved to be an effective way to discuss disabilities; two thirds of projects include children playing or learning about parasports. The OPW facilitates the implementation of the Generation 2024 strategy, accelerates greater understanding, and shines a spotlight on the benefits of sport. Furthermore, the OPW explores a different societal challenge each year (such as diversity, interculturalism and health), thereby demonstrating the vast range of opportunities sport and the values it champions have to offer in education.

DEVELOPMENT OF THE CARTE PASSERELLE TO ENCOURAGE YOUNG PEOPLE TO TRY DIFFERENT SPORTS

The French National Olympic and Sports Committee has developed the Carte Passerelle, which allows all school children that are members of USEP or UGSEL and aged between 9 and 11 to try new sports free of charge within a network of participating sports clubs. Between the start of the school year in September and the October half term, the children will be able to take advantage of three taster sessions in a sports club before being asked to pay the membership fee to the federation.



• CHAMPIONING SPORT TO CHANNEL A LOVE OF LEARNING AND FOSTER COMMUNITY SPIRIT

Physical activity, sport, Olympism and Paralympism are wonderful educational tools for young people's school years, not only benefiting their health but also helping them learn academic subjects and civic values. The Generation 2024 programme seeks to raise awareness of and promote educational tools, methods and resources.

Paris 2024 wants to encourage initiatives that combine sport and its values with learning all academic subjects throughout children's school years and is therefore committed to:

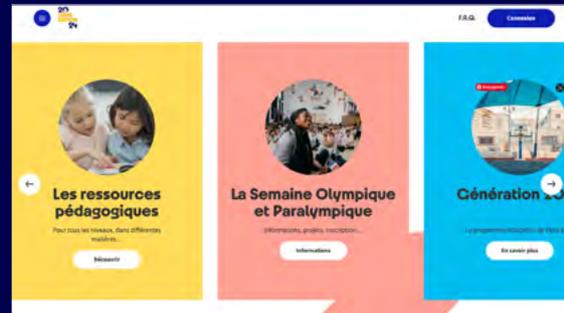
- identifying and bringing together an extensive library of educational resources related to sport, sports participation, Olympism, Paralympism and all academic subjects;
- creating additional educational resources to support teachers of all subjects by providing them with tools to cover all aspects of the Games (e.g. the 1936 Olympic Games to study propaganda, Usain Bolt's performances to calculate speed, and the forces that act on a gymnast on a trampoline in physics class);

- running the Generation 2024 community;
- helping teachers make the most of educational resources;
- highlighting and supporting projects that use sport to encourage children to stay in education.
- The Generation 2024 programme seeks to encourage initiatives that enable people to take part in sports and learn about Olympic and Paralympic disciplines in order to:
 - promote Olympic and Paralympic sports and values, in connection with the values of the French Republic and community engagement;
 - introduce people to the Games and its values to foster greater community spirit.

Friendship, excellence and respect are the three core Olympic values, whereas equality, courage, determination and inspiration are those of the Paralympic movement. They are promoted by the International Olympic and Paralympic Committees and form the foundation for the Generation 2024 programme.

INITIATIVES LAUNCHED AS A RESULT OF THE GAMES

THE GÉNÉRATION2024 PLATFORM



The Generation 2024 online platform has a list of teaching resources related to sport, sports participation, Olympism, Paralympism and all subjects taught throughout school. Launched in November 2020, the platform seeks to help teachers prepare their lessons and projects. It is designed for the entire educational community, including parents, teachers and the young people themselves.

Paris 2024 works alongside a number of stakeholders, including the French Ministry of National Education, Youth and Sport and its decentralised departments, the French National Olympic and Sports Committee,

the French Paralympic and Sports Committee, as well as school and university sports federations. Sports federations have also put together educational resources to help teachers better understand their sports.

The goal is to leverage sport and the Games to create a Generation 2024 community for students and their wellbeing. The platform will report on news and projects to highlight the things people are doing on the ground, particularly PE teachers. All the content will be harmonised and supplemented to provide teachers with coherent tools to plan projects throughout the year.

THE EDUCATION THROUGH SPORT CALL FOR PROPOSALS

Sport can play an invaluable role in children's academic achievement. Sports clubs teach children civic values, engagement and respect for others outside of the home and school environment and sometimes offer extra tutoring and school mediation. Children who regularly take part in sport are more fulfilled, have a better attention span

and, ultimately, experience greater academic success. Paris 2024 and Paris City Council therefore launched an "Education through Sport" call for proposals to support sports-based education and reintegration projects. Five projects have been implemented since September 2019.

1,000 WORK EXPERIENCE PLACEMENTS ORGANISED BY THE GREATER PARIS REGIONAL AUTHORITIES EVERY YEAR TO RAISE AWARENESS ABOUT THE OLYMPIC AND PARALYMPIC GAMES

The placements aim to raise 15-year-old school children's awareness of the Olympic values, physical activity and or/sport, the role of volunteers and the sectors involved in organising the Games. The Greater Paris regional authorities are keen to engage and bring all young people along on the journey

to ensure they play an active role in the Games so they truly feel part of this exceptional event. Each intake will be welcomed at the Greater Paris Regional Council in Saint-Ouen, go on trips and attend activities and talks at different venues, some of which will host Olympic and/or Paralympic events in 2024.

AN INITIATIVE LAUNCHED AS A RESULT OF THE GAMES

THE EDUCATION IN MOVEMENT PROGRAMME TO EDUCATE CHILDREN



A pilot project carried out during the bid phase in collaboration with NGO PLAY International²², Paris 2024 and UNICEF aimed to uphold the Olympic values of respect, friendship and excellence to support children's education in several regions – all while they played in the school playground.

Building on this experience, Paris 2024 continues to promote Education in Movement, which provides a method to teach 6- to 12-year-old children through sport, keeping them active and encouraging them to develop community spirit. It uses a tried-and-tested programme.

Paris 2024 strives to develop the Education in Movement programme in all priority education network (REP) and reinforced

priority education network (REP+) schools in the Seine-Saint-Denis department and the city of Paris. Available to everyone on the Generation 2024 platform, this programme can be rolled out on a wider scale all over France, including overseas and in the education hubs network, during school hours or after school.



22. NGO PLAY International has authorisation from the French Ministry of National Education, Youth and Sport to provide educational programmes and activities that complement school teaching and are in line with school projects.

THE I'MPOSSIBLE PROGRAMME FOR OLYMPIC AND PARALYMPIC VALUES-BASED EDUCATION

Paris 2024 supports the use of the Olympic Values Education Programme (OVEP), developed by the International Olympic Committee (IOC), and I'mPOSSIBLE, developed by the International Paralympic Committee (IPC). The I'mPOSSIBLE programme

is a particularly useful tool for primary school teachers that can be used to raise awareness and achieve a more accurate image of disability. Paris 2024 will help familiarise teachers with these educational programmes to ensure they get the most out of them.

• USING SPORT TO DRIVE ENGAGEMENT AND CITIZENSHIP

France already boasts a strong volunteering²³ culture, with over 16 million volunteers – around a third of whom are involved in the sports sector. Sport also drives engagement outside France. Each year, the French National Olympic and Sports Committee sends volunteers from France on assignment to Olympic committees in the French-speaking world. These young people commit to becoming ambassadors for the Olympic values abroad and lead various awareness-raising initiatives (education through sport, the promotion of sports participation, sport and health, etc.).

Paris 2024 seeks to promote civic engagement, which contributes to social cohesion and plays a crucial role in the sporting movement – both

on a day-to-day basis in clubs and at major international sporting events, where volunteers play an important role.

The Generation 2024 programme therefore aims to:

- encourage young people's civic engagement in the sporting movement;
- place greater emphasis, within existing civic engagement programmes, on sport in assignments of general interest entrusted to young people in local authorities, schools and associations;
- nurture a new generation of young people to lead the sporting movement.

23. www.jeunes.gouv.fr (available in French only)

AN INITIATIVE LAUNCHED AS A RESULT OF THE GAMES

THE GENERATION 2024 CIVIC SERVICE PROGRAMME TO MOBILISE 10,000 YOUNG PEOPLE

Paris 2024 is going to offer young people new forms of civic engagement, including through the civic service programme. Civic service involves making a voluntary commitment to carry out an assignment of general interest in one of France's nine priority areas, such as sport, for six to 12 months. Volunteers commit to at least 24 hours per week, receiving an allowance from the French State and additional support – either in kind or monetary – from the host structure.

The goal of civic service is to give young people aged between 16 and 25 a framework for engagement that enables them to become more self-confident, develop their skill sets and take the time to think about their future personal and professional lives.

From 2019 to 2020, Paris 2024, the French Civic Service Agency and the French National Olympic and Sports Committee conducted a conclusive experiment in six Regional Olympic and Sports Committees and Departmental Olympic and Sports Committees in order to trial a project to improve access to sport. Paris 2024 also called upon UFOLEP (the French Union of Secular Physical Education) – supported by USEP (the Sports Education Union for Primary Education) and the Ligue de l'enseignement (a French federation for secular education) – to deploy 100 young civic service volunteers in urban and rural priority neighbourhoods to improve access to sport, introduce people to the new sports on the Paris 2024 Games programme and organise a sports event in their region on Olympic Day.

Following these trials, Paris 2024, the French National Civic Service Agency and the French

National Olympic and Sports Committee plan to offer 10,000 young people Generation 2024 civic service assignments as part of the French State's legacy plan, giving priority to:

- Generation 2024 schools to activate their label, organise projects over the Olympic and Paralympic Week, take part in Olympic Day, etc.;
- Terre de Jeux 2024 cities to activate their label and organise projects to promote physical activity and sport in their region;
- Terre de Jeux 2024 departments to activate their label and organise projects to promote physical activity and sport in their region, particularly for people living with disabilities;
- sports clubs and associations to support innovative projects, apply for Impact 2024, reach out to schools, etc.

These assignments will help build a Generation 2024 community of young people that want to get involved and potentially become voluntary managers in sports clubs.



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INITIATIVES ACCELERATED AS A RESULT OF THE GAMES

THE UNIVERSAL NATIONAL SERVICE TO PROMOTE SPORT AND ITS VALUES

Paris 2024 aims to raise young people's awareness of civic engagement and volunteering in the sports sector by leveraging Universal National Service (UNS), a project to empower young people aged between 15 and 17 outside compulsory education.

Paris 2024 is currently drawing up an agreement with the French Ministry of National Education, Youth and Sport in order to enhance the experience of young people involved in the UNS project.

THE LEADERS OF TOMORROW PROGRAMME TO SUPPORT FUTURE LEADERS OF THE SPORTING MOVEMENT

Paris 2024 encourages access to positions of responsibility in sports associations, particularly for young women. Through its endowment fund, Paris 2024 plans to support the French National Olympic and Sports Committee's intention to implement a new programme, Leaders of Tomorrow, to give as many people as possible access to positions of responsibility and encourage greater diversity among club and federation leaders at international, national and regional level. This programme will be built around providing information, raising awareness, offering a training programme, mentoring, creating and leading a regional network

of leaders, as well as giving awards to those who deserve them the most.



SPORT TO IMPROVE INCLUSION AND SOLIDARITY

**EXPRESSING A DESIRE
TO LEVERAGE AND INCREASE
THE USE OF SPORT AS A TOOL
FOR SOCIAL INCLUSION
AND INTEGRATION**

—
2018

**HARNESSING
THE GAMES TO CHANGE
THE WAY PEOPLE VIEW
CERTAIN ISSUES
IN OUR SOCIETY**

—
2024

**STRENGTHENING THE POSITION
OF SPORT AS A TOOL FOR SOCIAL
IMPACT IN OUR SOCIETIES**

—
2028

SPORT TO IMPROVE INCLUSION AND SOLIDARITY

SPORT – A FANTASTIC VECTOR FOR INCLUSION

As an outlet for engagement, social interaction and personal fulfilment, sport is widely recognised as an effective tool for social integration. Sports can therefore be educational resources in their own right.

The ‘Sports-Towns-Inclusion’ interministerial circular, signed on 19 April 2019, marked a new milestone in recognising sport as a tool for social inclusion, as it mentioned that city contracts must now include a section on sports action for social and territorial inclusion²⁴. This circular clarifies the role of stakeholders that harness sport for social inclusion in order to go beyond ‘common law’ sport and serve other issues related to city policy.

Three main types of community sports activities, as defined in the circular, will be highlighted

in the Legacy and Sustainability strategy:

1. sports activities that make people’s talents

shine through: leveraging sport to identify and celebrate interpersonal skills and knowledge that can be mobilised for access to training and employment;

2. sports activities that champion values:

leveraging sport to share messages promoting civic values such as social cohesion and the prevention and treatment of excesses (including racism, anti-Semitism and homophobia);

3. sports activities that act as regional

projects: leveraging sport to mobilise young people through integration and/or citizenship within – and with stakeholders from – different bodies (including schools and companies).

STRENGTHENING, HIGHLIGHTING AND PROMOTING THE SOCIAL IMPACT OF SPORT

Paris 2024’s Legacy and Sustainability strategy seeks to strengthen the role of sport as a tool for:

- social inclusion
- remobilising people in difficulty, including early school leavers
- integrating people experiencing exclusion or a lack of security, including refugees
- empowering girls
- the professional integration of unemployed people

24. CIRCULAR No. DS/DIR/2019/108 of 19 April 2019 on the integration of sport into city contracts

OBJECTIVES AND INITIATIVES

Paris 2024 sets out to change how racist and sexist stereotypes are viewed by beneficiaries of supported projects, ensure a rate of positive outcomes for beneficiaries of integration

initiatives through sport, as well as increase the proportion of beneficiaries that have acquired soft skills (including interpersonal, transversal and leadership skills).

PILLARS	OBJECTIVES	SUB-OBJECTIVES	INITIATIVES LAUNCHED OR ACCELERATED AS A RESULT OF THE GAMES
Sport to improve inclusion and solidarity	HARNESS SPORT TO PROMOTE EQUALITY AND COMBAT DISCRIMINATION	Celebrate the role of women in sport	<ol style="list-style-type: none"> 1. Application of the Generation 2024 label to special needs schools in the Greater Paris region 2. 30 minutes of exercise every day for students living with disabilities 3. The Equality label 4. Olympic and Paralympic Week (OPW) 5. The Female Leaders programme
		Combat discrimination	
		Harness the Games to change the way people think about disability and promote sport	
	HARNESS SPORT TO PROMOTE SOCIAL INCLUSION	Harness physical activity and sport to remobilise people who are vulnerable or on an integration pathway	
	HARNESS SPORT TO SUPPORT PROFESSIONAL INTEGRATION	Encourage people to stay in education and help those not in education, employment or training (NEETs) to return to education	
Harness sport to support the social and professional integration of people in long-term unemployment			

• HARNESSING THE GAMES TO CHANGE THE WAY PEOPLE THINK ABOUT DISABILITY AND PROMOTE SPORT

The Paralympic Games are the ultimate sporting event for athletes with disabilities. Paris 2024 has high ambitions for this competition, as demonstrated for instance by its decision to use the same emblem for both the Olympic and Paralympic Games.

The whole world will be watching France during the Games, which provide a unique opportunity to catalyse efforts and accelerate projects. Paralympic athletes' performances will therefore provide a unique opportunity to shine a spotlight on the skills of people with disabilities and demonstrate their employability. That is why Paris 2024 is part of an ecosystem where everyone works on a daily basis at their level to improve life in our society for people with disabilities. The ecosystem includes the French State, local and regional authorities, the sporting movement, the healthcare sector, the disability sector, the sheltered and adapted employment sector, as well as Olympic and Paralympic athletes.

Powerful symbols and a high level of visibility are needed to change the way people think about disability. Paris 2024 has chosen to hold Olympic and Paralympic events in the same venues right in the heart of the capital, including

at the Grand Palais and the Champ de Mars.

Paris 2024 also decided to bring together the Olympic and Paralympic Games with a shared emblem for the first time ever. Furthermore, by launching an initiative to add Paralympic sports to the emoji dictionary, Paris 2024 is taking action to foster a more inclusive representation of sport and raise the profile of the Paralympic Games throughout the world.

For instance, the Greater Paris regional authorities are pursuing an ambitious sports policy to increase the range of sports on offer for everybody across the region and thereby improve access to sport, focusing on women, people with disabilities and young people in particular. For example, agreements are in place to help sports federations, leagues and committees buy special disability-friendly equipment to meet the needs of over 250 clubs across the Greater Paris region that provide a range of activities for people with disabilities. Accessibility is another important marker for the Greater Paris regional authorities, determining the funding provided to local authorities in a bid to encourage them to implement a sports policy focusing on people with disabilities.

AN INITIATIVE LAUNCHED AS A RESULT OF THE GAMES

APPLICATION OF THE *GENERATION 2024* LABEL TO SPECIAL NEEDS SCHOOLS IN THE GREATER PARIS REGION

From 2021, a number of special needs schools in the Greater Paris region will be able to obtain the Generation 2024 label. The project, which is being conducted in collaboration with the French Ministry of National Education, Youth and Sport and the Greater Paris Regional Health Authority, will subsequently be rolled out nationally. Opening the label to special needs schools represents a significant step forward in efforts to increase physical activity and sports participation among young people living with disabilities. It will also help to more effectively integrate disabled children

in the school day, as well as wrap-around services and extra-curricular activities.



AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

30 MINUTES OF EXERCISE EVERY DAY, FOCUSING ON STUDENTS LIVING WITH DISABILITIES

In collaboration with the French Paralympic and Sports Committee, 30 minutes of physical activity and sport every day is also

promoted to get children living with disabilities moving at school.

• HELPING ELITE ATHLETES SUCCESSFULLY TRANSITION AT THE END OF THEIR SPORTING CAREER

Elite athletes can struggle with professional integration at the end of their career. Many of them have spoken to Paris 2024 about the difficulties they encountered when pursuing their entrepreneurial project, as well as the lack of a suitable framework. The current unprecedented crisis further complicates their

endeavours and strengthens our resolve to help these athletes implement their projects. Paris 2024 therefore wants to enable athletes, should they so wish, to create their own job at the end of their career and take part in a project with a positive social and environmental impact.

AN INITIATIVE LAUNCHED AS A RESULT OF THE GAMES

CREATION OF THE PARIS 2024-FRENCH DEVELOPMENT AGENCY (AFD) INCUBATOR

Paris 2024, in collaboration with the AFD, provides a unique incubation programme that, drawing inspiration from the bidding phase, focuses exclusively on athletes who are entrepreneurs. 2021 will see the first

intake of 24 athletes supported over the course of eight months to launch their entrepreneurial projects with a social and environmental impact – eight in France and 16 in Africa.

THE GAMES GENERATION SCHEME TO SUPPORT YOUNG ATHLETES

In 2018, the Seine-Saint-Denis departmental council created the “Games Generation” scheme to provide financial support to promising Seine-Saint-Denis athletes and encourage them on their path to the Paris 2024 Olympic and Paralympic Games. In 2020, the scheme provided 30 athletes with a €3,000 grant to enable them to pursue their

sports project in the best possible conditions.

Under the scheme, athletes can receive support for another year provided they still meet the criteria (i.e. they are aged 15 to 23, feature on the ministerial lists of elite athletes and are a member of a sports club in Seine-Saint-Denis).

• CHAMPIONING THE EMANCIPATION OF WOMEN THROUGH SPORT

In response to reduced levels of physical activity and sport among teenage girls, Paris 2024 seeks to support sports participation among and the emancipation of women through sport. Paris 2024 aims to help the sporting movement

achieve equality and increase female sports participation by mobilising a number of stakeholders to support this cause to ensure an enduring legacy throughout France.

THE EQUALITY LABEL: A TOOL ALSO DESIGNED TO GUARANTEE THE LEGACY LEFT BEHIND BY THE GAMES

Harnessing sport to empower girls is one of the challenges raised by the Equality label. In addition to its role in organising an edition of the Games that can be held up as an inspiring example in that respect, the label seeks to shine a spotlight, both nationally and internationally, on the gender equality cause and the fight against discrimination. By supporting increased sports participation among and the emancipation of girls and women through sport, the Equality label strives to guarantee a post-Games social legacy all over France.



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THE “FEMALE LEADERS” PROGRAMME

In January 2020, the French National Olympic and Sports Committee launched the Female Leaders programme to boost female representation in sports management bodies and celebrate female participation in sport. The programme intends to build

momentum through various initiatives for and with present and future female leaders as well as male leaders, organising workshops and conferences throughout the year to ensure interactions and networking with experts.

SPORT TO DRIVE THE ENVIRONMENTAL TRANSFORMATION

**BECOMING AWARE
OF THE NEED TO TRANSFORM
THE TEMPLATE
FOR SPORTING EVENTS**

—
2018

**HARNESSING THE
GAMES TO ACCELERATE
THE ENVIRONMENTAL
TRANSFORMATION**

—
2024

**CHANGING HOW MAJOR SPORTING
EVENTS ARE DESIGNED AND SPORTS
ARE PLAYED WITHIN OUR SOCIETIES**

—
2028

SPORT TO DRIVE THE ENVIRONMENTAL TRANSFORMATION

SOCIETY IS BECOMING INCREASINGLY AWARE OF THE IMPACT OF SPORT AND THE NEED FOR TOOLS TO ENABLE IT TO DRIVE THE ENVIRONMENTAL TRANSFORMATION

Faced with the reality of the climate and environmental emergency established in the first section, we urgently need to adapt and rally around, as the future of sport is at stake.

Most sports stakeholders have become aware of their impact and role and are beginning to change through initiatives such as the charters of 15 eco-responsible commitments for event organisers and facility managers, drawn up by the French Ministry of Sport and WWF France. Momentum is gained by bringing together stakeholders in line with the common vision set out in the Paris Agreement, but it still requires concrete tools and a shift in mindsets in order to become a reality.

Sport has an incredible power to mobilise and unite people. It has an important role to play in combating climate change and encouraging action to protect the environment. In all its forms – amateur, professional, grassroots or youth talent development – sport is effective in encouraging a shift in behaviour and mentalities.

The impact and magical aura of the Games give Paris 2024 an opportunity to lead by example, be a source of inspiration and give voice to solutions for the future. Moreover, even though the role of sport in promoting education, inclusion and solidarity is widely recognised, the Paris 2024 Games provide an opportunity to harness sport to drive advocacy of sustainable development and the environmental transformation.

To accelerate the environmental transformation of the world of sport, Paris 2024 wants to:

- accelerate the transformation of sporting events;
- work to eliminate single-use plastics in and through sport;
- promote sustainable sporting structures;
- harness sport to combat climate change;
- raise awareness of the importance of a healthy diet for people and the planet;
- harness sport to protect biodiversity.

HARNESSING SPORT TO ACCELERATE THE ENVIRONMENTAL TRANSFORMATION THROUGH PARIS 2024

In the long term, Paris 2024 seeks to leave a strong and enduring legacy in terms of how major sporting events are designed and prepared for, as well as how sports are played within our

societies. Paris 2024 wants to accelerate a shift in mindsets and behaviour to encourage the development of sustainable practices in amateur and professional sport.

PILLARS	OBJECTIVES	INITIATIVES LAUNCHED OR ACCELERATED AS A RESULT OF THE GAMES
Sport to drive the environmental transformation	ACCELERATE THE TRANSFORMATION OF SPORTING EVENTS	<ol style="list-style-type: none"> Supporting the WWF France programme to accelerate the transformation of sporting events Sharing Paris 2024 tools and methods with sports stakeholders
	PROMOTE SUSTAINABLE SPORTING STRUCTURES	<ol style="list-style-type: none"> Supporting PEEXE's 'Bringing the world of sport and cleantech companies closer together' programme Contributing to the shift in mentalities and behaviour in a bid to establish sustainable practices in amateur and professional sport, particularly through the Paris 2024 Club (will be rolled out and explained in detail later)
	WORK TO ELIMINATE SINGLE-USE PLASTICS IN AND THROUGH SPORT	<ol style="list-style-type: none"> Contributing to the work initiated by our stakeholders, events stakeholders and civil society stakeholders to eliminate single-use plastics (will be rolled out and explained in detail later) Supporting and passing on solutions and projects to eliminate single-use plastics (will be rolled out and explained in detail later) Helping change the behaviour of organisers, athletes, spectators, partner marketing companies, site managers, etc. at sporting events (WWF)
	RAISE AWARENESS OF THE IMPORTANCE OF A BALANCED DIET FOR HEALTH AND THE PLANET	<ol style="list-style-type: none"> Promoting Paris 2024's commitments and methods to encourage a shift in catering practices at sporting events (will be rolled out and explained in detail later) Helping change behaviour by promoting low carbon, locally produced food in season in accordance with nutritional and health guidelines (will be rolled out and explained in detail later)
	HARNESS SPORT TO COMBAT CLIMATE CHANGE	<ol style="list-style-type: none"> Supporting and developing the United Nations Framework Convention on Climate Change (UNFCCC) Sports for Climate Action initiative Strengthening the role of sport in advocacy of sustainable development, particularly as part of the convention between Paris 2024 and the AFD (will be rolled out and explained in detail later)
	HARNESS SPORT TO PROTECT BIODIVERSITY	<ol style="list-style-type: none"> Helping promote respect for biodiversity in professional and amateur sport (will be rolled out and explained in detail later) Harnessing sport, particularly outdoor sports, to mobilise people to protect and regenerate biodiversity (will be rolled out and explained in detail later)

ACCELERATING THE TRANSFORMATION OF SPORTING EVENTS

France holds over 2.5 million sporting events every year and has hosted 55 international competitions over the past 20 years, making it one of the top countries for hosting major

world sporting events. It therefore has the ambition, legitimacy and opportunity to make Paris 2024 a new global sustainability benchmark for sporting events.

• MAKING THE METHODS DEVELOPED FOR PARIS 2024 ACCESSIBLE TO AND USABLE BY OTHER ORGANISATIONS

Reinventing the template for the Games does not only involve changing the goods and services needed to organise the competition but also the way in which they are delivered. Paris 2024 seeks to use the Games' power to inspire to show that it is possible to do things differently. We must act together, which is why we are passing on methods and tools today, starting with those that will enable

us to curb greenhouse gas emissions or purchase responsibly.

For instance, Paris 2024's responsible purchasing strategy – built around the systematic integration of environmental and social considerations – will be shared widely so that any public²⁵ or private stakeholder can access it and integrate it into its purchasing policy.

AN INITIATIVE ACCELERATED AS A RESULT OF THE GAMES

PARIS 2024 AND WWF FRANCE ARE COMMITTED TO SUSTAINABLE SPORTING EVENTS

In order to leave behind an environmental legacy, Paris 2024 has teamed up with WWF France on its programme to support the environmental transition of the world of sport. The work will aim to take concrete action and carry out full-scale trials at sporting events.

The environmental responsibility of a sporting event is in the hands of stakeholders such as sporting event organisers, sports facility managers, local authorities, service providers, athletes and spectators. Uniting and engaging the entire ecosystem

of sporting events is therefore vital to make these events sustainable.

The WWF programme focuses on three key areas:

1. Supporting the environmental transition of sporting events in France
2. Raising awareness among spectators and helping them adopt more environmentally friendly behaviour
3. Developing active mobility during sporting events

25. Paris 2024's responsible purchasing strategy was written in accordance with public purchasing principles.

PROMOTING SUSTAINABLE SPORTING STRUCTURES

Sport is more than just major events – with 16.1 million registered members in France and 32 million people in France reporting they take part in sport at least once a month, day-to-day sport not only represents an impact to be managed but also a tool to change methods and behaviour and mobilise people to protect the environment and the climate.

Furthermore, encouraging regular physical

activity, a healthy diet and active mobility – through sport – helps improve people’s health and reduce the daily impact people in France have on the climate and the environment.

Paris 2024 therefore seeks to inspire more sustainable practices in amateur and professional sport, particularly through the Terre de Jeux 2024 and Paris 2024 Club initiatives.

PARIS 2024, ALONG WITH THE FRENCH MINISTRY OF SPORT, SUPPORTS PEXE²⁶ TO BRING THE WORLD OF SPORT AND CLEANTECH COMPANIES CLOSER TOGETHER

At present, sporting event organisers, sports facility managers, sports federations and regions hosting sporting events have no structured approach to ramping up the integration of solutions.

That is why Paris 2024, along with the French Ministry of Sport, supports PEXE’s project to unite the world of sport and cleantech companies to:

- lead the network of stakeholders (by creating points of contact and spaces for PEXE events) for the environmental and energy transition to respond to the challenges faced by the world of sport;
- create and promote the directory of innovative solutions for sustainable sport.

The first results will be revealed in spring 2021.

26. PEXE is the association of cleantech companies in France, comprising 40 networks of around 6,000 SMEs.

WORKING TO ELIMINATE SINGLE-USE PLASTICS IN AND THROUGH SPORT

The production of plastic grew exponentially from 2.3 million tonnes in 1950 to 162 million tonnes in 1993, which rose to 448 million tonnes in 2015. It is estimated that 40% of the plastic produced is used just once before it is thrown away. Of the 10 tonnes of plastic produced every second worldwide²⁷, only a very small proportion is recycled – the rest is incinerated, sent to landfill or simply dumped outdoors. This explains why 73% of beach litter worldwide is plastic and there is a vortex of waste three times the size of France floating between Japan and the US. The world of sport has joined efforts to combat this issue. For instance, the IOC published the Plastic Game Plan for Sport guide to help the sports community address plastic pollution.

For Paris 2024, it involves setting an example, by eliminating single-use plastics at its headquarters, and encouraging its entire ecosystem to eliminate single-use plastics²⁸.

To do so, Paris 2024 aims to:

- contribute to the work initiated by its stakeholders, events stakeholders and civil society stakeholders to eliminate single-use plastics;
- support and pass on solutions and projects to eliminate single-use plastics;
- help change the behaviour of organisers, athletes, spectators, site managers and companies at sporting events, particularly as part of the WWF project it supports.

RAISING AWARENESS OF THE IMPORTANCE OF A BALANCED DIET FOR HEALTH AND THE PLANET

Choosing what we put on our plate would be a good place to start. We can work towards a more sustainable catering service that takes the season, the location and nutritional needs into consideration. Farming practices are evolving across France and all over the world, with fairer pay for producers, restrictions on chemical inputs, agroecological methods and improved breeding conditions. At all stages, from supply through to waste management, it is our duty to opt for a catering service that limits its environmental impact and encourages a shift in practices. In its commitments, Paris 2024 no longer wants human health to be set against the health of the planet. Solutions are linked to make progress on these two fronts. That is why Paris 2024 is committed to providing 15 million healthy meals that are kind to the planet. We are keen to combine all the creativity

and culinary expertise in France to spark a shift in eating habits. In collaboration with the entire network of regions, we want to make progress together to bring about more sustainable farming practices, while providing food that promotes and generates local employment.

All these commitments will be formalised in the Food Vision, which will be published towards the end of 2021 in a bid to:

- 1.** promote Paris 2024's commitments and methods to encourage a shift in catering practices at sporting events;
- 2.** help change behaviour by promoting low-carbon, locally produced food in season in accordance with nutritional and health guidelines;
- 3.** sign up to and collaborate with regional initiatives.

HARNESSING SPORT TO COMBAT CLIMATE CHANGE

There is more to the environmental transformation than just technical solutions – it primarily involves our behaviour and value system. The Games unite 4 billion viewers, 13.5 million spectators, 15,000 athletes and 206 nations. The scale of the Games makes it a unique opportunity to align stakeholders and get a message across to billions of people.

Paris 2024 therefore pledges to harness the Games, the largest sporting event in the world, to mobilise and encourage its ecosystem to take environmental action. We know we can count on the unifying momentum of the Games to encourage the entire Committee, the sporting movement, our stakeholders and our partner marketing companies to work alongside us.

PARIS 2024 TEAMS UP WITH THE UNFCCC "SPORTS FOR CLIMATE ACTION" INITIATIVE AT THE COP24

At the 24th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP24), Paris 2024 announced it would join forces with the United Nations Framework Convention on Climate Change (UNFCCC) 'Sports for Climate Action' initiative, which aims to encourage the world of sport to reduce its greenhouse gas emissions related to organising sports competitions.

Participants in the initiative commit to adhere

to five principles:

1. Promote greater environmental responsibility
2. Reduce the overall climate impact of sporting events
3. Educate for climate action
4. Promote sustainable and responsible consumption
5. Advocate for climate action through communication

HARNESSING SPORT TO PROTECT BIODIVERSITY

Similar to climate action, protecting biodiversity involves more than merely reducing or offsetting the environmental impacts of competition venues. Paris 2024 wants to make people aware of what biodiversity represents as a whole. The organisation of the Games must spearhead clear, comprehensive civic information and environmental regeneration. The fact that sport and biodiversity both contribute to people's wellbeing makes this a particularly relevant commitment – they improve health and wellbeing and can bolster the resilience of regions and urban areas

through developments rooted in the environmental landscape while supplying ecosystem goods. This commitment has been worked on since the bid stage alongside the move towards carbon neutrality.

Paris 2024 therefore aims to:

- help promote respect for biodiversity in professional and amateur sport;
- harness sport, particularly outdoor sports, to mobilise people to protect and regenerate biodiversity.

03

OUR METHOD

SECURING OUR BUDGET
AND LEAVING A COLLECTIVELY
CONSTRUCTED LEGACY
AND A MEASURED IMPACT

SOCIAL INNOVATION THROUGH SPORT IN FRANCE

THE PARIS 2024 ENDOWMENT FUND

**COLLECTIVELY CONSTRUCTING
A LEGACY AND SUSTAINABILITY STRATEGY
BASED ON A SECURE BUDGET AND AN
INNOVATIVE TOOL, THE ENDOWMENT FUND**

—
2018

**CREATING SOCIAL
AND ENVIRONMENTAL
INNOVATIONS FOR AND
THROUGH THE GAMES**

—
2024

**LEAVING A MEASURED SOCIAL
AND ENVIRONMENTAL IMPACT**

—
2028

SOCIAL INNOVATION THROUGH SPORT IN FRANCE THE PARIS 2024 ENDOWMENT FUND

A TOOL TO RINGFENCE THE RESOURCES INVESTED IN LEGACY-RELATED PROJECTS

In order to break down Paris 2024's social and environmental ambitions operationally, on 24 January 2019 the Board of Directors of the organising committee approved the methods of funding and steering the Legacy and Sustainability strategy, as well as the creation of a special tool. After careful consideration, the Board of Directors decided to allocate a budget of €50 million exclusively for legacy-related projects and create an endowment fund. This decision helps to ringfence the resources by opening up opportunities for Paris 2024's partner marketing companies to sponsor projects as part of the Legacy and Sustainability strategy, as well as formalise a collective governance that closely binds the members of the Paris 2024 Board of Directors.

The budget allocated to legacy and sustainability projects can therefore come from three sources:

- the budget of the organising committee, which contributes up to €50 million (some of which is transferred to the Paris 2024 endowment fund);
- instruments and funding from stakeholders, which Paris 2024 can promote;
- additional funding from Paris 2024's partner marketing companies.

In order to leverage these resources and break down the Legacy and Sustainability strategy operationally, the Paris 2024 endowment fund was officially created on 27 June 2019.

It is a platform for social innovation through sport that sets out to support projects that harness sport to make a social impact. This tool and the methodological approach it takes are designed to be passed on as a legacy after 2024.

The future of the endowment fund will be outlined in 2022.

A TOOL TO STRENGTHEN THE POSITION OF SPORT IN SOCIETY AND SUPPORT SOCIAL INNOVATORS THROUGH SPORT

AREAS COVERED BY THE ENDOWMENT FUND

The four main areas covered by the endowment fund are:

- Sport to improve health
- Sport to improve education and citizenship
- Sport to improve inclusion, integration, solidarity and equality
- Sport to protect the environment

Initiatives that combine sport and culture qualify for support from the endowment fund. The endowment fund prioritises supporting projects in deprived areas that are carried out for the benefit of people who are not involved in sport and/or in a vulnerable position. The fund helps Paris 2024 realise its desire to strengthen the position of sport in society and support access to sport for all.

OBJECTIVES OF THE ENDOWMENT FUND

The endowment fund has three main objectives:

- 1.** Encourage, identify and fund social innovation projects that harness sport and show great potential
- 2.** Help project leaders (the sporting movement, local authorities and associations) to design, implement and assess the impact of these projects
- 3.** Highlight and raise awareness of these projects to encourage similar efforts and showcase the social impact of sport

MAIN SUPPORT TOOLS

The endowment fund provides three forms of support to leaders of social innovation projects that harness sport:

- It enables the leaders of the chosen projects to use the Impact 2024 signature to enhance their initiative.
- It provides shared and individual support in close collaboration with the leaders of each chosen project based on their specific needs to design, implement, ramp up or replicate a project.
- It provides financial support to project leaders.

GOVERNANCE AND OPERATIONS

Chaired by Paris 2024 President Tony Estanguet, the endowment fund is run by a Board of Directors – comprising the same members as the Board of Directors of the organising committee – that sets its strategy, decides on support and agrees on the amounts to be allocated to projects. It is made up of the members of the Paris 2024 Board of Directors. A selection committee – comprising public bodies, representatives from the sporting movement, athletes and qualified figures – helps the Board of Directors carry out its role. The Paris 2024 Impact and Legacy team prepares and implements the strategy of the endowment fund and oversees project support and impact assessment.

The Paris 2024 endowment fund works to promote social impact through sport. The winning projects can be led by the Olympic and Paralympic federations on the programme at the Paris 2024 Games, public stakeholders, as well as all stakeholders (athletes, associations and local authorities) of general interest. The endowment

fund supports initiatives throughout France (i.e. mainland France and overseas France).

Its hallmark is getting stakeholders to work together:

- Federations on the Games programme are encouraged to design collective projects involving other general interest stakeholders.
- Eligible public stakeholders are encouraged to design projects with the sporting movement and must call on it concerning sports management.
- Applicants for the Impact 2024 call for proposals must apply as part of a group with at least one stakeholder from the sporting movement.

This methodology aims to strengthen long-term cooperation between the sporting movement and public authorities and maximise the impact and sustainability of the projects supported.

IMPACT 2024 CALL FOR PROPOSALS

The French National Sports Agency, Paris 2024, the French National Olympic and Sports Committee and the French Paralympic and Sports Committee launched a joint call for proposals in 2020, Impact 2024, for sports stakeholders and associations that harness sport for social innovation.

This annual call for proposals aims to:

- develop innovative solutions to address new issues;
- promote local synergies between local authorities, local clubs and regional sports

stakeholders;

- help circulate tools and best practices for sustainable action across multiple regions;
- report on the impacts and effects on the money invested.

The first such call for proposals in 2020 received 1,200 submissions. Around 1,000 projects were selected and will be able to use the Impact 2024 signature in compliance with the rules governing its use. These include five national projects and 50 regional and local projects that will receive a total of €1.7 million in funding.

FRÉDÉRIC SANAUR,
General Manager of the French
National Sports Agency

« The first edition of Impact 2024 was a great success and showcased sports organisations' flair for innovation. Well done to the 55 successful applicants and all the projects selected. This joint endeavour with Paris 2024, the French National Olympic and Sports Committee and the French Paralympic and Sports Committee will continue to grow in 2021. »

A BUDGET TO IMPLEMENT THE ENVIRONMENTAL EXCELLENCE STRATEGY

The Committee has ring-fenced a €52 million budget for the implementation of Paris 2024's Environmental Excellence strategy, displaying its political will to host sustainable, environmentally friendly Games.

The breakdown of the budget is as follows:

- €15 million to ensure the Games are fully carbon neutral by offsetting any residual carbon emissions from the event;
- €13 million to implement innovative environmental excellence policies (outlined in parts 1 and 2 of the present document);
- €24 million to help Paris 2024's departments fulfil the various environmental excellence objectives. Some of the costs – relating to the effective implementation of the responsible purchasing strategy and stringent

environmental standards for the different projects – will be broken down operationally within the departments responsible for delivering the Games. For instance, this involves the use of responsible materials for temporary infrastructure and venues and obligations to reuse and recycle materials, the use of temporary power generated by renewable energy sources, the establishment of purchasing criteria for sustainable food (products awarded labels, short supply chains, agroecological practices, low-carbon and plant-based options, etc.), extra recycling requirements in terms of waste management, standards imposed on logistics operations, as well as the use of clean vehicles. It also includes audits of compliance with the responsible purchasing strategy and the integration of environmental considerations (in liaison with the purchasing department).

A COLLECTIVELY CONSTRUCTED STRATEGY TO DELIVER AN EDITION OF THE GAMES THAT CAN BE HELD UP AS AN INSPIRING EXAMPLE AND BUILD A LEGACY FOR THE GAMES

A JOINTLY LED LEGACY AND SUSTAINABILITY STRATEGY INVOLVING ALL OF PARIS 2024'S DEPARTMENTS

The legacy and sustainability strategy is led and collectively constructed by the Impact and Legacy department and the Environmental Excellence department. Through the joint implementation of tools such as the responsible purchasing strategy and the sustainable management system, the two departments ensure that all Paris 2024 departments integrate the strategy into their respective activities. Furthermore, divisions are made aware of sustainability challenges

as soon as they are set up and must begin to think about the methods and tools they could leave behind as a legacy once Paris 2024 is disbanded.

Paris 2024 seeks to design and deliver sustainable and inclusive Olympic and Paralympic Games that set an example, as well as maximise their positive impact and legacy. To do so, it has put transversal tools in place so that all Committee departments can contribute to achieving these objectives.

AREAS COVERED BY THE ENDOWMENT FUND

In line with the objectives of the IOC's Olympic Agenda 2020 and the UN Sustainable Development Goals, Paris 2024 sets out to make the Games a sustainability benchmark and implement the most advanced social and environmental innovation practices. As the Games essentially boil down to a temporary event, it is crucial that we reflect our ambition in the purchasing strategy.

That is why Paris 2024 decided to formalise, through this strategy, a comprehensive and responsible purchasing approach. This strategy aims to move from managing risks to encouraging the most virtuous environmental protection,

social progress and fair economic development practices. The entire strategy was designed so that the positive impact of Paris 2024's purchases would be visible immediately and live on long after the Games draw to a close.

Paris 2024's responsible purchasing strategy is built around three fundamental principles:

- 1.** Consideration of the post-Games period
- 2.** An inclusive inventory accessible to everyone
- 3.** The strategy's multiplier effect as a result of the commitment shown by everyone involved in Paris 2024

Paris 2024 has chosen to place particular emphasis on five priority issues:

- 1.** Circular economy initiatives before and after the Games
- 2.** Carbon neutrality and environmental protection initiatives
- 3.** Social innovation initiatives
- 4.** The inclusion of groups, workers and users living with disabilities
- 5.** Value creation in local areas

Indicators related to each of these five issues are currently being developed to encourage Paris 2024 to be efficient in rolling out the responsible purchasing strategy and go beyond good intentions to achieve practical results.

A SUSTAINABLE MANAGEMENT SYSTEM IN COMPLIANCE WITH THE ISO 20121 STANDARD

A sustainable management system is a set of processes to systematically integrate environmental and social challenges into the activity of an organisation.

The Paris 2024 sustainable management system, which is in compliance with the ISO 20121 standard, is therefore a tool that helps ensure ambition is turned into action. It aims to facilitate the delivery of Paris 2024's Legacy and Sustainability strategy by providing a set of processes designed to support teams and enabling stakeholders in the Games ecosystem to align with Paris 2024's ambitions.

Paris 2024's sustainable management system includes the following components:

- the policy of the sustainable management system and the action plans of the relevant departments;
- processes, formalised through procedures when necessary, that describe how to go about

the assessment of challenges, dialogue with stakeholders in the Games ecosystem, regulatory monitoring, skills management, operations management, data collection for reporting, etc.;

- operational tools to help Paris 2024 teams integrate social and environmental challenges into their activities, including priority matrices, checklists of sustainability best practices, standards, engagement charters and guides.

These components are broken down into strategic planning, operational planning, support, delivery and performance monitoring.

The fundamental aspects of the sustainable management system are being implemented in 2020 and 2021 with a view to receiving the first ISO 20121 certification – for the planning phase – in the first half of 2022. Paris 2024 is also exploring options to develop the standard to better take into account legacy challenges.

A RALLYING METHOD – ENGAGING WITH STAKEHOLDERS AND CIVIL SOCIETY

The Legacy and Sustainability strategy is a joint effort managed with stakeholders, partner marketing companies and civil society. By setting up working groups,

Paris 2024 promotes a collaborative approach enhanced by the contributions of numerous stakeholders.

ENGAGING WITH THE PARIS 2024 ECOSYSTEM

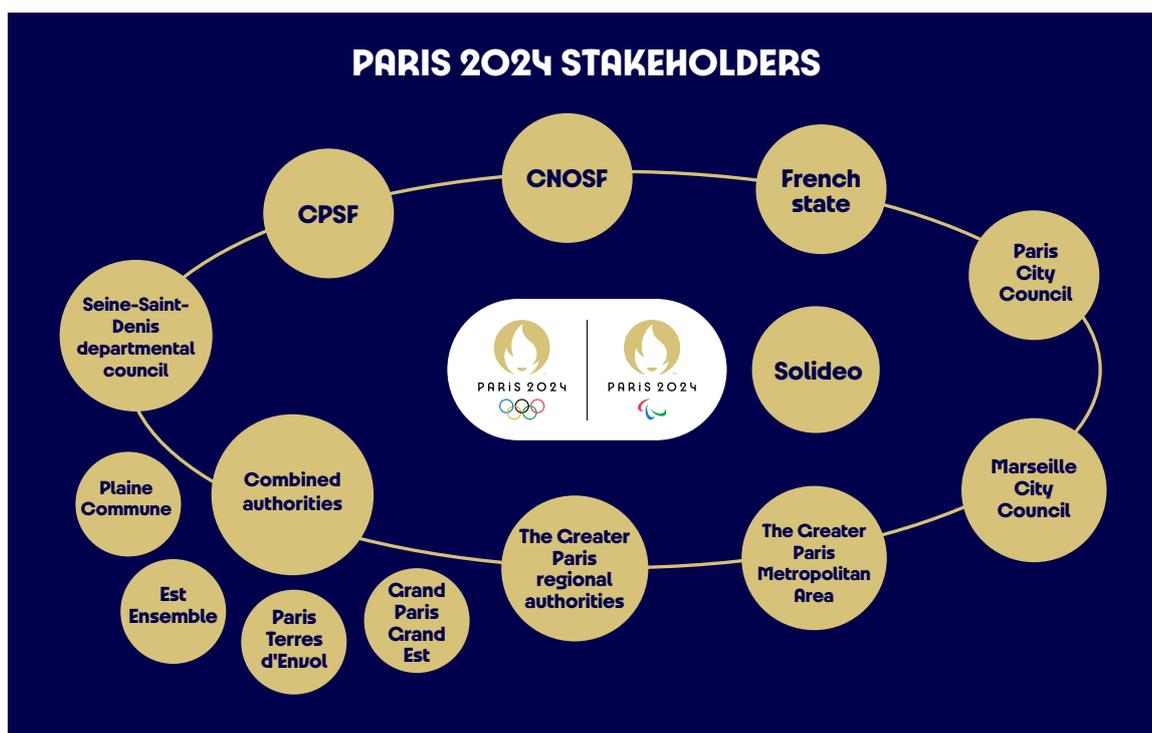
Paris 2024 is run by a Board of Directors that includes all the founding members²⁹ of the project, Solideo³⁰ and local authorities involved in the Games. These players are the main Paris 2024 stakeholders.

Building the legacy left behind by Paris 2024 depends on the collective involvement of all these stakeholders. The Legacy and Sustainability strategy is therefore the common framework of this shared ambition based on Paris 2024's vision. It must address one major challenge: reflecting the full range of heritage and sustainability priorities pursued by stakeholders

while ensuring overall consistency and guaranteeing a powerful impact.

Paris 2024 acts as a catalyst within this group by:

- facilitating smooth coordination of common goals;
- promoting best practice sharing and a link between each stakeholder's legacy and sustainability projects;
- creating momentum through specific programmes and calls for proposals;
- offering a common framework to measure the social impact of the Games.



29. The French National Olympic and Sports Committee, the French Paralympic and Sports Committee, Paris City Council, the French State, the Greater Paris regional authorities, the Greater Paris Metropolitan Area and the Seine-Seine-Denis departmental council.
30. The company tasked with delivering the Olympic facilities.

PARIS 2024'S PARTNER MARKETING COMPANIES AT THE HEART OF THE LEGACY THE GAMES WILL LEAVE BEHIND

Paris 2024's partner marketing companies help carry out and expand Paris 2024's legacy and sustainability programmes. They are involved in projects right from the beginning to devise participation and engagement opportunities for their own ecosystem. To that end, the programmes can be adapted to integrate activations in companies (e.g. job dating sessions focusing on a particular structure). Furthermore, our partner marketing companies can expand the programmes by using the communication kits provided to them. They can thereby get fully involved

in projects managed and led by Paris 2024. Furthermore, our partner marketing companies collectively construct their own programmes in line with Paris 2024's vision. For instance, *Entreprendre 2024* is a programme developed by BPCE, a Premium partner of Paris 2024, which aims to improve access to economic and social opportunities related to the organisation of the Paris 2024 Olympic and Paralympic Games. *Entreprendre 2024* is in keeping with the momentum generated by Paris 2024, MEDEF and Les Canaux with the *Entreprises 2024* and *SSE 2024* programmes.



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INVOLVING EXPERTS AND CIVIL SOCIETY ORGANISATIONS³¹

Paris 2024 adopts its vision and strategy not only with its stakeholders through mutual governance, but also with various members of civil society along with experts and associations, whom it consults regularly to collectively design and build the sustainability and legacy of the Games.

• THE LEGACY AND SUSTAINABILITY STEERING COMMITTEE

The legacy and sustainability strategy is therefore created and managed collectively with stakeholders. This collaboration takes form when the Legacy and Sustainability Steering Committee meets every two months. At the meetings, the organising committee and its stakeholders share their labour and environmental work. As the legacy and sustainability strategy is designed to bring together everyone's actions, these meetings are essential to showcase and clearly differentiate stakeholders' contributions, ensuring consistency across the board to leave a strong, enduring and collective legacy.

• THE ENVIRONMENT AND CLIMATE COUNCIL

The Interministerial Delegate for the Olympic and Paralympic Games wanted to establish an Environment and Climate Council in early 2021 to support all the Games stakeholders regarding these two issues and monitor the different environmental and climate commitments undertaken to prepare and organise the Games.

• THE SOCIAL CHARTER MONITORING COMMITTEE

We have appointed a committee that meets every quarter to ensure the charter is properly applied. Its members include representatives from trade unions, employer organisations, Paris 2024 and Solideo.

BERNARD THIBAUT
member of the Paris 2024 Executive Board
and representative for French trade unions
on the ILO's Governing Board

« Involving social partners in the organisation is a first for the Olympic and Paralympic Games. We have collaborated since the bidding phase and are actively working to create a new model. We want to make history in terms of the labour aspects of the Games. »

31.A list of the various committees and councils is provided in the appendices.

• THE SSE 2024 STRATEGIC COMMITTEE

A strategic committee was set up to ensure the correct application of the social charter signed on 23 May 2018 by Paris 2024, Solideo, Professor Yunus and Les Canaux, which aims to organise the first ever united and inclusive

Games. Setting out to monitor the progress of actions carried out by SSE 2024 and its partners, the committee met for the first time on 19 November 2018.

PROFESSOR MUHAMMAD YUNUS
2006 Nobel Peace Prize Laureate
and founder of the Yunus Centre

« The Games are a huge event that bring together the entire world. Sport is an amazing tool and the Olympic and Paralympic Games are a wonderful opportunity to use it for social unity. Imagining something is one thing, but taking action is another. Turning a wish into reality is a real challenge, but the organisers of Paris 2024 have decided to take it on. »

• THE 'POUR UNE FRANCE EN FORME' GROUP

This group is made up of independent experts from the world of sport, health and the media and has identified 11 tangible courses of action to combat sedentary behaviour and promote physical activity. It is helping Paris 2024 design and implement its strategy to encourage everybody to engage in physical activity and sport, especially the least physically active.

• THE 2024 STEERING COMMITTEE

At the request of the Interministerial Delegate for the Olympic and Paralympic Games, the 2024 steering committee meets every quarter or as often as necessary, in particular to prepare key events, such as the Olympic and Paralympic Week and Olympic Day. A regional variant of this committee, the Generation 2024 Steering Committee, rolls out the Generation 2024 label in each Local Education Authority.

• THE PARALYMPIC GAMES LEGACY COMMITTEE

The Paralympic Games Legacy committee has met once a month since January 2019 to share and draw up a common road map based on three commitments: ensuring universal accessibility at the Paris 2024 Games, developing sport for people with disabilities, as well as fostering the professional and social inclusion of people with disabilities in the preparation of the Games.

• THE EQUALITY AND DIVERSITY COMMITTEE

The Paris 2024 Equality and Diversity Committee's main task is drawing up a shared road map to make sure the Paris 2024 Games promote equality and tackle discrimination, as well as monitoring the work of the Paris 2024 equality label.

• THE ENERGY COUNCIL

The Energy Council meets at least twice a year and its main tasks include:

1. developing a framework through which risks related to the resilience of networks and the supply of electricity and gas for the Games can be understood, assessed, prioritised and presented for review by the appropriate

authorities to enable decision-making and the issuance of permits;

2. working with the appropriate French government agencies and departments to establish a process to manage risks related to the supply of energy to the sites and examine how they can be resolved.

• THE MOBILITY COMMITTEE

The Mobility Committee is responsible for coordinating the organisation of transport for the Games. Meeting multiple times a year,

it oversees four working groups: infrastructure and legacy, mobility and traffic, vehicle fleets for 2024 and innovation.

THE WORKING GROUP OF SIGNATORIES TO THE CHARTER OF 15 ECO- RESPONSIBLE COMMITMENTS

Launched in 2017 by the French Ministry of Sport in partnership with WWF France, the charter consists of 15 priority commitments to organise environmentally friendly events with a view to making gradual improvements (in terms of food, responsible purchasing, waste recycling, reduced water and energy consumption, accessibility, gender equality, etc.). Having signed the version of the charter for event organisers,

Paris 2024 takes part in the working groups held by the French Ministry of Sport and WWF France, along with 105 other organisers and facility managers that are signatories. These working groups take place several times a year and are an opportunity for all the signatories to interact, share best practices and feedback, and find out about initiatives introduced by others so that everyone can move forward together.

• UNFCCC AND SPORTS FOR CLIMATE ACTION

Paris 2024 also affirmed its commitment to deliver sustainable Games by officially signing the United Nations Framework Convention on Climate Change (UNFCCC) Sports for Climate Action initiative. In collaboration with over 158 signatories worldwide, Paris 2024 is working to set an example in its environmental practices, reduce the climate impact of the 2024 Games, educate people on climate issues, promote

more responsible and sustainable consumption and, lastly, advocate for climate action. The Environmental Excellence department is an active participant in the various working groups bringing to life the commitments of this initiative, and is particularly involved in the second principle, “Reduce overall climate impact”, for which it jointly manages a working group.

• THE INTERMINISTERIAL EXECUTIVE COMMITTEE

As part of the 2021 security action plan for the 2024 Olympic and Paralympic Games, the Interministerial Delegate for the Olympic and Paralympic Games wants to set up an interministerial executive committee in early 2021 to mobilise the private security sector (employer and employee representatives) and the competent administrations in a bid to create a pool of at least 30,000 security guards for the 2024 Olympic and Paralympic Games.

The committee will be responsible for:

- bringing together all stakeholder expertise and sources of information;
- ensuring a smooth flow of information and effective coordination and collaboration between the relevant administrations (labour, national education, internal affairs);
- guaranteeing the proper implementation of administrative measures likely to boost the sector's appeal and, if necessary, adapting regulations to boost efficiency and meet the quantitative and qualitative objectives within the overall security system;
- encouraging people to complete training courses and speeding up the issuance of qualification certificates and professional ID cards;
- helping the organisers of the 2023 Rugby World Cup and the 2024 Olympic and Paralympic Games with their respective strategies to map tasks, volumes, venues and periods and allocate subsequent contracts;
- planning mechanisms to sustain jobs and transfer skills beyond the private security sector after the Olympics and Paralympic Games.

SOCIAL IMPACT MEASUREMENT

To continue setting a benchmark in terms of social relations and the environment, while raising awareness of sport's contribution to the general interest, Paris 2024 has committed to a rigorous procedure to assess its results and impact.

These efforts have been encouraged and supported by the IOC from the start as part of its new Legacy Strategic Approach adopted in December 2017. This approach harnesses work carried out with the OECD as part of the agreement undertaken with the IOC in July 2019 with the aim of strengthening their collaboration to promote ethics, integrity and good governance, as well as peace and sustainable development in sport.

The IOC, the OECD and Paris 2024 are therefore developing tools to assess the contribution of global events to local development and people's well-being, using thorough analysis

based on conclusive data.

This cooperation aligns with the OECD's Recommendation on Global Events and Local Development, adopted by its Council in May 2018, which is the first international framework that aims to assist in the design and management of large-scale events in order to maximise their potential to contribute to job creation, foster local development and produce long-term benefit for people and the environment. These efforts are also in line with the ambitions of the Kazan Action Plan, adopted by UNESCO's Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport in July 2017 to link sports policy development to the UN 2030 Agenda for Sustainable Development and better measure sport's contribution to the UN Sustainable Development Goals.

Paris 2024 is therefore working to create result and impact indicators for each objective of the legacy and sustainability strategy by the Tokyo Games.

Once these indicators have been defined, they will be sustained and monitored through a number of additional processes:

- **An inventory tool** funded collectively with Paris City Council and the CNOSF, which will enable Paris 2024 to centralise, describe and monitor the progress of its actions and those taken by all of its stakeholders and the contributors to the legacy and sustainability strategy, particularly those chosen by Paris 2024 as part of its endowment fund. The service provider has already been chosen and the tool will be operational from 2021. All stakeholders will be involved in its set-up and roll-out and any projects embarked on

in 2020 will be incorporated. In addition to helping measure the impact of the Games, it will also be used as a monitoring tool to ensure that the support provided by the endowment fund is distributed fairly among different regions and themes.

- **A protocol to measure social impact** that, using the data collected by the inventory tool, will measure the results and their social impact and highlight the contribution to the UN Sustainable Development Goals.
- **Research work** to provide different perspectives and help scientifically assess the social impact of sport. For instance, in 2019 a study on the barriers to and instruments of sports participation was conducted by a research lab for Paris 2024, making it possible to identify priority projects and kick-start the initiative to create parasports departments and train sports club leaders and coaches from 2020.

All of this work is part of an unprecedented approach that will be managed by a committee that appraises the endowment fund. Made up of national and international experts, it will aim to supervise impact measurement and assessment, make them part of related international efforts and define an annual road map. Its members and duties are set to be outlined in the first half of 2021.

In addition to and in line with the social impact assessment approach supported by Paris 2024, the French State and the largest regional authorities in the Greater Paris area are considering conducting studies as of 2024 to evaluate the impact of the Olympic

and Paralympic Games on France and, more specifically, the host regions, while taking account of the legacy and support policies planned by all administrations.

The nature and method of these studies have not yet been clearly established; however, 13 areas have been identified as priorities by a preliminary working group, focusing on sport, the economy, society, the environment, technology and urbanism. The scheduled work will follow the canons of methodology, transparency and independence recommended by the OECD and, wherever possible, harness public statistics and the best academic talent.

APPENDICES

APPENDICES

Appendix 1 - List of the members of the various expert committees

The Legacy and Sustainability Steering Committee

- Paris 2024
- Solideo
- Paris City Council
- The Interministerial Delegate for the Olympic and Paralympic Games (DIJOP)
- The French Ministry of Sport
- The French National Olympic and Sports Committee (CNOSF)
- The French Paralympic and Sports Committee (CPSF)
- The Greater Paris regional authorities
- The Seine-Saint-Denis departmental council
- The four Seine-Saint-Denis combined authorities
- The Paris Regional Olympic and Sports Committee
- The Seine-Saint-Denis Regional Olympic and Sports Committee

The Environment and Climate Council

- Paris 2024
- Solideo
- Paris City Council
- DIJOP
- The French Ministry of Sport
- CNOSF
- CPSF
- The Greater Paris regional authorities
- The Greater Paris Metropolitan Area
- The French Ministry for the Ecological Transition
- The French Ministry for Territorial Cohesion and Relations with Local Government
- The French Ministry for Solidarity and Health
- The French General Secretariat for Investment (SGPI)
- The French Agency for the Ecological Transition (ADEME)
- The Centre for Studies and Expertise on Risks, the Environment, Mobility and Urban Planning (CEREMA)
- The French Office for Biodiversity
- The French National Sports Agency (ANS)
- The French National Agency for Territorial Cohesion (ANCT)
- The Greater Paris Regional Health Authority (ARS)

The Social Charter Monitoring Committee

- Paris 2024
- Solideo
- The French Democratic Confederation of Labour (CFDT)
- The French Confederation of Christian Workers (CFTC)
- The Confederation of Small- and Medium-sized Enterprises (CPME)
- The General Confederation of Labour (CGT)
- The French Confederation of Management – General Confederation of Executives (CFE-CCG)
- Force Ouvrière (FO)
- The French Business Confederation (MEDEF)
- The Union of Local Businesses (U2P)

THE SSE 2024 Strategic Committee

- Paris 2024
- Solideo
- Paris City Council
- DIJOP
- The French Ministry of Sport
- The Greater Paris regional authorities
- Yunus Centre (Professor Yunus)
- Les Canaux
- SSE 2024 spokespersons (Sarah Ourahmoune and Ryadh Sallem)
- The French Ministry of Labour
- The French Secretariat of State for the Social, Solidarity and Responsible Economy
- The Greater Paris Metropolitan Area
- The Seine-Saint-Denis departmental council
- The four Seine-Saint-Denis combined authorities
- Representatives of signatories to the Paris 2024 Social Charter (Bernard Thibault and Dominique Carlac'h)

The 'Pour une France en forme' group

- Vincent ALBERTI
- André AUBERGER
- Pr. Xavier BIGARD
- Gilles BOUILHAGUET
- Dominique CARLAC'H
- Pr. François CARRÉ
- Dr. Michel CAZAUCADE
- Dr. Michel CYMES
- Pr. Martine DUCLOS
- Valérie FOURNEYRON
- Laurence FISCHER
- Pr. François GENËT
- Muriel HURTIS
- Dr. Roland KRZENTOWSKI
- Philippe LAMBLIN
- Odile LESAGE-DIAGANA
- Marc LIEUREMONT
- Pr. Jean-Michel OPPERT
- Pr. Daniel RIVIERE
- Pr. Gérard SAILLANT
- Isabelle SPITZBARTH
- Pr. Jean-François TOUSSAINT
- Georges VANDERCHMITT

The 2024 Steering Committee

- The French Ministry of National Education, Youth and Sport
- CNOSF
- CPSF
- The French Sports Education Union for Primary Education (USEP)
- The French National School Sports Union (UNSS)
- The Sports Union for Free Instruction (UGSEL)
- The French University Sport Federation (FFSU)

The Paralympic Games Legacy Committee

- Paris 2024
- DIJOP
- Paris City Council
- CPSF
- The Greater Paris regional authorities
- The Seine-Saint-Denis departmental council
- The Greater Paris Regional Health Authority
- APF-France Handicap

The Energy Council

Jointly chaired by the Paris 2024 Chief Executive Officer and the Director General for Energy and Climate at the French Ministry for the Ecological Transition, the Energy Council is made up of permanent members – the co-chairs, Solideo, manager of the French electricity distribution network Enedis and RTE, the French energy regulatory commission CRE, the French Regional and

Interdepartmental Directorate of Environment and Energy (DRIEE) and the Interministerial Delegate for the Olympic and Paralympic Games (DIJPOP) – and additional members such as France's main natural gas distribution system operator GRDF, district heating network SMIREC and local authorities (the Saint-Quentin-en-Yvelines urban community, Marseille City Council, etc.).

The Mobility Committee

The Mobility Committee, managed by the DIJOP and the French General Directorate of Infrastructure, Transport and the Sea (DGITM), is made up of stakeholders (DGITM and the Société du Grand Paris), transport providers (Île de France Mobilités, SNCF and RATP), as well as regional authorities including the Host City and Paris 2024.

The Equality and Diversity Committee

The Paris 2024 Equality and Diversity Committee is made up of representatives of Paris 2024 stakeholders and experts on equality, gender and the fight against discrimination.

The working group of signatories to the Charter of 15 eco responsible commitments

The working group held by the French Ministry of Sport and WWF France is made up of 105 organisers and facility managers that are signatories to the charter.

The Risk Management Strategic Committee

- DIJOP
- The French armed forces chief of staff
- The French General Secretary for Defence and National Security
- The chief of police
- The Mayor of Paris
- The director general of the French National Cybersecurity Agency (ANSSI)
- The national coordinator for Games security (CNSJ)
- Paris 2024 Chief Executive Officer
- Solideo Chief Executive Officer

The interministerial executive committee

- DIJOP
- The French Ministry of the Interior
- The French Ministry of Labour
- The French Ministry of National Education, Youth and Sport
- A member representing the Social Charter Monitoring Committee
- Representatives of the employer federations represented on the Board of Directors of the French National Council for Private Security Activities (CNAPS)
- Representatives of the employee unions that are signatories to the Social Charter
- Qualified figures
- The French National Joint Commission for Employment and Vocational Training (CPNEFP)
- Paris 2024
- France 2023
- The Greater Paris Regional Council
- Paris City Council

Other stakeholders

- The residents of host regions, through meetings and workshops organised by Paris 2024 and local authorities
- SSE companies involved by way of Les Canaux
- The disability sector, particularly through the French advisory board for people with disabilities (CNCPH) as well as through meetings throughout the country
- Public, semi-public and private bodies and associations behind the environmental transformation, such as the French Agency for the Ecological Transition (ADEME), WWF France, PEXE, the International Energy Agency (IEA), the French league for the protection of birds (LPO) and the French environmental federation France Nature Environnement
- Organisers of major sporting events and operators of sports facilities
- Local authorities, particularly through representative associations and urban networks that have committed to promote physical activity and sport
- The World Health Organization (WHO), the OECD, the IEA, the UNFCCC, the Commonwealth Secretariat, UNESCO, the UN Refugee Agency (UNHCR) as well as other international organisations

Appendix 2 – The main stakeholder legacy plans

Making the Paris 2024 Games and their legacy a success The French National Olympic and Sports Committee (CNOSF)



Organising the Games creates an exceptional set of circumstances, which is why the sporting movement aims to make sport a central component of a society-wide endeavour. This ambition involves people giving themselves the means to take very concrete action to build the legacy that the Games will leave behind for both the sporting world and society as a whole, as sport can change lives.

- [Take a look at the CNOSF legacy plan](#)

An ambitious legacy for the Paris 2024 Games The French Paralympic and Sports Committee (CPSF)



The French Paralympic and Sports Committee (CPSF)

France will be hosting its first-ever Paralympic Games from 28 August to 8 September 2024. With 22 sports, 23 disciplines and 4,350 athletes, Paris 2024 aims to make the competition a unique event; for instance, it became the first organising committee to choose a single emblem for both the Olympic and Paralympic Games.

The Paris 2024 Paralympic Games are already an inspiration and must help fuel people's dreams. Launched in March 2019 by the French Paralympic and Sports Committee in collaboration with all Paralympic federations, the "Relève" programme drew a highly positive response as 660 people signed up and 180 people – 40% of whom were women – took part in six scouting tests.

- [Take a look at the CPSF legacy plan and its manifesto](#)

Using the Games to go further – the Interministerial Delegate for the Olympic and Paralympic Games (DIJOP) and French Ministry of Sport



Through the Interministerial Delegate for the Olympic and Paralympic Games (DIJOP) and the French Ministry of Sport, the French State presented its legacy plan for the Paris 2024 Games in November 2019. The plan is built around six major themes: encouraging sports participation in France, harnessing innovation and culture to have a global reach, accelerating the environmental transition, nurturing Olympic ambitions, building the infrastructure of the future and getting people involved in the Games.

- [Take a look at the French State's legacy plan](#)

SOLIDEO



Through four major themes – sustainable urban areas, employment and the local economy, universal accessibility, as well as innovation and technology – Solideo pledges to leave a strong legacy by delivering sports facilities and building facilities needed to organise the Games.

- [Take a look at Solideo's legacy commitments](#)

Olympic Transformations – Paris City Council



During the bidding phase, Paris City Council pledged to organise frugal and sustainable Games that fully involve civil society. Paris City Council also wanted the Games to accelerate public policies promoting the city and metropolitan construction.

- [Take a look at the Paris City Council legacy plan](#)

Seine-Saint-Denis involvement The Seine-Saint-Denis departmental council



Since the bidding phase, the departmental council has done its utmost to put Seine-Saint-Denis at the heart of the Games and make sure that local residents benefit from the event long into the future. The departmental council's goal is for the Games to leave a meaningful, lasting and balanced legacy behind for the entire Seine-Saint-Denis area and its inhabitants.

- [Take a look at the Seine-Saint-Denis departmental council legacy plan](#)

Guidance strategy for the Greater Paris Region The Greater Paris regional authorities



A founding member of the Bidding Committee, the Greater Paris regional authorities have always been key to organising the Games. Creating a lasting, meaningful legacy for the event will largely depend on the role they play. By getting involved from the beginning of the Olympic journey, the Greater Paris regional authorities wanted the Olympic and Paralympic Games to benefit the entire region, while taking into account many aspects of the event beyond the scope of sports policies, including economic appeal, tourism, training, employment, development, urban planning, transport, sustainable development, disability and accessibility.

- [Take a look at the Greater Paris regional authorities' legacy plan](#)

The Greater Paris Metropolitan Area



As the contracting party for the Aquatics Centre and the pedestrian bridge linking it to the Stade de France, under the supervision of Solideo, the Greater Paris Metropolitan Area sets out to leave a lasting legacy for the local area by working alongside its partners.

- [Take a look at the Greater Paris Metropolitan Area legacy plan](#)

Regional guidance strategy for the 2024 Olympic Games Grand Paris Grand Est



The Paris 2024 Games are an excellent opportunity for the local authorities that will host Olympic venues – many of which are located in Seine-Saint-Denis – to accelerate development through to 2024 and beyond. Grand Paris Grand Est is fully invested in these efforts and reiterates its intention to harness the Games to foster cooperation with urban areas to reap the benefits of any accelerator effect from public policies and thereby boost the region's appeal and improve the quality of life for the people living in it.

The combined authority acts as a go-to stakeholder that keeps towns informed about Paris 2024's various programmes, supports their efforts and suggests joint projects at regional level.

- [Take a look at the Grand Paris Grand Est legacy plan](#)

The Games in Plaine Commune – Plaine Commune



Hosting the Olympic and Paralympic Games in 2024 constitutes an outstanding urban, economic and social development opportunity for Plaine Commune. The Games will leave behind not only new sports facilities, an eco district by the Seine and new bridges built to break down regional divides, but also upskilled local companies, innovative training courses and new jobs. Plaine Commune has already begun building its legacy to ensure the Games are a celebratory, united and ethical event.

• [Take a look at the Plaine Commune legacy plan](#)

Paris Terres d'Envol at the heart of the Olympic journey Paris Terres d'Envol



The Parisian bid for the 2024 Games united all local authorities and stakeholders around responsible and ambitious Games with clear social and environmental transformation goals. Paris Terres d'Envol is preparing itself on all levels (focusing on the economy, society, the environment, sport, culture and education) so that hosting the Games helps bridge regional divides, create jobs and support people in long-term unemployment, makes it easier for local companies and SMEs to tender for Games contracts, accelerates the environmental transition, improves the living environment and quality of life, encourages children to stay in education by promoting education and integration through sport, fosters and champions civic engagement through culture and volunteering, as well as increases sports participation among and accessibility for as many people as possible.

• <https://www.paristerresdenvol.fr/jeux-olympiques-et-paralympiques-2024>
(available in French only)

Incr-east togetherness – Est Ensemble Grand Paris



The Games constitute a truly unique opportunity for the Est Ensemble area to boost its international appeal and economic development. During the bidding phase, Est Ensemble assessed how the event could be a tool for economic development and employment, confirming there would be many Games-related job vacancies for local residents over the next few years.

• [Take a look at the Est Ensemble Grand Paris heritage plan](#)

Appendix 3 – The Paris 2024 Social Charter

• https://www.ilo.org/paris/actualites/WCMS_633182/lang--fr/index.htm (available in French only)

Appendix 4 – Solideo’s supervision

• <https://www.ouvrages-olympiques.fr/en/missions/supervisions>

Appendix 5 – Charter of 15 eco-responsible commitments for event organisers

• https://developpement-durable.sports.gouv.fr/IMC/pdf/sdd_charteorga_2019_O1_gb-2.pdf

Appendix 6 – Sports for Climate Action

• <https://unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action>

Appendix 7 – Agreement with the Yunus Centre and Les Canaux

• <https://www.paris2024.org/en/content/press-release-0811/>

GLOSSARY

ADEME	The French Agency for the Ecological Transition
ANCT	The French National Agency for Territorial Cohesion
ANS	The French National Sports Agency
ANSES	The French Agency for Food, Environmental and Occupational Health & Safety
ARS	Regional health authority
CNOSF	The French National Olympic and Sports Committee
CPSF	The French Paralympic and Sports Committee
DIJOP	The Interministerial Delegate for the Olympic and Paralympic Games
EDEC	A skills and employment development plan
EPIC	A public establishment of an industrial and commercial nature
FFSU	The French University Sport Federation
INSERM	The French National Institute of Health and Medical Research
IPCC	The Intergovernmental Panel on Climate Change
LPO	The French league for the protection of birds
MOP	The supervision of public work
OECD	Organisation for Economic Co-operation and Development
OPW	Olympic and Paralympic Week
OVEP	Olympic Values education programme
PE	Physical education
REP	Priority education networks
SME	Small and medium-sized enterprises
Solideo	The company tasked with delivering the Olympic facilities
SSE	Social and solidarity economy
UGSEL	The Sports Union for Free Instruction
UNDRR	United Nations Office for Disaster Risk Reduction
UNFCCC	United Nations Framework Convention on Climate Change
UNSS	The French National School Sports Union
USEP	The French Sports Education Union for Primary Education
WHO	World Health Organization



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