

SUSTAINABILITY AND LEGACY REPORT

AUGUST 2021



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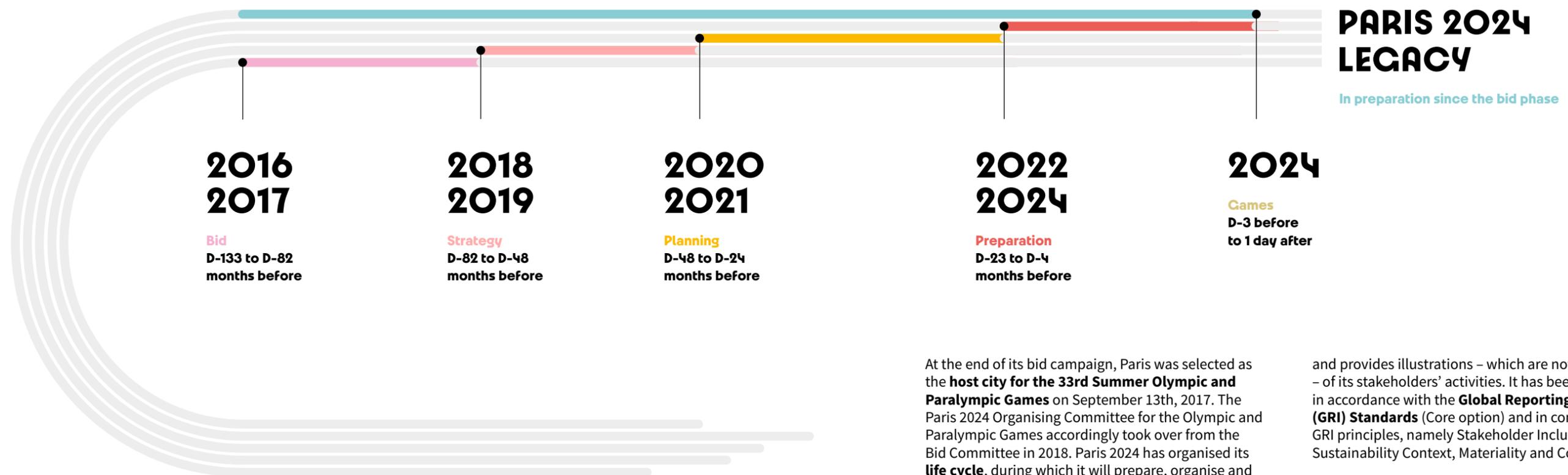
¹ This report only provides a few examples of how Paris 2024 works with various stakeholders of its ecosystem.



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FOREWORD

THE REPORT'S SCOPE AND OBJECTIVES



At the end of its bid campaign, Paris was selected as the **host city for the 33rd Summer Olympic and Paralympic Games** on September 13th, 2017. The Paris 2024 Organising Committee for the Olympic and Paralympic Games accordingly took over from the Bid Committee in 2018. Paris 2024 has organised its **life cycle**, during which it will prepare, organise and stage the Games, into **5 main phases**: mapping out its strategy, planning services, preparing the Games, delivering them, and their legacy.

This report follows on from the Strategy phase, during which Paris 2024 defined **its vision** and **its various strategies**, identified the **principal levers for action**, and established the **governance mechanisms** and secured the associated sources of **funding**.

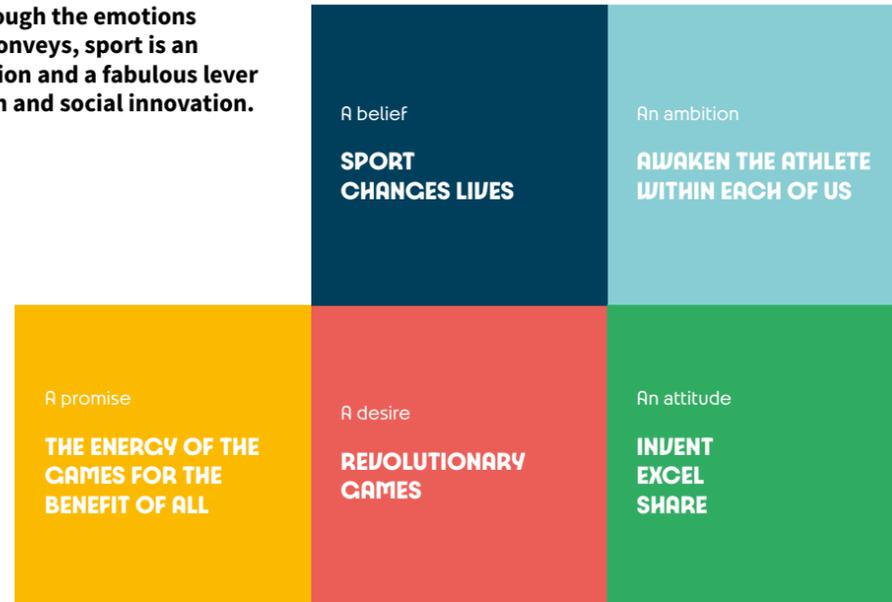
This report's scope encompasses the Games' sustainability and legacy. It covers the Organising Committee's activities in this area comprehensively

and provides illustrations – which are not exhaustive – of its stakeholders' activities. It has been prepared in accordance with the **Global Reporting Initiative (GRI) Standards** (Core option) and in compliance with GRI principles, namely Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness.

Lastly, this report aims to **provide an update** on the implementation of the Games' legacy and sustainability strategies, and precisely and transparently discuss **progress towards the aims set**. While the [Legacy and Sustainability Plan](#) focuses on Paris 2024's shared objectives and commitments regarding, this report covers a broader scope and includes a more thorough and detailed reading grid to follow the path that the Organising Committee is travelling.

PARIS 2024'S VISION

Paris 2024 firmly believes that sport can change lives. This is why it places sport at the centre of its ambition and action. Through the emotions its sparks and the values it conveys, sport is an unrivalled catalyst for cohesion and a fabulous lever for ecological transformation and social innovation.



This vision applies to Paris 2024's three pillars:

CELEBRATION



For everyone, in every city. The celebration will span the country: the torch relay will cross it, several towns and cities will host the sailing, surfing and football events, and generally everyone will be able to take part. France will be one large Terre de Jeux hosting the Games.

ENGAGEMENT



Starting today, Paris 2024 is rallying everyone and every community in France to its side: the sports movement, local and regional authorities and other public-sector stakeholders, the general public, corporate partners, etc.

LEGACY AND SUSTAINABILITY



The Paris 2024 project is much bigger than staging the Olympic and Paralympic Games. Their legacy is an opportunity for the economy, environment and society, and is designed to benefit society as a whole.

A MESSAGE FROM



© Rudy Waks

TONY ESTANGUET,
PRESIDENT OF PARIS 2024



Everything we have done since the beginning of the Paris 2024 adventure is based on our firm belief that in order to keep enjoying the Games, we need to transform them. With all the stakeholders working on this project with us, we have been envisioning more responsible, more open, more gender-balanced and more inclusive Games. Games that mirror our changing society – and our belief that sport has a role to play in this society. The health crisis we are weathering is reinforcing these beliefs: Paris 2024 is a positive, shared horizon that is bringing us all together.

We started laying the groundwork to tackle this challenge as soon as we set up the Organising Committee: we drew up our responsible procurement strategy, signed a Social Charter, secured the Games' climate commitments with an ambitious mitigation and offset programme, set up an endowment fund to support projects that harness sport to impact society and the environment, etc.

This Report on Legacy and Sustainability is the first milestone. It provides a snapshot before we start operationalising our commitments over the coming years. We still have a lot of work to do, we will be all in, and I trust our ecosystem's determination to deliver Games that will make all of us all.



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GEORGINA GRENON,
DIRECTOR ENVIRONMENTAL EXCELLENCE



The Paris 2024 Games have set the environmental bar very high, with one compelling guiding principle: deliver responsible Games in accordance with the Paris Agreement and UN's 2030 Agenda, including the Sustainable Development Goals.

Against this backdrop, Paris 2024 is aiming higher than ever on the scale of the Games. Doing this required it to map out a new methodological framework, which factors climate-related and environmental considerations into decision-making processes.

This first Report on Legacy and Sustainability presents Paris 2024's organisation and the action it has taken to define this methodological framework since the Organising Committee was set up: it discusses how we are using carbon footprints as input data rather than output for disclosures, ensured the Games will contribute to curbing climate change, built a responsible procurement strategy around the environmental and social challenges, implemented a sustainability management system with a view to earning ISO 20121 certification, and more.

And, because we will only win as a team, we also present a few of the initiatives from around Paris 2024's ecosystem. The Games are bringing us closer together and giving us an opportunity to harness sport for ecological transformation. Let's seize it!



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MARIE BARSACQ,
DIRECTOR OF IMPACT AND LEGACY



This report is being published at a pivotal point in time, when the Paris 2024 Olympiad is kicking off. We have a dedicated team and budget, a strategy we have agreed on with everyone around us, tools that are now up and running – notably the Paris 2024 endowment fund – and partnerships that have had time to grow solid roots. So we have all the levers we need. And we are starting to see results.

Some of the benefits are rippling through the economy, society and community, and in particular reaching very small, small and medium-sized businesses and social enterprises, which are tapping into their capacity for innovation and expertise to contribute to Paris 2024's project.

Other results involve promoting physical activity: more and more schools are coming on board and encouraging pupils and students to exercise for 30 minutes a day in addition to their PE lessons; the projects backed by the endowment fund to impact society through sport are growing; Terre de Jeux 2024 towns and cities are taking action to involve their communities in this country-wide dynamic.

This report mirrors our method: we are seeking inspiration in things that work, bolstering the sports movement, encouraging teamwork, assessing impacts and making sure that what we do bears fruit well beyond 2024.

Lastly, this report is an invitation to take action together. We can all contribute to building a positive, enduring and shared legacy. So bring your projects to life!



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SECTION 7

READY: RESPONSIBILITIES AND AMBITIONS

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1. ORGANISING THE GAMES : A MASSIVE CHALLENGE AND THE OPPORTUNITY OF A LIFETIME

Organising the Olympic and Paralympic Games is a colossal endeavour in itself. But Paris 2024 is aiming to do even more: organise this innately gigantic and temporary event by placing sustainability and legacy at the core of its project. We will rise to this exhilarating challenge together with the vast ecosystem that is teaming up around the Games.

The challenge is massive. But the Games are also the opportunity of a lifetime to bring people together, to involve society as a whole between now and 2024. To unite all the living forces in a country – its sports movement, public authorities, associations, businesses, civil society – in order to harness sport to foster community spirit and inspire generations. To think bigger than the Games in 2024 and fast-track transformation that will contribute to a more sustainable and more inclusive society, in the host country and beyond.

THE OLYMPIC AND PARALYMPIC GAMES ARE THE BIGGEST EVENT ON THE PLANET

Exactly 100 years after the Paris 1924 Summer Olympics, the Paris 2024 Olympic and Paralympic Games will be **the biggest event ever held in France** – the equivalent of **42 world championships taking place at the same time**. The Paris 2024 Games also symbolise openness, diversity and universality: they will welcome some **15,000 athletes** representing **206 delegations**. Spectators at the venues and

watching the Games around the world will enjoy extraordinary thrills, chills and feats. About **45,000 volunteers** will help the organisers, and **20,000 journalists** will cover the event from all the Olympic and Paralympic venues.



→ Paris2024,
Stade de
France, Olympic
Stadium

KEY FIGURES

4,350
PARALYMPIC
ATHLETES



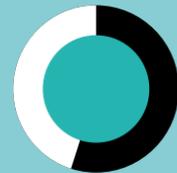
10,500
OLYMPIC
ATHLETES

22
PARALYMPIC
SPORTS



28
OLYMPIC SPORTS
(AND 4 NEW ONES)

182
PARALYMPIC DELEGATIONS



206
OLYMPIC DELEGATIONS

13
MILLION TICKETS SOLD



4
BILLION
TELEVISION VIEWERS

60 000
MEALS SERVED EACH
DAY AT THE ATHLETES'
VILLAGE

20 000
ACCREDITED MEDIA
PERSONNEL

150 000
JOBS BETWEEN 2019
AND 2024 LINKED TO THE
ORGANISATION OF THE
GAMES



45 000
VOLUNTEERS

39
OLYMPIC
COMPETITION
VENUES



18
SITES DE
COMPÉTITIONS
PARALYMPIQUES

PARIS 2024'S ROLES
AND RESPONSIBILITIES

This large-scale event is led by the **International Olympic Committee (IOC)**, head of the Olympic Movement, the **International Paralympic Committee (IPC)**, its counterpart for the Paralympic Movement, and the **Paris 2024 Organising Committee for the Summer Olympic and Paralympic Games (Paris 2024)**.

Paris 2024 is tasked with **organising, planning, financing and delivering** the Games. In so doing, it is required to comply with the Olympic Charter, the Host City Contract between the IOC, IPC, French National Olympic and Sports Committee and Paris City Council², and instructions from the IOC's Executive Board.

Under the Host City Contract, Paris 2024 is in particular responsible for:

- **Planning, organising, financing and delivering** the Paris 2024 Games and the associated events;
- **Promoting** the Paris 2024 Games in France and internationally;
- **Taking part** in action aimed at ensuring the Paris 2024 Games are sustainable;
- Contributing to **maximising the positive effect** of the initiatives set in motion before the Games and ensuring the Paris 2024 Games' legacy;
- **Dealing with the media's requests** in order to provide audiences with the most accurate and comprehensive coverage of developments during the Paris 2024 Games;
- **Organising cultural events**, which are essential aspects of the celebration surrounding the Games.

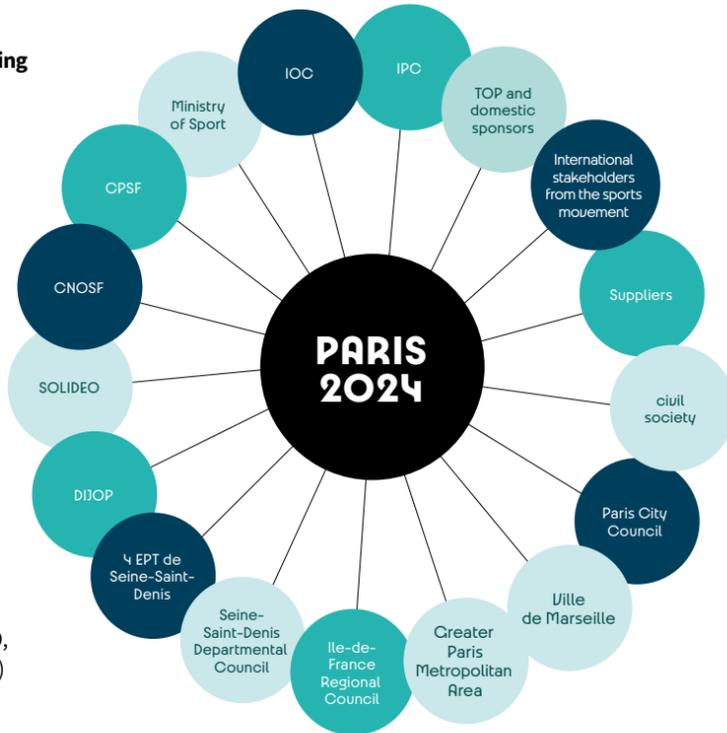
Regarding the Games' sustainability and legacy, Paris 2024 principally plays a role as catalyst by:

- **Mapping out** and rolling out the Legacy and Sustainability strategy;
- Encouraging **pooling of best practices** and links between each stakeholder's legacy and sustainability projects;
- Facilitating **coordination around shared objectives** relating to sustainability and legacy;
- **Supporting projects aimed at spurring social innovation through sport**, by the sports movement, public-sector organisations and non-profits, through the endowment fund;
- Providing a **shared framework to measure the impact** of the Games.

² Under an agreement signed by the IOC and IPC, the IPC's interests are included in the section on Paralympic Games in the Host City Contract.

AN ECOSYSTEM THAT PLAYS AN ESSENTIAL ROLE IN THE GAMES

Organising the Games would be unthinkable without **teaming up with an entire ecosystem**. Regardless of their roles, responsibilities and levels of involvement in the project, everyone in the Paris 2024 ecosystem is contributing to delivering the Games and their legacy.



THE NUMEROUS STAKEHOLDERS INVOLVED IN ORGANISING THE GAMES

- **International Olympic Committee (IOC)**
- **International Paralympic Committee (IPC)**
- **Société de Livraison des Ouvrages Olympiques (SOLIDEO, the organisation tasked with delivering the Games facilities)**
- **Public stakeholders**
 - French State (Interministerial Delegation for the Olympic and Paralympic Games, Ministry of National Education, Youth and Sport, Ministry of Economy, Finance and Recovery, Ministry of State for persons with disabilities)
 - Paris City Council
 - Île-de-France (Greater Paris) Regional Council
 - Seine-Saint-Denis Departmental Council
 - Métropole du Grand Paris (Greater Paris Metropolitan Area)
 - Marseille City Council
 - Inter-council public establishments and communes
- **Sports movement**
 - Athletes, represented by the IOC's and Paris 2024's athletes' commissions
 - French National Olympic and Sports Committee (CNOSF)
 - French Paralympic and Sports Committee (CPSF)
 - National Olympic and Paralympic Committees
 - International sports federations
 - National sports federations
 - Sports associations and clubs
- **20 corporate sponsors** involved in the adventure – 13 worldwide partners and 7 country-level partners (at 14 July 2021)
- **Suppliers and providers**
- **Civil society**

ORGANISING THE PARIS 2024 GAMES : A TEAM EFFORT WITH THE IOC AND THE IPC

- **COORDINATION COMMISSION**
Several IOC teams are building the Paris 2024 project with the Organising Committee, including the **Coordination Commission**, which monitors progress and provides guidance for Paris 2024 on matters relating to planning, organising and financing the Games, and on cooperation with the relevant authorities in the host country. The Coordination Commission includes representatives from the IOC, international federations, National Olympic Committees and Athletes' Commission, and experts.
- **JOINT STEERING FORUM**
The IOC, IPC and Paris 2024 also liaise through the **Joint Steering Forum**, which aims to provide a bridge between international and national governance bodies. This Forum reports to the Chair of the Coordination Commission and the President of Paris 2024.

2. THE WORLD'S LARGEST EVENT TAKES ON ENVIRONMENTAL AND SOCIAL CHALLENGES

Climate change, dwindling biodiversity, discrimination, exclusion, sedentary lifestyles and geographic rifts are a few of the issues that the world of sport, and the Games, intend to address.

- **Environmental challenges are jeopardising sport as much they are threatening the rest of society**

Atmospheric concentration of **greenhouse gases** arising from human activities is reaching new records and jeopardising the planet and its ecosystems. Today's production methods and consumption patterns, and the **overuse of natural resources**, are harming soil and water, causing deforestation, droughts and desertification, and endangering biodiversity.

Sport is concerned about these issues: as sportspeople often train in natural surroundings, they can witness the deterioration in **rivers, on mountains and in oceans** day after day. Athletes in some disciplines, and their performances, are suffering due to environmental degradation. Some sports organisations, essential to the vitality of local areas, are also exposed to the upheaval surrounding to climate change.

It is for all of these reasons that Paris 2024 believes that the Games are more necessary than ever. In the world on the other side of the pandemic, it will be essential to create opportunities for the planet's people to reconnect and foster universal brotherhood and sisterhood. No other event can do this on such a large scale. The Games are a fabulous springboard to champion the big causes and encourage new habits. The Games are an opportunity for our country to rally together and show the world the best of its values and know-how.

But these Games also need to fulfil their responsibility and mirror a new era: they need to be frugal and compact, yet spectacular and equally sustainable. They need to spur progress for the environment, employment, the economy and education.

Because, beyond the Games, Paris 2024 firmly believes that sport is a wonderful force to mobilise people and therefore has a duty to be on the front-line taking action. The United Nations acknowledges that sport has an important role to play in achieving the Sustainable Development Goals: it nurtures commitment, integration and personal fulfilment, and has its rightful place in efforts to transform society.

- **Social challenges are undermining social cohesion**

Today's way of life does not encourage activity. The statistics reflecting this trend towards sedentary lifestyles are becoming more alarming by the day: only 13% of young people in France follow the World Health Organization's recommendations on physical activity for children and adolescents³, and about 25% of pupils in their last year of middle school (age 14-15) are overweight or obese. **The positive effects of exercise and sport, however, are well known** – especially their benefits for the immune system and their vital role in preventing and treating a wide variety of diseases and maintaining all-round physical and mental health.

Other issues affecting French society include **attitudes towards disabilities** and challenges surrounding accessibility and inclusion. There are still many obstacles hindering access to exercise and sports infrastructure.

Lastly, **many areas suffer from divides**: Seine-Saint-Denis, which is next door to Paris, is one of the 10 administrative departments with the highest unemployment and poverty rates in metropolitan France. The northeast of Paris is also affected by many urban, social and geographic rifts. And these areas, even though they have young populations, lively economies, a wealth of diversity and other **fantastic strengths**, are for example sorely lacking in swimming facilities.

³ Based on a study funded by the World Health Organization, conducted by researchers from WHO, Imperial College London and the University of Western Australia, published on 22 November 2019 in The Lancet Child & Adolescent Health. <https://www.thelancet.com/action/showPdf?pii=S2352-4642%2819%2930323-2>

3. PARIS 2024'S SUSTAINABILITY AND LEGACY STRATEGY

The **Paris 2024 Games provide a shared horizon to rise to these social and environmental challenges**. It is based on this belief that Paris 2024 pledges to:

- 1. Deliver Games that set a social and environmental example**, in every step taken to organise the Paris 2024 Games, constantly striving to harness the world's biggest event for the environment and economic and social development, and to improve quality of life in its host towns, cities and regions;
- 2. Build a solid and enduring social and environmental legacy** that leverages sport to the benefit of individuals, society and the planet, constantly raising awareness on the importance of exercise and sport for health, inspiring to move more, opening up access to sports facilities, using sport for educational purposes and civic engagement, and leveraging sport for inclusion, solidarity, equality and ecological transformation.

Regarding **accessibility** in particular, Paris 2024 has a **Universal Accessibility Strategy**, which was adopted unanimously by its Executive Board on 16 March 2021. Holding the Paralympic Games requires host cities and regions to provide the best possible conditions for **para athletes** and **visitors with disabilities**. As such, Paris 2024 will ensure it **sets an example by factoring in universal accessibility** at the planning phase on all projects relating to organising and staging the Games and all the associated events, with a view to treating all guest groups to an **inclusive, trailblazing and unique experience**.

Paris 2024 is also aiming to set an example in other areas beyond these strategies. It has identified other **aspects of responsibility** including **anti-corruption**, protection of **personal data**, ensuring **good working conditions** and **social dialogue**, and promoting **fraternity** and **sense of community internationally**.

These priorities were set collectively by Paris 2024 with its stakeholders, starting at the bid phase. **The full list of the topics is presented in section 4.**

1

DELIVER GAMES THAT CAN BE HELD UP AS AN INSPIRING EXAMPLE

Eco-responsible Games that convey sustainable solutions

- Guarantee carbon-neutral Games and support projects that have a positive impact on the climate
- Power the Games with 100% renewable electricity
- Protect and reveal biodiversity at all venues under Paris 2024's responsibility
- Set up a circular economy approach to the Games and aim for zero waste
- Provide clean transport for the athletes, delegations, media personnel and organisers, and provide active mobility options and public transport services for spectators
- Offer sustainable catering services

Games that boost regional growth and appeal

- Contribute to economic development in Seine-Saint-Denis
- Improve access to sport

Games that open up opportunities for everyone

- Encourage local employment and skills improvement, particularly for the most disadvantaged
- Help very small, small and medium-sized businesses, social enterprises and sheltered workshops access Games contracts
- Use the Games as a platform to promote gender equality, inclusion and the fight against all forms of discrimination

2

LEAVE A SOCIAL AND ENVIRONMENTAL LEGACY

Sport to improve health, education and civic engagement

- Encourage people to become more active in their day-to-day lives
- Support the role played by sports clubs
- Get kids moving more, from pre-school to post-grad
- Harness sport to foster a love of learning
- Introduce people to the Games and their values so as to foster greater community spirit
- Use sport to drive engagement and civic behavior

Sport to improve inclusion, equality and solidarity

- Harness sport to promote equality and combat discrimination
- Harness sport to promote social inclusion
- Harness sport to support professional integration

Sport to drive the environmental transformation

- Support the ecological transformation of sporting events
- Rally people around the climate and the environment
- Support active mobility in day-to-day life

The elements above are a part of Paris 2024's main commitments.

4. A CO-CONSTRUCTED STRATEGY AND A TEAM

Paris 2024 is committed to working closely with its entire ecosystem on this challenge, i.e. staging Games fit for a new era, which place sustainability and legacy at the heart of the vision. Because we are aiming high and will only achieve our goals in a team.

Paris 2024 Legacy and Sustainability strategy is the result of a team effort, starting in 2016, to establish a shared ambition. The team includes everyone involved in

preparing the Paris 2024 Games and listed above, namely the IOC; the IPC; the host city; the French State and local and regional authorities; the French National Olympic and Sports Committee, the French Paralympic and Sports Committee, athletes and other stakeholders from the sports movement; corporate partners; representatives from French unions, employer federations and business circles; residents and civil society across France.



↑
Paris 2024
coordination
commission, June
11th, 2019

4.1 A STRATEGY THAT IS CONSISTENT WITH INTERNATIONAL, NATIONAL AND LOCAL ROADMAPS

This strategy therefore provides a framework for Paris 2024 high ambitions. And it must also tackle a significant challenge: encompass the variety of priorities and commitments relating to legacy and sustainability throughout Paris 2024's ecosystem, and combine them into a coherent whole that guarantees a strong impact.

CONSISTENT WITH INTERNATIONAL ROADMAPS

Paris 2024 factored the United Nations' 17 Sustainable Development Goals into its strategy as soon as it started building it. The SDGs are "the blueprint to achieve a better and more sustainable future for all", covering the full spectrum of sustainability and address the global challenges facing humanity. They are listed in the UN's 2030 Agenda and set 169 targets for all the countries on board.

⁴ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁵ L'Accord de Paris, signé par près de 200 pays en 2015 afin de lutter contre le changement climatique a pour objectif principal de limiter le réchauffement de la planète à un niveau nettement inférieur à 2 °C et en poursuivant les efforts pour le limiter à 1,5 °C

⁶ Convention-cadre des Nations-Unies sur les changements climatiques

⁷ Union internationale pour la conservation de la nature

INCLUDING THE SDGS IN THE STRATEGY



Paris 2024 has factored all the SDGs in its Legacy and Sustainability strategy. Through its action and taking into account all the examples it intends to set (see above), Paris 2024 is contributing to **53 of the targets** set in the 17 SDGs. We discuss these in the table below.

	1 PAS DE PAUVRETÉ	2 FAIM «ZÉRO»	3 BONNE SANTÉ ET BIEN-ÊTRE	4 ÉDUCATION DE QUALITÉ	5 ÉGALITÉ ENTRE LES SEXES	6 EAU PROPRE ET ASSAINISSEMENT	7 ÉNERGIE PROPRE ET D'UN CÔTÉ ABORDABLE	8 TRAVAIL DÉCENT ET CROISSANCE ÉCONOMIQUE	9 INDUSTRIE, INNOVATION ET INFRASTRUCTURE	10 INÉGALITÉS RÉDUITES	11 VILLES ET COMMUNAUTÉS DURABLES	12 CONSOMMATION ET PRODUCTION RESPONSABLES	13 MESURES RELATIVES À LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES	14 VIE AQUATIQUE	15 VIE TERRESTRE	16 PAIX, JUSTICE ET INSTITUTIONS EFFICACES	17 PARTENARIATS POUR LA RÉALISATION DES OBJECTIFS
Deploy universal accessibility									9.1	10.2	11.7						
Achieve carbon neutrality and a positive impact on the climate							7.2/7.3				11.2/11.3	12.2	13.1				
Protect and regenerate biodiversity						6.6								14.1	15.2/15.5		
Set up a circular economy								8.3	9.1			12.2/12.3/12.5					
Bolster environmental resilience									9.1		11.3/11.4		13.1				
Accelerate environmental transformation		2.4									11.2	12.2/12.8	13.3				16.10
Boost regional growth and appeal and improve quality of life								8.1/8.9	9.2/9.5								
Inclusion, equality, solidarity	1.2/1.5				5.1/5.5			8.5		10.2							
Drive civic engagement				4.4/4.7													
Health: encourage people to move more			3.4								11.3						
Economic and social opportunities	1.5			4.4				8.3/8.5/8.6/8.5		10.2	11.1						
Promote sport and the values it conveys for education			3.4	4.7													
Fight corruption																	16.15/16.6
Protect personal data																	16.6
Ensure good working conditions								8.8									
Expand social dialogue								8.8									
Promote fraternity and social cohesion at an international level				4.7													

ODD TRANSVERSE

CONSISTENT WITH THE OLYMPIC AGENDA

The IOC adopted its 2020 Olympic Agenda in 2014 to safeguard the Olympic values and strengthen the role of sport in society. The Agenda includes 40 recommendations and provided the strategic roadmap to prepare the future of the Olympic Movement and adapt to host communities' requirements until 2021.

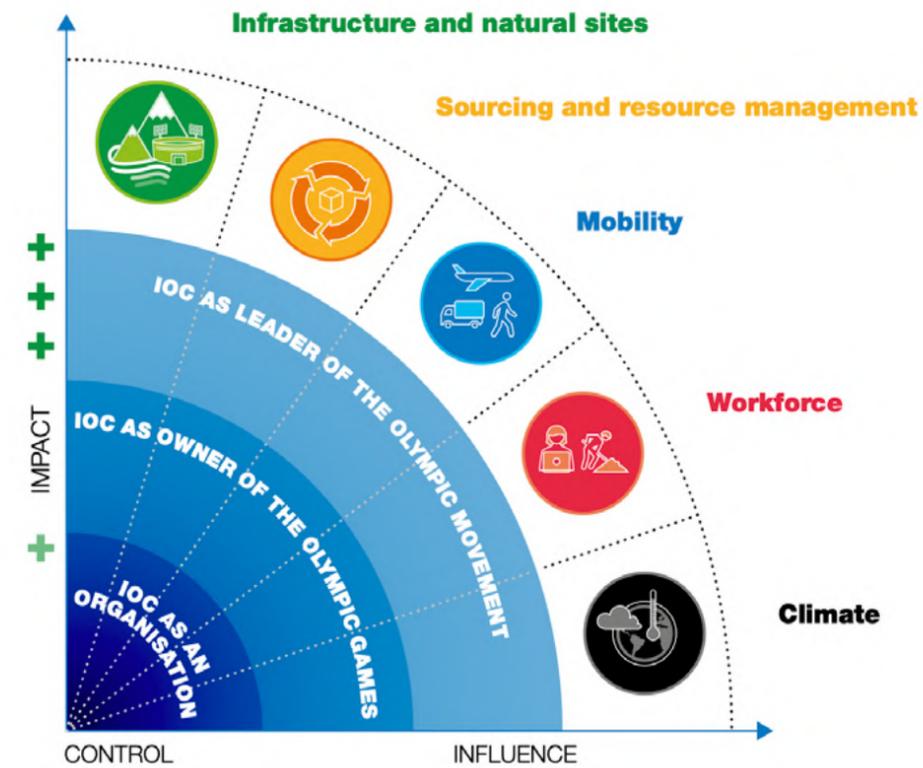
Regarding sustainability, which is one of the three pillars of Olympic Agenda 2020, the IOC has identified five focus areas: Infrastructure and natural sites, Sourcing and resource management, Mobility, Workforce and Climate. The IOC's Sustainability Strategy sets objectives and action plans around three spheres of responsibility:

- IOC as an organisation;
- IOC as owner of the Olympic Games;
- IOC as leader of the Olympic Movement.

In 2017, the IOC also mapped out its strategic approach to Olympic legacy, which it sums up thus: "Olympic legacy is the result of a vision. It encompasses all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games/sport events for people, cities/territories and the Olympic Movement"

Today's Games need to be firmly rooted in a keen desire to build a legacy, i.e. what the event will leave behind long after the sports competitions are over.

Paris 2024 embedded the IOC's roadmap, strategies and recommendations in its plans for the Games' sustainability and legacy as soon as it started working on its bid.



Taken from the IOC Sustainability Strategy, framed around 3 spheres of responsibility and five focus areas. <https://olympics.com/ioc/sustainability>

CONSISTENT WITH NATIONAL AND LOCAL ROADMAPS⁸

The vision and strategy that Paris 2024 has adopted also tallies with the roadmaps that stakeholders in its close ecosystem were already rolling out. It has achieved this by sharing governance and by following feedback from civil society, experts and associations, which it consults on a regular basis.

At national and local level, Paris 2024's institutional stakeholders have pledged to contribute to the challenge of staging Games that set an example and build enduring legacy by preparing actions plans within their scope of responsibility. The Organising Committee plays a role as catalyst and liaises with them on a daily basis to address the environmental, social and economic issues surrounding the Games alongside them.

OLYMPIC AGENDA 2020+5

THE IOC'S NEW RECOMMENDATIONS

Building on Olympic Agenda 2020's results, the IOC's Executive Board proposed a new strategic roadmap, Olympic Agenda 2020+5, in February 2021. This document contains 15 recommendations and will determine the direction of the entire Olympic movement for the next five years. This Agenda introduces new changes aimed at adapting the Games to future contexts and reinforcing the role of sport in society.

Recommendation 2 : Foster sustainable Olympic Games;

Recommendation 10 : Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals;

Recommendation 11 : Strengthen the support to refugees and populations affected by displacement;

Recommendation 12 : Reach out beyond the Olympic community

Recommendation 13 : Continue to lead by example in corporate citizenship.

OLYMPIC VALUES

FRIENDSHIP
RESPECT
EXCELLENCE

PARALYMPIC VALUES

COURAGE
DETERMINATION,
INSPIRATION
EQUALITY

⁸ The appendices provide an overview of the various stakeholders' national and local roadmaps, and the Legacy and Sustainability Plan provides more details on those roadmaps.

4.2 PARIS 2024'S METHODS FOR WORKING WITH ITS STAKEHOLDERS

Paris 2024 set up and is monitoring its Legacy and Sustainability strategy **together with its stakeholders**. It has appointed monitoring committees, steering committees and working groups to foster a **collaborative approach** and attract contributions from the Games' many stakeholders.

- The **Legacy and Sustainability Steering Committee** is a forum for the Organising Committee and its stakeholders to discuss their social and environmental endeavours;
- The **Environmental Excellence Committee**, which Paris 2024's Executive Board announced at its 16 March 2021 meeting, is made up of experts in various environmental topics and will be tasked with analysing and enhancing the Organising Committee's strategy for environmental excellence;
- The **Social Charter Monitoring Committee** ensures that Paris 2024 abides by the Social Charter it has signed;
- The **ESS (SSE) 2024 Strategy Committee** monitors progress in the ESS 2024 Social and Solidarity Economy programme created to enable social enterprises to access Games contracts;
- **Group For a Fit France** identifies concrete action to tackle sedentary lifestyles and encourage people to exercise;
- The **Horizon 2024 Committee** prepares Olympic and Paralympic Week and Olympic Day, and is rolling out the Generation 2024 label, which promotes sports and exercise in schools, across France;
- The **Paralympic Games Legacy Committee** meets to discuss and prepare a shared roadmap for universal accessibility at the Games, and to develop participation in sport and social and professional inclusion for people with disabilities;
- The **Environment and Climate Council (CEC)**, led by the Interministerial Delegation for the Olympic and Paralympic Games (DIJOP), monitors the different environmental and climate commitments undertaken to prepare and organise the Games;
- The **Equality and Diversity Committee** draws up a shared roadmap to make sure the Paris 2024 Games promote equality and tackle discrimination;
- The **Energy Council** deals with the risks relating to supply of electricity and gas at Games venues;
- The **Mobility Committee** coordinates the organisation of transport for the Games.

This proactive approach ensures that action taken by the stakeholders through their plans for the Games is included in the Legacy and Sustainability strategy (partly or entirely, as agreed on a case-by-case basis by each stakeholder with Paris 2024). **Steering is shared** and makes it possible to monitor all action, in particular the key performance indicators.

5. THE TEAM AND ITS TOOLS

Paris 2024's aims regarding legacy and sustainability require substantial human and financial resources, all the way until the Games, involving the entire organisation committee into reaching these goals.

In addition to these resources, operational tools have been designed to implement this strategy. The backbone tools at this point are the event sustainability management system (which matches ISO 20121

requirements), the responsible procurement strategy and the endowment fund.

Lastly, through its impact assessment initiative, Paris 2024 also prepares concrete tools to measure performance and monitor its strategy.

5.1 HUMAN RESOURCES: PARIS 2024'S HUMAN CAPITAL

The team at Paris 2024 reflects the variety of profiles that an event as large as the Games requires. It combines the skills and expertise of athletes, specialists in the organisation of large events, experts, and stakeholders from the public sector, private sector and civil society. At the end of 2020, Paris 2024 had **379 employees** (on permanent, temporary, internship and work-study contracts) from about **10 countries**.

PARIS 2024 TEAM FIGURES

379
EMPLOYEES, WITH 291 ON PERMANENT CONTRACTS

100
EMPLOYEES RECRUITED IN 2020, WITH 78 ON PERMANENT CONTRACTS

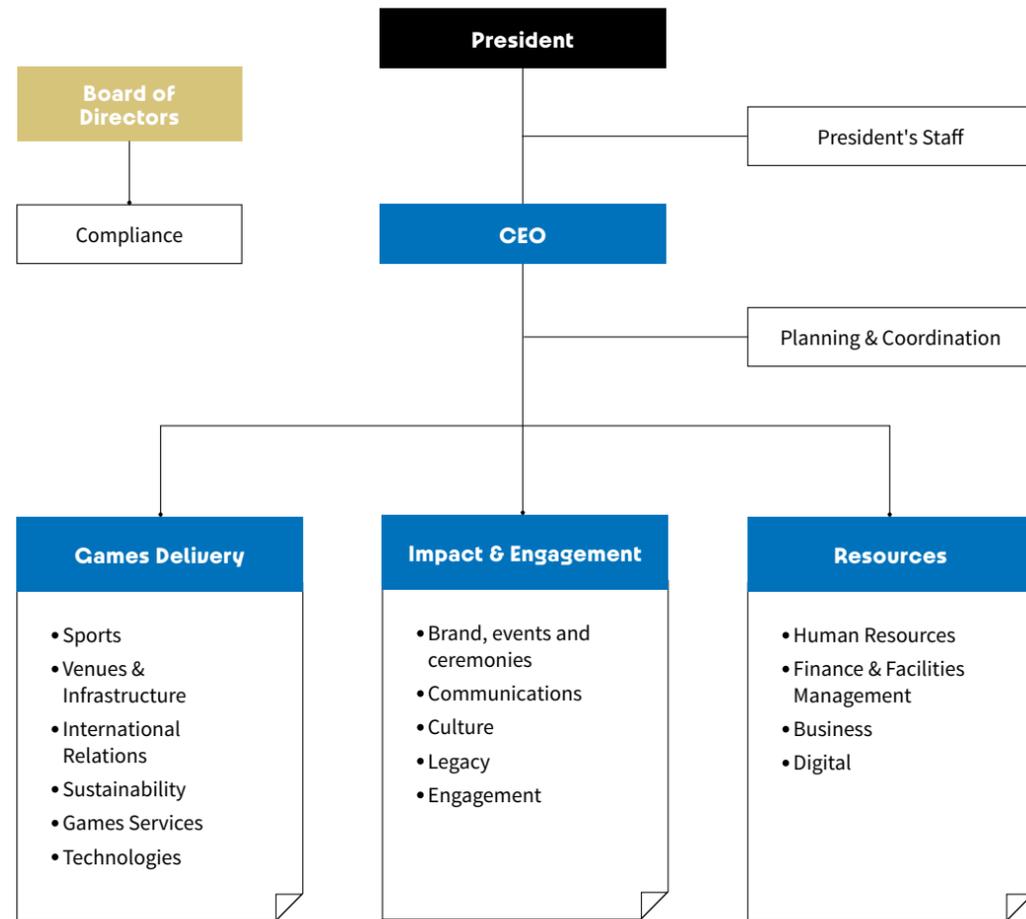
12
OLYMPIC AND PARALYMPIC ATHLETES

93%
SCORE ON THE GENDER EQUALITY INDEX

51%
WOMEN AND 49% MEN OVERALL

5,01%
OF PEOPLE WITH DISABILITIES

PARIS 2024 ORGANIZATION CHART



The **People Management Department**, liaising with Paris 2024's Executive Board whenever necessary, closely manages these figures while concurrently pursuing two goals: ensuring all departments have sufficient, varied and competent resources, and managing growth in light of the budget.

Many more people will be involved around the Paris 2024 team, which will be on the front line delivering operations. From 2018 to 2024, as many as **150,000 jobs** could be linked in the sectors directly associated with the Games, namely tourism, construction and events. These include 78,000 jobs directly involved in organising the Games. About 4,500 (6%) of these 78,000 jobs will be covered by Paris 2024 or event delivery entity **employees** and the remaining 73,500 (94%) by **providers working on the organisation of the Games**.

Volunteers will be another essential resource for Games delivery. They will be ambassadors for the Olympic and Paralympic values and play a vital role in the Games' success. Up to 45,000 volunteers should be recruited to fulfil a variety of duties. The recruitment campaign, which will be open and inclusive, will be one of the factors driving engagement among people living in host communities.

Lastly, to **build the skills of everyone involved in delivering the Games** (employees, providers and volunteers) notably regarding matters relating to sustainability and legacy, Paris 2024 is preparing **specific training courses and on-boarding paths** enabling everyone to grow beyond the Games. By creating the Paris 2024 Academy and setting up these courses and paths, Paris 2024 is working on becoming a **learning organisation** that draws out the best in each of the people who will contribute to organising the Games.

LA FORMATION

THE PARIS 2024 ACADEMY

Paris 2024, the French National Olympic and Sports Committee and the French Paralympic and Sports Committee set up a training centre – which is a fully-fledged Games university – in September 2020. This Academy will furnish everyone involved in the organisation with knowledge and skills to contribute to the event's success.

Over time, more than 130,000 people (employees, volunteers and providers) will be able to sharpen their skills there. Other people (sports federation members, people working for public-sector authorities, young people on civic service programmes, and partners) may also be briefed and trained at the Academy. Over the long term, the Paris 2024 Academy, which will continue to operate beyond the Games as part of their legacy, will lastingly improve performance in the sports movement and the major events sector.

ON-BOARDING PATHS AND IN-HOUSE TRAINING

To mobilise and empower employees to address sustainability and legacy matters, Paris 2024 has prepared an on-boarding path with specific training sessions as well as modules dealing with ethics and compliance and the rules governing public procurement.

THE PEOPLE MANAGEMENT TEAM'S ROLE IN PARIS 2024'S LEGACY AND SUSTAINABILITY STRATEGY

This team on-boards newcomers and rolls out Paris 2024's HR policy on a daily basis, ensuring that everyone swiftly becomes familiar with the organisation's distinctive culture

– in particular with the Olympic and Paralympic values, Paris 2024's project and its goals regarding sustainability and legacy.



©Thierry Courmaceul

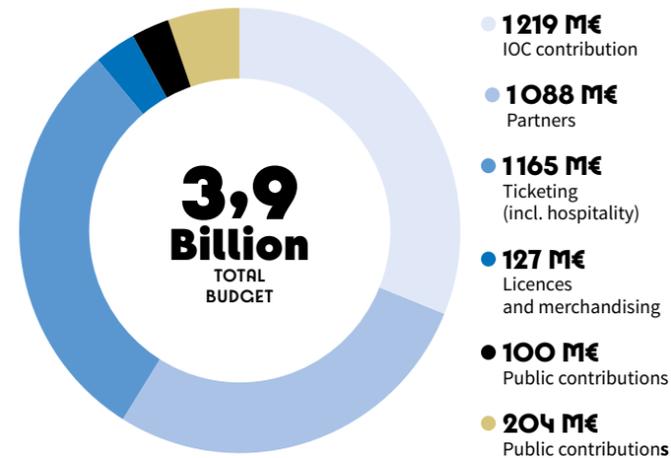
⁹ From a March 2019 CDES/Amnyos study analysing the jobs directly associated with organising the Paris 2024 Olympic and Paralympic Games https://www.api-site.paris.fr/paris/public/2019%2F3%2F04042019_Cartographie_des_emplois_Paris_2024.pdf (French only).

5.2 FINANCIAL RESOURCES: PARIS 2024'S BUDGET

PARIS 2024'S BUDGET

Sound budget stewardship is central to the Paris 2024 Games concept. The Paris 2024 Games Organising Committee's estimated operating budget amounts to **€3.9 billion**. This budget was defined during the bid phase, then reviewed and subsequently approved by Paris2024's Executive Board at its meeting of 17 December 2020. This budget for the organisation of the Games encompasses private funding (97%) and public funding (3%). The public funding has been solely allocated to the Paralympic Games. Paris 2024's operating budget covers all of the expenses relating to the organisation of the Games, namely venue hire, outfitting and operations, organising the competitions, hosting the delegations, athlete accommodation and transport, security inside the competition venues, etc.

Paris 2024's organisation budget (€ billion)



THE BUDGET FOR PARIS 2024'S LEGACY AND SUSTAINABILITY STRATEGY

The funding for the Legacy and Sustainability strategy was decided by the Executive Board at its meeting of 24 January 2019 and updated in December 2020. A **€102 million budget** (excluding the engagement budget and

payroll) has been set aside for this strategy. It comprises **€52 million for Environmental Excellence** and **€50 million for Impact and Legacy**.

ADMINISTRATING AND CONTROLLING THE FINANCIAL RESOURCES ASSOCIATED WITH THE GAMES

The regulatory framework governing Paris 2024's activities is strict. The Paris 2024 Organising Committee for the Olympic and Paralympic Games is an **association constituted in accordance with the French law of 1901 concerning non-profit organisations**. Under certain conditions, the French State may underwrite Paris 2024's budget. Paris 2024 is **required to comply with the French Public Procurement Code** and is audited by the French National Audit Office and Anti-Corruption Agency. On a daily basis, teams tasked with general business and financial control approve the largest expenses it incurs. Its executives declare their assets and interests to the French High Authority for Transparency in Public Life.

Paris 2024 decided to apply **high oversight and ethical standards** in order to ensure the Games are organised under conditions of confidence, trust and transparency. To this end, the Paris 2024 Executive Board has created **three committees to provide it with advice and audit its actions**, with the participation of the French authority for economic and financial verifications (CGEfi): the Audit Committee, Ethics Committee and Remuneration Committee.

THE THREE COMMITTEES THAT OVERSEE PARIS 2024'S ACTIVITIES

A RIGOROUS AND TRANSPARENT FRAMEWORK FOR WORK

AUDIT COMMITTEE

The Paris 2024 Audit Committee has nine members¹⁰ and has a mission to assist Paris 2024 with its management of the project, particularly with regard to:

- The **sustainability** of all of its **commitments** and **expenditure**;
- Compliance with the **requirements** of the Host City Contract signed with the IOC;
- The Paris 2024 Committee's **financial, operational and legal risk management policy**;
- The relevance, permanence and reliability of the **accounting methods** applied to prepare the annual financial statements and financial reporting.

The Audit Committee's key contributions in 2020:

- Multi-year **budget review**;
- **Insurance** strategy;
- **Risk** mapping;
- Consolidation of **internal procedures**;
- **Endowment fund** set up.

ETHICS COMMITTEE

For the first time in the history of the Games, an Ethics Committee¹¹ is an integral part of the Organising Committee for the Games. It is tasked with overseeing the **Paris 2024 ethics policy** and ensuring that employees comply with the individual and collective values that underpin Paris 2024's work.

A **Code of Ethics** was adopted by Paris 2024's Executive Board on 17 April 2019, setting out the principles of integrity, neutrality and fair play that all members involved in organising the Games are required to apply.

The Ethics Committee's key contributions in 2020:

- Prevention of **conflicts of interest**;
- Conditions for use of **marketing partnerships**;
- Training and awareness on **best practices**;
- Internal **whistleblowing** procedure.

REMUNERATION COMMITTEE

Paris 2024's Remuneration Committee¹² determines the **pay scale** and has a supervisory role concerning **human resources strategy**.

In 2020, the Remuneration Committee monitored Paris 2024 remuneration policy.

¹⁰ Three representatives are appointed by the French National Olympic and Sports Committee, Paris City Council and the French State. The other six members are appointed as proposed by the President of Paris 2024 based on their skills and expertise managing complex projects or very large events.

¹¹ With six independent members, all appointed by top-level French institutions and the OECD, with voting rights. In addition, a French member of parliament and a French senator, appointed by the respective presidents of the assemblies, serve on the Ethics Committee in an advisory capacity.

¹² Six members appointed respectively by the CNOSF, French State, Paris City Council and French parliament, five members proposed by the President of Paris 2024 and approved by the Executive Board, and one guest member from the French authority for economic and financial verifications serve on this committee, which has a supervisory role over Paris 2024.

5.3.5.3 THE LEVERS TO IMPLEMENT THE LEGACY AND SUSTAINABILITY STRATEGY

Implementing Paris 2024's Legacy and Sustainability strategy involves setting up various **cross-sectoral tools** and **levers for action**. The two main internal levers directing implementation today are the event **sustainability management system** and the **responsible procurement strategy**. They ensure the strategy is properly integrated into all of the Organising Committee's activities.

The **endowment fund** also plays an important role securing resources for legacy and sustainability, and rolling out Paris 2024's vision and strategy to sports federations, public-sector stakeholders and civil society.

THE EVENT SUSTAINABILITY MANAGEMENT SYSTEM

The event sustainability management system is a crucial and innovative lever to deploy Paris 2024's Legacy and Sustainability strategy, ensure it is applied across the organisation and embed the various goals in all action the Organising Committee takes. This system is built in accordance with the ISO 20121 standard (for sustainable event management). Certification, expected in 2022, will provide external endorsement for the project's ambitions.

This governance approach is strictly developed to help operations in the most useful and practical way. It supports the teams in their efforts to deliver exemplary Games and to build the Games' legacy, by providing steering, planning and performance management tools.

Paris 2024's event sustainability management system encompasses:

- The **system's policy**, which sums up the environmental and societal objectives associated with staging the Games and delivering their legacy, and explicitly requires Paris 2024 to set up an event sustainability management system;
- **Processes**, which are enshrined in formal procedures whenever necessary, defining the right approach to assessing the issues, engaging in dialogue with stakeholders in the Games ecosystem, monitoring regulation, managing skills, controlling operations, collecting data for reporting purposes, etc. These processes and procedures are geared specifically for the operational teams;
- The **Environmental Excellence, Impact and Legacy, and Planning and Coordination departments** ensure the event sustainability management system is in place and functioning properly, and make arrangements for reviewing and updating it.

THE RESPONSIBLE PROCUREMENT STRATEGY¹³

The Environmental Excellence, Impact and Legacy, and Procurement departments implement Paris 2024's responsible procurement strategy and thereby ensure its **Legacy and Sustainability strategy is applied throughout procurement processes**, from the statement of requirements to the fulfilment of the contract, and extends beyond the Games with the assessment of the environmental, social and economic impact of purchases.

This entire strategy was designed to make sure that the **positive impact from Paris 2024's purchases** is visible now and remains tangible long after the Games, and that procurement processes meet ISO 26000 and 20400 requirements and the rules governing public procurement in France.

Paris 2024's responsible procurement strategy is built around **three fundamental principles**: consideration of the **post-Games period**, **inclusive sourcing accessible to everyone**, and the strategy's **multiplier effect** as a result of the commitment shown by everyone involved in Paris 2024.

Operationalising these principles involves rallying all Paris 2024 suppliers, providers and partners around five priority issues: **circular economy** initiatives before and after the Games; **carbon neutrality** and **environmental protection** initiatives; **social innovation** initiatives; the **inclusion** of groups, workers and users living with disabilities; and **value creation** in local areas.



↑ OFFICIAL LAUNCH OF THE "ENTREPRENDRE 2024" ROADSHOW ORGANIZED BY BPCE (PREMIUM PARTNER OF PARIS 2024), BORDEAUX, JANUARY 30TH, 2020

¹³ This strategy is presented in more detail in the Legacy and Sustainability Plan.



The extent to which we achieve our high social and environmental aims will depend, more than anything else, on the way we buy the goods and services we need to stage the Games properly. This is why we are rolling out our responsible procurement strategy at Paris 2024. In very real terms, this means that, every time we call for tenders, we need to pinpoint the best options available in France, open up our procurement so that our contracts provide opportunities for every company, and zoom in on the social and environmental quality of the tenders we receive.

To monitor our results throughout this Organising Committee's life cycle, we have defined five main indicators for our five commitments:

1. The proportion of goods we hire or buy for the Games that have a second life built into them (through reuse and/or recycling);
Compliance with the carbon budget (in tCO₂e) for the Paris 2024 Games;
2. The number of jobs (in FTEs) associated with the Games for people on integration pathways, in particular via the Social and Solidarity Economy, in France as a whole and in each geography;
3. The business we award to companies in the sheltered sector, including self-employed workers with disabilities, in France as a whole and in each geography;
4. The proportion of business we award to very small, small and medium-sized businesses and to social enterprises, by geography.

Olivier Debargue,
Purchasing Director



AN EXAMPLE OF THE STRATEGY IN ACTION : THE 24 OBJECTIVES FOR SUSTAINABLE CATERING

Athletes, officials, technical crews, volunteers, staff, contractors, spectators, the Olympic and Paralympic family, hospitality teams, journalists, broadcast crews and other guests... A total of about 15 million meals will be served to the Games' customers, under Paris 2024's responsibility, ranging from snacks to gourmet meals.

Based on the five central commitments in the responsible procurement strategy – plus others, namely affordability and quality of the products, services and customer experience –, Paris 2024 has set 24 objectives for sustainable catering. These objectives will provide a shared vision and direction for all the Games' partners, providers and stakeholders.

As part of its collective construction approach, Paris 2024 consulted about 100 stakeholders in France's food industry before making bold yet realistic commitments regarding catering at the Games. This process will lead to Paris 2024's Food Vision, which will be published at the end of 2021.

THE PARIS 2024 ENDOWMENT FUND¹⁴

Paris 2024 officially set up its **endowment fund** on 27 June 2019 to put its Legacy and Sustainability Plan into operation and mobilise the associated financial resources. With this tool, the Organising Committee aims to **support projects** led by the sports movement, public-sector organisations and non-profits **that spur social innovation through sport**. The intention is to **continue to use this tool and its methodology beyond 2024**.

The **endowment fund** is chaired by Tony Estanguet, President of Paris 2024, and **managed by its own executive board**, which lays down its strategic guidelines, decides which projects it will support and agrees on the amounts it will allocate to each of those projects. The financial resources allocated to the endowment fund can come from three sources: the **Organising Committee's budget**, **stakeholders' budgets** and other levers (when they are earmarked for Paris 2024) and **other funding** (from Paris 2024 partners).

The endowment fund aims to support public-interest projects and initiatives that harness sport to impact society. It has four main focus areas : sport to improve **health** (get moving); sport to improve education and civic engagement; sport to promote **inclusion, equality and solidarity**; and sport to protect the **environment**.

The fund follows **three guiding principles**, which also point to an attitude – **creativity, uncompromising standards and sharing** – and has three main objectives: **encourage**, identify and fund social innovation projects that harness sport and show great potential; **help project leaders** design, implement and assess the impact of these projects; and **highlight and raise awareness** of these projects to encourage similar efforts and showcase the social impact of sport.

¹⁴ This fund is presented in more detail in the Legacy and Sustainability Plan.

¹⁵ Initiatives that combine sport and culture, harness sport for ecological transformation and contribute to the other three goals are eligible for endowment fund support. The fund principally supports projects in deprived areas that benefit people who are not involved in sport and/or in a vulnerable position.

¹⁶ The federations included in the Paris 2024 Games programme, some host communities, the French State and civil society (sporting movement and associations).



THE PRINCIPLES STRUCTURING THE PARIS 2024 ENDOWMENT FUND'S SUPPORT SYSTEM

Paris 2024 also provides support for the endowment fund's future beneficiaries, based on three principles:

1. Applicants are **free to request support or not** (funding does not depend on whether they do or not);
Paris 2024 can provide support **throughout the project** (from submitting to preparing and rolling out the project);
2. Support is **tailored** (based on the nature of the project and its aims, the type of expertise it requires, its geographic location, its level of maturity, etc.).

The endowment fund's **support system** will be led jointly by Paris 2024 and representatives from the sports movement (French National Olympic and Sports Committee, French Paralympic and Sports Committee and French National Sports Agency), with assistance from a consortium encompassing a consultancy, a specialist in social innovation and a contributor tasked with measuring impact. The endowment fund's support system is expected to be up and running in **September 2021**.

THE OTHER LEVER FOR ACTION

Besides specific central tools such as the event sustainability management system, responsible procurement strategy and endowment fund, **Paris 2024 has identified other relevant and distinct levers** to implement its strategy.

- **Innovation**
Paris 2024 is banking on **innovation and creativity, which are at the centre of its vision for the Games**, to reach the high goals and bold objectives it has set. Regarding sustainability and legacy, Paris 2024 intends to prompt **new and creative ideas** that spur social and environmental innovation (see section 3).
- **A new delivery model**
In agreement with the IOC, Paris 2024 has decided to define a new sporting event delivery model. Until now, organising committees handled delivery entirely in-house. This new model involves relying on the stakeholders in the best position to organise sporting events (sports federations, event organisers, venue owners and operators, etc.). Several competitive dialogue procedures are already under way to identify these stakeholders, and these large-scale calls for tenders include matters relating to legacy and sustainability. By building this new model, which is more efficient and more centred around operations and may therefore become the norm for large international sports gatherings going forward, Paris 2024 intends to leave a substantial legacy for the organisation of events that factor in ecological, economic and social variables.
- **Business value creation**
Paris 2024's Legacy and Sustainability strategy includes many opportunities for the Organising Committee to team up with partners to create value with breakthroughs developed specifically for the Games or to support Paris 2024's initiatives. The goal, here, is to multiply their impact and fast-track transformation in society (see section 3).
- **Community engagement**
The Paris 2024 Games will be Games for the whole of France. That is why Paris 2024 is already including all French regions and France's sports movement in this project. It has created the Terre de Jeux 2024 label to this end. Its aim is to involve and unite local and regional authorities and stakeholders in the sports movement around the Games adventure to promote sport's position in society and build the Games' sporting legacy in communities together. The local and regional authorities awarded this label commit to taking action towards the sustainability and legacy goals that Paris 2024 has identified (see section 3).
- **International cooperation**
The international cooperation strategy involves spreading Paris 2024's legacy and engagement beyond France's borders, through pioneering cooperation endeavours. Implementing this strategy will make it possible to build an unparalleled international legacy matching the Legacy and Sustainability strategy in France.
- **Communication**
Communication is an essential lever to accelerate the transformation that Paris 2024 aims to set in motion. Targeted communication will circulate key messages relating to sustainability and legacy.
- **Client experiences**
Thousands of people in a variety of groups – athletes, Olympic and Paralympic delegations, spectators at the venues and TV viewers – will experience the Paris 2024 Games. The Games, therefore, are an unrivalled opportunity to rally them in order to accelerate transformation in society and prompt new behaviour patterns.
- **Social Charter**
La Charte sociale de Paris 2024, engagement phare pris pendant la phase de candidature, permet notamment une mise en place d'une **gouvernance** et d'un **pilotage** garantissant l'exemplarité sociale des Jeux. (voir section 3).

5.4 THE APPROACH TO MEASURING THE IMPACT OF PARIS 2024'S LEGACY AND SUSTAINABILITY STRATEGY¹⁹

In order to monitor performance, Paris 2024 is preparing indicators to track results associated with each of the objectives in its Legacy and Sustainability strategy (the indicators will be finalised in 2021).

Beyond this, to help raise awareness of sport's contribution to the general interest, Paris 2024 has set in motion a **stringent process to assess its results and its impact**. These efforts, which the IOC has encouraged and backed since the beginning under its new strategic approach to legacy, are also based on a programme under way with the OECD under its July 2019 Memorandum of Understanding aimed at strengthening their collaboration on promoting ethics, integrity and good governance, as well as peace and sustainable development in sport.

Within this framework²¹, Paris 2024 is enlisting the IOC's support and OECD's expertise to prepare tools that will enable it to assess the contribution of worldwide events to local development and people's well-being, based on rigorous analysis and solid evidence. Once they have been defined, the impact indicators will be populated and monitored through **several complementary processes** (inventory tools, a protocol to measure social impact and research work).

To complement Paris 2024's impact assessment process, and following an approach that is consistent with that process, the **French State and large local and regional authorities in the Greater Paris area** are also planning to conduct studies in order to **assess the Games' impact for France in general and host communities in particular**, taking into account the legacy and support policies planned by all administrations. The nature and method of these studies have not yet been clearly established; however, **13 topics have been identified as priorities** by a preliminary working group, focusing on sport, the economy, society, climate and the environment, technology and urbanism.

5.5 A SOBER CONCEPT SERVING THE SPECTACULAR: THE MAIN VENUES AND INFRASTRUCTURE²²

The Paris 2024 Games model is based on a **sober concept: 95% of the venues will be existing sports facilities or temporary infrastructures**. It is also **compact**: about 85% of all athletes and 90% of Paralympic athletes will be based less than 30 minutes from their competition venue, and 24 Olympic sports and 18 Paralympic will be staged within a 10 km radius from the Athletes' Village. The model also aims to **serve a purpose for cities and regions and the people living in them**: the various venues and other infrastructure are designed to contribute to improving quality of life and providing more opportunities to practise sport nearby.

Paris 2024 is responsible for the temporary infrastructures and for operating all venues during the Games²³. Paris 2024 also plays a role, without decision-making authority, in defining the specifications for the new infrastructure. **SOLIDEO** oversees the investment programme for the **62 permanent Olympic and Paralympic structures²⁴**. As such, it is working with 29 public and private project managers to ensure the projects are delivered on time and on budget, meet the programme's requirements and serve the Games' ambitions²⁵.

The venues and infrastructure built or renovated for the Games are fully compliant with **SOLIDEO's Environmental Excellence and Universal Accessibility strategies** (see section 3). The **temporary infrastructures**, under Paris 2024's responsibility, will comply with Paris 2024's Legacy and Sustainability strategy and fulfil the commitments discussed above. When the revised Games delivery model was adopted in December 2020, the **environmental ambition remained intact**.

Moreover, this model for the Games is built around a concept that **sets local development in motion and accelerates it**. It firmly positions the Games in **Seine-Saint-Denis**, a young community brimming with promise that will host not only a number of sports competitions but also the Athletes' Village, the Media Cluster and the Olympic Aquatics Centre, which will remain as part of the legacy from the Games. Through this public infrastructure that serves a purpose in its host communities (in the form of facilities, housing, transport, etc.), the Paris 2024 Games will leave a lasting legacy for cities and regions and the people living in them.

There will therefore be three kinds of venues for the **Olympic and Paralympic Games²⁶**, and they are all geared towards sustainable Games and will contribute to their legacy:

- **New infrastructure** left as a legacy;
- **Existing competition venues**, several of which will be adapted or renovated for the Games;
- **Temporary venues** involving overlays to use world-famous landmarks as backdrops for sports arenas.

¹⁹ This approach is presented in more detail in the Legacy and Sustainability Plan.

²⁰ Organisation for Economic Co-operation and Development.

²¹ This collaboration stems from the OECD Council's May 2018 Recommendation on Global Events and Local Development, and the initiatives also tie in with the July 2017 Kazan Action Plan adopted by UNESCO's Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport.

²² The venues and other infrastructure are discussed in more detail in the Legacy and Sustainability Plan.

²³ Directly or indirectly, through outsourcing.

²⁴ "Structures" here refers to all the construction and renovation work on competition venues, training venues, infrastructure and development projects.

²⁵ See <https://www.ouvrages-olympiques.fr/en/missions/supervisions> for more information about the 62 Olympic and Paralympic projects and the 29 project managers.

²⁶ The map was optimised following consultation and collective construction between Paris 2024 and its stakeholders, then approved by the Executive Board on 17 December 2020.

¹⁷ Towns and cities, conurbations, inter-council public establishments, administrative departments, regions.

¹⁸ Sports federations, leagues and clubs.

OLYMPIC COMPETITION VENUE MASTER PLAN

France



Overseas



— Department boundaries
 — Arrondissement boundaries
 — Main roads



ELANCOURT HILL Cycling (Mountain Bike)	SAINT-QUENTIN-EN-YVELINES VELODROME AND BMX STADIUM Cycling (Track) Cycling (BMX Racing)	GOLF NATIONAL Golf	CHÂTEAU DE VERSAILLES Equestrian (Jumping) Equestrian (Dressage) Equestrian (Eventing) Modern Pentathlon
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10 km from the Olympic Village

Hauts-de-Seine

PARIS LA DÉFENSE ARENA
 Aquatics (Swimming)
 Aquatics (Water-Polo - Finals)

PONT D'IÉNA
 Athletics (Race Walk)
 Cycling (Road Race)

EIFFEL TOWER STADIUM
 Beach Volleyball

ROLAND-CARROS STADIUM
 Tennis
 Boxing

PARC DES PRINCES
 Football

Paris

GRAND PALAIS
 Fencing
 Taekwondo

PONT ALEXANDRE III
 Cycling (Individual Time Trial - finish)
 Triathlon
 Aquatics (Marathon Swimming)

CHAMP-DE-MARS ARENA
 Judo
 Wrestling
 Archery
 Athletics (Marathon - finish)

INVALES
 Cycling (Individual Time Trial - start)

SOUTH PARIS ARENA
 HALL 1: Volleyball
 HALL 4: Table Tennis
 HALL 6: Basketball (Preliminaries), Weightlifting

LA CONCORDE
 Basketball (3x3)
 Breaking
 Cycling (BMX Freestyle)
 Skateboarding (Park/Street)

STADE DE FRANCE
 Rugby
 Athletics
 Ceremony

AQUATICS CENTRE
 Aquatics (Water-Polo - Preliminaries)
 Aquatics (Artistic Swimming)
 Aquatics (Diving)

LA COURNEUVE SHOOTING RANGE
 Shooting

LE BOURGET SPORT CLIMBING VENUE
 Sport Climbing

PARIS 2024
 Olympic Village

Seine-Saint-Denis

PARIS 2024
 Badminton
 Gymnastics (Rhythmic)

HÔTEL DE VILLE
 Athletics (Marathon - start)

VAIRES-SUR-MARNE NAUTICAL STADIUM
 Rowing
 Canoe (Slalom)
 Canoe (Sprint)

BERCY ARENA
 Gymnastics (Artistic)
 Gymnastics (Trampoline)
 Basketball (Finals)

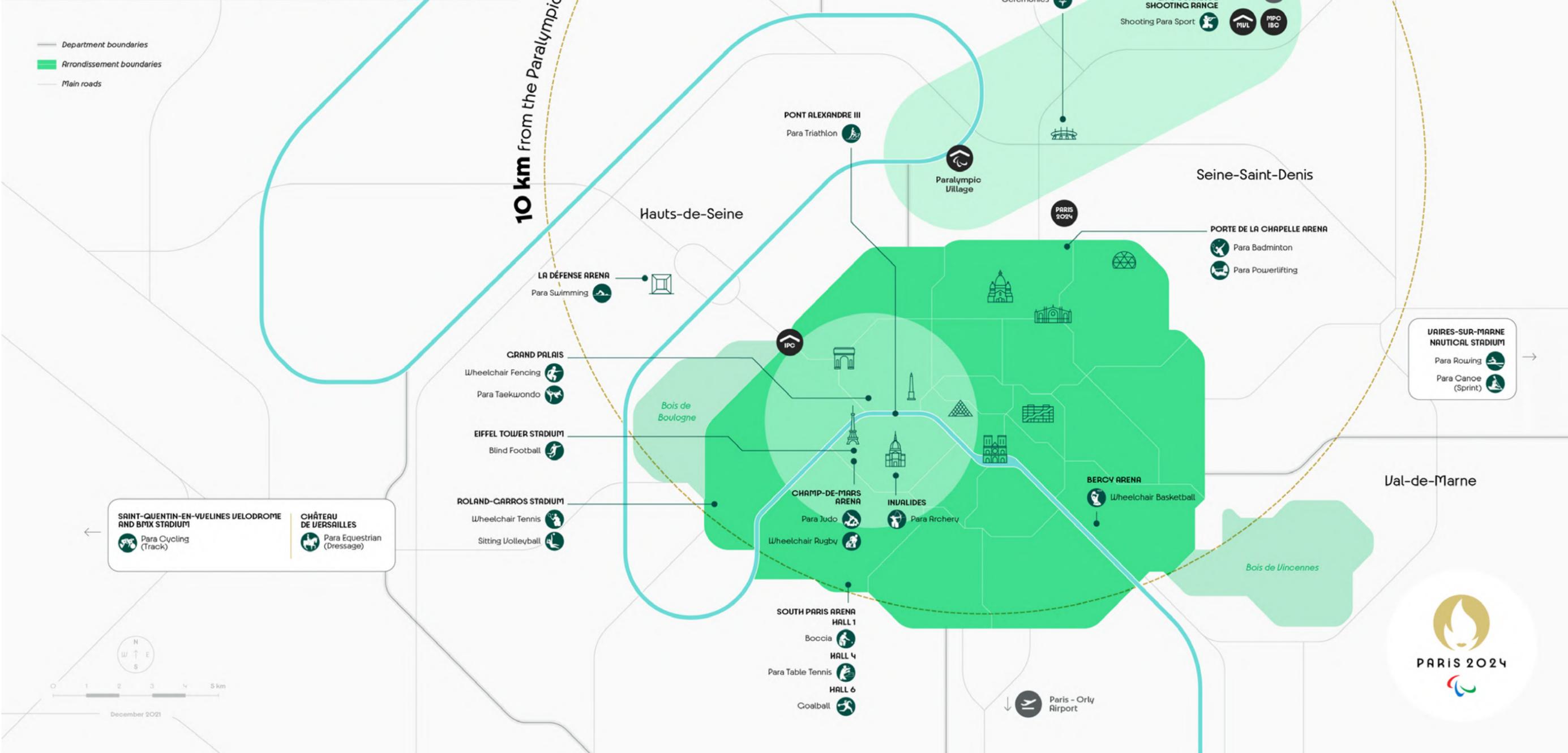


Paris - Charles de Gaulle Airport

Val-de-Marne

Paris - Orly Airport

PARALYMPIC COMPETITION VENUE MASTER PLAN



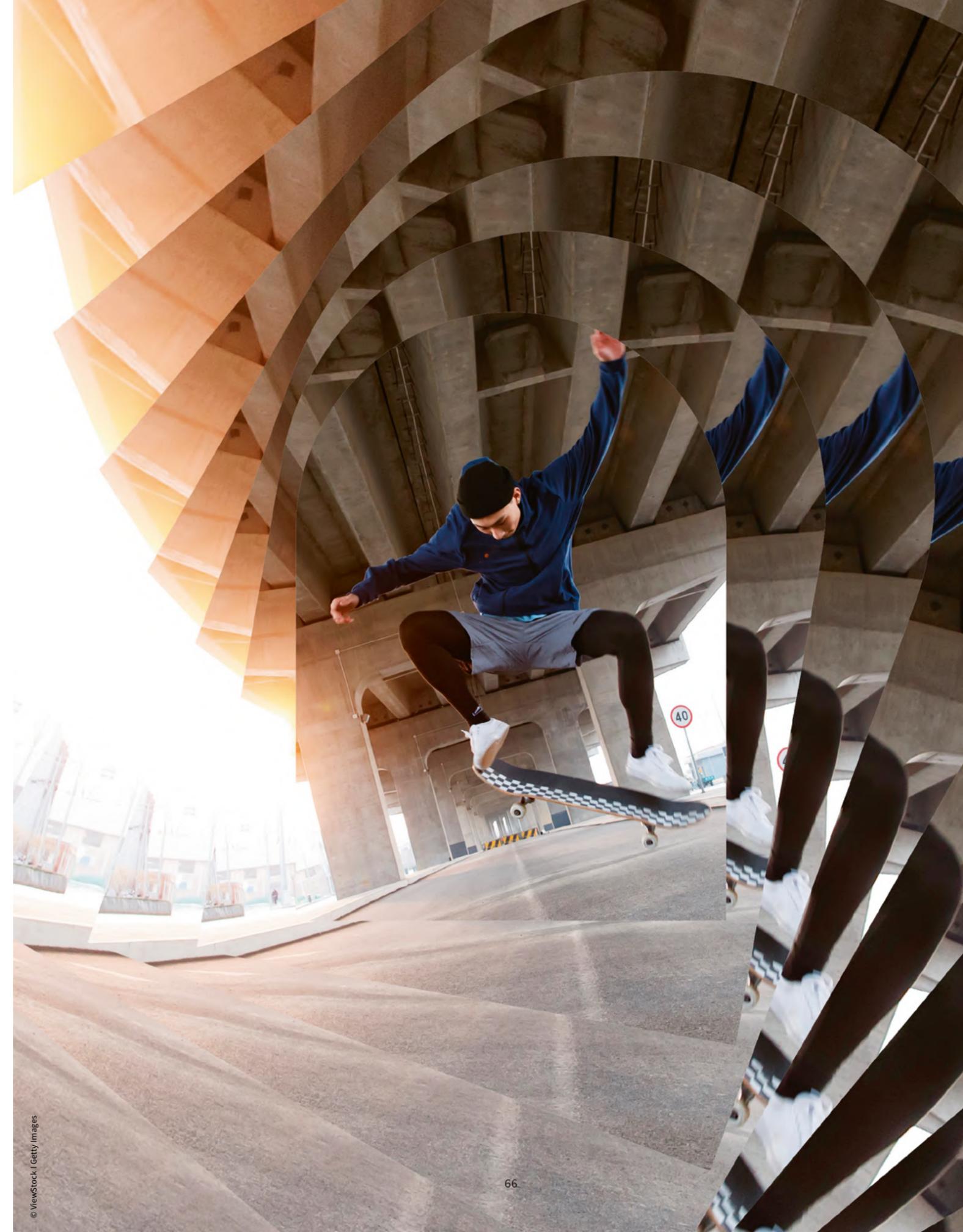
INFRASTRUCTURE ASSET	LOCATION
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VENUE BUILT FOR THE GAMES	
Olympic Aquatics Centre	Saint-Denis

EXAMPLES OF VENUES THAT WERE FAST-TRACKED AS A RESULT OF THE GAMES	
Athletes' Village	Saint-Ouen, Saint-Denis, L'Île Saint-Denis
Media Cluster	Dugny, Le Bourget, La Courneuve
Water Sports Centre	Vaires-sur-Marne
La Chapelle Arena	Paris

EXAMPLES OF EXISTING VENUES THAT WILL BE ADAPTED OR RENOVATED FOR THE GAMES	
Stade de France	Saint-Denis
Roucas Blanc Marina	Marseille
Yves-du-Manoir Stadium	Colombes
Grand Palais	Paris

Examples of temporary venues	
Eiffel Tower	Paris
Invalides	Paris
Versailles (Palace)	Versailles
Place de la Concorde	Paris
Champ de Mars	Paris
Shooting range	Le Bourget





SECTION 2

STEADY: KEY FIGURES AND MONITORING PROGRESS

This section presents the dashboard that Paris 2024 will use and its initial key figures regarding legacy and sustainability. It explains how, at this point, Paris 2024 plans to monitor progress towards its most salient commitments. Other indicators may be added, as a result of work under way with stakeholders in Paris 2024's ecosystem.

PREPARING AND SELECTING INDICATORS

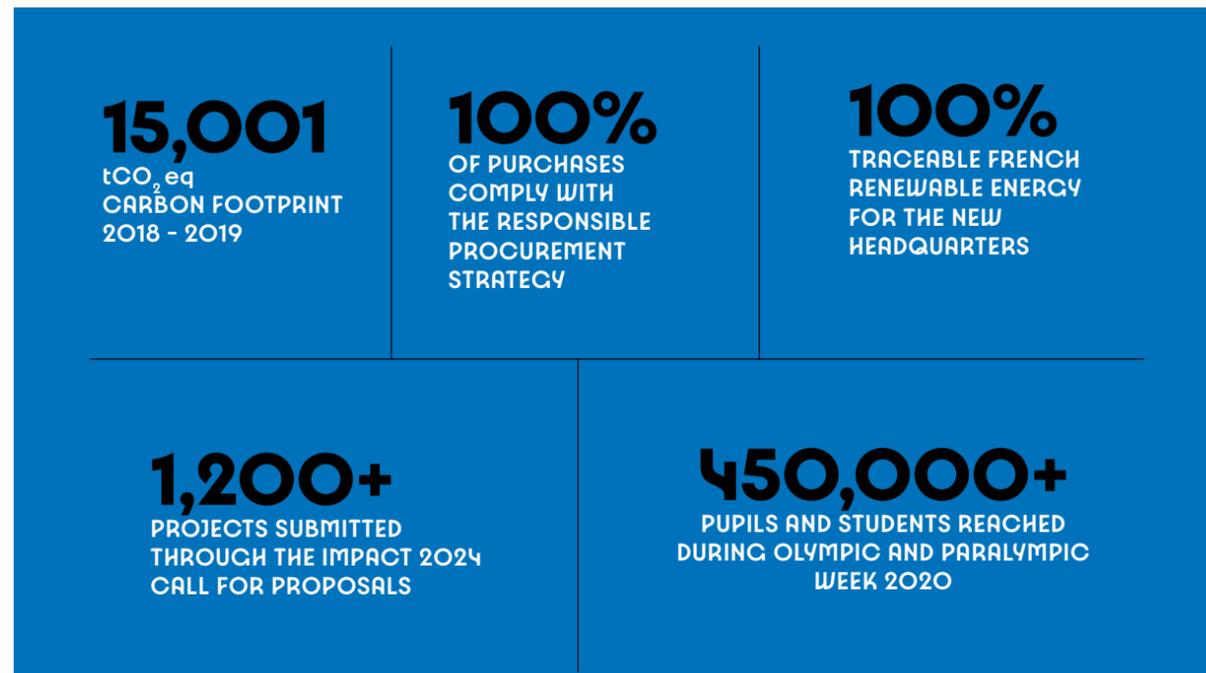
To monitor its **performance**, Paris 2024 prepares and selects indicators following a thorough process that:

- Matches the **IOC's** criteria, i.e. is intellectually sound, workable and communicable;
- Fits the various **frameworks**, namely the commitments made during the bid phase, UN Sustainable Development Goals, French Ministry of Sport's Charter of 15 Eco-responsible Commitments and the Global Reporting Initiative Standards;
- Is constructed collectively with key stakeholders in Paris 2024's ecosystem.

The indicators track:

- **Results**, to report on Paris 2024's management of the **Games delivery** process;
- **Impact**, i.e. the Games' long-term **performance** in terms of their **social and environmental legacy** (see section 1 for the approach to measuring the impact of Paris 2024's Legacy and Sustainability strategy).

It is important to point out that these indicators will **evolve over time**: Paris 2024 will not measure its performance in the exact same way from the time the Organising Committee was set up to the time it stages the Games. The metrics, in other words, will progress **periodically** between now and 2024 then long after the Games.



	COMMITMENT	INDICATOR
DELIVER EXEMPLARY GAMES	Guarantee carbon-neutral Games, positive impact on the climate	Carbon budget planned / committed / emissions and emissions offset (tCO ₂ eq)
	100% renewable energies during the Games	Proportion of renewable energies in the Games' energy mix (%)
	Protect and recognise the value of biodiversity at Paris 2024 venues	Proportion of natural sites and green spaces preserved (%)
		Total area in which natural habitat has been improved (hectares)
	Set up a circular economy for the Games, aim for zero waste	Proportion (in euros and tonnes) of products hired for the requirements of the Games (%)
		Proportion (in euros and tonnes) of products bought that have been eco-designed (products or packaging) (%)
		Proportion (in euros and tonnes) of products bought for the requirements of the Games that will be reused and/or recycled after the Games (%)
	Provide access to clean and active mobility for athletes, delegations, media personnel, organisers and spectators	Characteristics, volumes and processing of waste from consumption during the Games ²⁷
		Proportion of clean vehicles (electric, or running on hydrogen or natural gas) for the Olympic and Paralympic family (%)

²⁷ This indicator's scope and exact definition will be provided in the resource management plan and zero waste policy, which are currently being drafted.

COMMITMENT	INDICATOR
Provide sustainable catering services	Proportion of sustainable food served by Paris 2024 during the Games (%) ²⁸
	Food waste avoided by Paris 2024 ²⁹
Games that positively impact jobs, very small, small and medium-sized businesses, and social enterprises	Proportion of Games contracts awarded to very small, small and medium-sized businesses (number of contracts and associated amounts) (%)
	Proportion of Games contracts awarded to social enterprises (number of contracts and associated amounts) (%)
	Proportion of people working for the Games and living in the Greater Paris area who have received training, relative to the average number of people living in the Paris area who have received training, in the three business sectors identified in the job mapping analysis (150,000 jobs mobilised) (%)
	Proportion of jobs (FTEs) associated with the Games for people on integration pathways, in particular via the Social and Solidarity Economy, in France as a whole and in each geography
Strengthen the system to cater for people with disabilities and treat them to a smooth and comfortable experience	Proportion of Paris 2024 employees who have taken at least one training module relating to universal accessibility (%)
	Proportion of employees trained to cater for people with disabilities (%)
Ensure Paris 2024 and all its employees are familiar with regulation and the commitments in the Code of Ethics as soon as they come on board	Proportion of employees briefed on or trained in ethical best practices (%)
Treat employees to the best experience in terms of engagement, recognition and quality of life at work	Proportion of employees who answer yes to the question "Are you proud of working for Paris 2024?" in the employee satisfaction survey

COMMITMENT	INDICATOR
Encourage people to become more active	Perception of the benefits of physical activity and sport among target audiences in 2021, 2023, 2025 and 2029
Get moving from pre-school to post-grad	Proportion of schools and universities that have earned the Generation 2024 label per year (%)
Harness sport to promote equality, combat discrimination and promote social inclusion	Gender balance in Impact and Legacy strategy initiatives
	Changes in perceptions of stereotypes associated with people with disabilities among beneficiaries of Impact and Legacy strategy projects
Harness sport for social inclusion	who have acquired soft skills (including interpersonal, transversal and leadership skills) (%)
Harness sport to support professional integration	Proportion of positive outcomes within one year among beneficiaries of Impact and Legacy strategy initiatives aimed at professional integration through sport (%)
Strengthen mechanisms already in place to ensure universal accessibility at all permanent Games venues (existing and new ones) and temporary overlays	Proportion of competition and celebration venues accessible for people with the four main groups of disabilities (motor, visual, hearing, mental) (%)

DELIVER EXEMPLARY GAMES

BÂTIR L'HÉRITAGE

²⁸ This indicator's scope and exact definition will be provided in the Food Vision, which is currently being drafted.²⁹ This indicator's scope and exact definition will be provided in the Food Vision, which is currently being drafted.



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SECTION 3

GO: FIRST KEY ACHIEVEMENTS

This section presents a selection of achievements made by Paris 2024 and its ecosystem. The achievements are examples, among others, and illustrate how Paris 2024 is working with various stakeholders.

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ETIENNE THOBOIS,
CHIEF EXECUTIVE OFFICER



Paris 2024 is an opportunity to reinvent the model we use to organise the Olympic and Paralympic Games. That way, the Games will continue to spark that unique brand of excitement, while addressing our day's issues, needs and realities in the places that host them. And we are proud to bring about this paradigm shift alongside the IOC and IPC to make Paris 2024 a turning point in Games history.

This is why Paris 2024 is an organisation that is evolving non-stop, through its conversations with the stakeholders in the sports movement and the event organisers. By tendering a new delivery model that relies mostly on organisations and know-how that are already available, we have an opportunity to kick-start a shift towards events that are more responsible, from social and environmental standpoints, a shift that will last well beyond the Games.

So we have built the solid foundations we need to guide everyone in the ecosystem involved in organising the Paris 2024 Games. Now it's time to start making it all happen. We are all working to fulfil the environmental and social commitments around the Games, and we will all make sure their legacy lives on.

3.1 ORGANISE SOBER AND ENVIRONMENTALLY RESPONSIBLE GAMES BASED ON THE INNOVATIONS PARIS 2024 IS SPURRING AND SUPPORTING

Paris 2024 and its entire ecosystem are committed to staging Games that show that a different approach is workable.

To present a new way of delivering the Games, and a concept that is spectacular and at the same time more responsible from an environmental standpoint, Paris 2024 is building and spurring new solutions and methods, along

with pioneering tools that will remain in place long after the Games, to speed up ecological transformation in the sports movement and communities. Even though the goals and what needs to be done are clear, there is still a lot of work ahead.

3.1.1 METHODOLOGICAL INNOVATION LED BY PARIS 2024

The first **breakthroughs** that Paris 2024 is introducing have to do with **methodology**. They deal with achieving the environmental objectives that have been set. These methods have been developed in-house and are designed to be circulated to and used by many other organisations. At this point, the methods relate to the **climate, biodiversity** and the **circular economy** :

- A **specific method and a tool to monitor carbon footprints**, created by and for the Organising Committee, to take into account all activities across the organisation;
- Beyond that, Paris 2024 is aiming for a positive impact the climate;
- Paris 2024's methodology and action plan regarding **biodiversity** encompass the three focus areas, namely protecting it as well as recognising its value and regenerating it;

- The methodology relating to the **circular economy** is being drafted (due end-2021) but the principles have been defined and constitute the first of the five priorities in Paris 2024's responsible procurement strategy;
- The **new headquarters**, Pulse, symbolises Paris 2024's commitments and illustrates a new and more responsible angle on purchasing products and services.

3.1.1.1 CLIMATE

CARBON NEUTRALITY: ONE OF PARIS 2024'S KEY OBJECTIVES, BASED ON AN INNOVATIVE METHODOLOGY

Paris 2024 has a **specific method** to achieve carbon neutrality. This is the first time an Organising Committee has set a carbon budget for itself, which it devised long before the Games, and is applying a new method to factor this budget into its overall operations and strategy.

Avoid, Reduce, Offset (ARO) approach is already well known, and to further reduce the Games' impact, Paris 2024 has introduced two additional steps intended to anticipate emissions and mobilise efforts by harnessing the power of the Games.

Beyond this approach and based on the Carbon Footprint Methodology that the IOC recommended in a document it published in 2018, Paris 2024 uses a **groundbreaking IT tool** created by and for the Organising Committee to steer its choices from the outset and throughout the Games preparation period.

A first version of this tool was produced to **recalculate the Games' emission forecasts**. It is being upgraded to cover Paris 2024's entire ecosystem: it will be enriched with additional data to yield more accurate calculations and more reliable carbon impact assessments.

This innovative tool is geared for Paris 2024 teams and the rest of the world of sport, and designed to help them assess and reduce their carbon footprint. It will leave a **positive and lasting legacy** for sport and for society as a whole.

In close collaboration with its ecosystem, Paris 2024 has pledged to monitor greenhouse gas emissions during each phase in the project and in three main areas: **construction and running of facilities** (covering venues that will be built and renovated), **transport** (infrastructure and means of transport) and Games **operations**.

These large sources of emissions are all opportunities for Paris 2024 to take action. The emissions reduction objectives cover a variety of initiatives relating to the three main areas :

- **Building fewer venues**, applying the principle of a **sober concept**: 95% of the venues will be existing sports facilities or temporary infrastructures;
- Building **low-carbon structures**: SOLIDEO and its stakeholders are **using bio-sourced construction materials** when possible, **reusing and recycling** to save on construction materials and opting for **clean logistics**, in accordance with Paris 2024's ecological vision;

Compact Games: more than 80% of the venues in and around Paris are within a 10 km radius from the Athletes' Village and 85% of the athletes will be based less than 30 minutes from their competition venue;

- **Shorter distances** will reduce CO2 emissions associated with athlete travel;

Spectators will be able to reach venues on **public transport** and **active mobility** will be encouraged;

- athletes and delegations will travel in clean vehicles;

Catering services will be sustainable, following the French Ministry of Sport's charter listing its eco-responsible commitments. Through these services, Paris 2024 commits to **reducing its emissions** and contributing to **protecting the environment**, for instance by offering a choice of low-carbon, plant-based meals, optimising logistics to shrink carbon footprints and supporting agroecological practices.



ANTICIPATE

From 2015, Paris 2024 aligned with the requirements of the Paris Agreement.



AVOID

Paris 2024 avoided as many emissions as possible by adopting a frugal approach that makes use of existing or temporary infrastructure for 95% of needs.



REDUCE

By halving emissions and aiming to not generate more than 1.5 million tonnes of CO₂ equivalent, Paris 2024 has already dramatically reduced the climate impact of the Games.



OFFSET

More than 100% of emissions generated by the Games will be offset, leaving a positive impact on the climate.



MOBILISE

100% of the Paris 2024 ecosystem

THE FIRST GAMES TO POSITIVELY IMPACT THE CLIMATE

To actively contribute to curbing climate change, Paris 2024 will not settle for halving its carbon footprint compared to Games in the past then offsetting all residual emissions from its Games.

On 16 March 2021, the Executive Board unanimously approved the Organising Committee's pledge to organise the first Games that positively impact the climate, based on three pillars: mitigating emissions (following the method presented above), massively supporting projects that positively impact climate and serving as a catalyst to boost the impact of its action.

Through this strategy, Paris 2024 is committed to offsetting any emissions that it cannot avoid, in the broadest scope (including international spectator travel). Beyond ensuring the Games are carbon-neutral as early as 2021, with a groundbreaking solution to contribute to the climate internationally, the Organising Committee has taken its climate commitment one step further: Paris 2024 will offset more emissions than it causes, by supporting carbon avoidance or capture



Through their new climate action strategy, Paris 2024 is sending a strong signal to the world about the importance of ambitious and inclusive climate action. It is a signal of leadership that the city, where the Paris Agreement on Climate Change was adopted in 2015, is now also hosting the first ever climate-positive Olympic Games. If we are to reach the goals of the Paris Agreement and avoid the worst impact of climate change, we have only ten years left to reduce global emissions by 50%.

Niclas Svenningsen, Manager for Global Climate Action, UNFCCC

projects on all continents, which meet the highest international certification standards.

By pledging, alongside its stakeholders, to help climate-positive projects materialise and develop in France, Paris 2024 is becoming the first large sports event to offset more emissions than it generates. The first projects are starting up this year. To rise to this challenge, Paris 2024 will enlist all its stakeholders to create a pool of projects together.



- The first workshops with stakeholders on supporting climate-positive projects in France were held in March 2021.
- Paris 2024 will for example support projects to conserve and restore forests and oceans, which are strong CO2 captors, and projects that avoid negative impacts (for instance by providing better cookstoves to populations still dependent on rudimentary cooking tools). These first projects will be set in motion in 2021.
- Paris 2024 is contributing to building and structuring local projects that are essential to fight climate change and which provide other benefits such as protecting biodiversity or improving residents' quality of life.
- To ensure the Games serve as a springboard for ecological transformation, Paris 2024 is sharing its tools to guide all stakeholders in reducing their own CO2 emissions:
 - Paris 2024 has launched Climate Coach, an application it designed in-house to help its employees reduce their personal and professional footprint;
 - Paris 2024 applies sustainability and carbon neutrality criteria on 100% of the Games' purchases, as part of its responsible procurement strategy.

3.1.1.2 BIODIVERSITY

THE METHODOLOGY TO ANALYSE IMPACTS FROM OLYMPIC AND PARALYMPIC VENUES

Tools and methods already exist to analyse the effects of permanent venues on biodiversity and the associated issues. Paris 2024, however, had to create an innovative approach for temporary infrastructures. This approach involves defining and using an assessment tool to score each venue on five specific points. The method was developed in line with the ambitions and methods of the IOC and the IUCN, as set out in various guides on sport and biodiversity³¹. It follows four steps:

1. **Defining categories for analysis** based on the content of environmental impact assessments, the various applicable regulations and local specifics;
2. **Evaluating the identified environmental issues** (presence of species, landscape, air and water quality, nearby public transport, etc.) using precise mapping tools consistently across all sectors;
3. **Evaluating the venue's potential effects** on the environmental issues listed above;
4. **Mapping out an action plan** to mitigate those potential effects.

This **iterative assessment tool** measures the environmental effects of Games infrastructures and events over time, from the planning phase up until the end of 2024. It has supported decision-making to take necessary action aimed at recognising, protecting and regenerating biodiversity.

AN ACTION PLAN FOR BIODIVERSITY

The action plan for biodiversity was prepared to establish a long-term strategy reaching the Legacy phase. This plan is based on three main focus areas:

AXE 1 : Shed light on the environmental considerations at each venue and raise awareness of the reality of biodiversity. Biodiversity encompasses all common species that are not protected but are nevertheless declining, such as blue tits, common toads and foxes, which also need to be taken into account. This biodiversity can be referred to as "ordinary biodiversity";

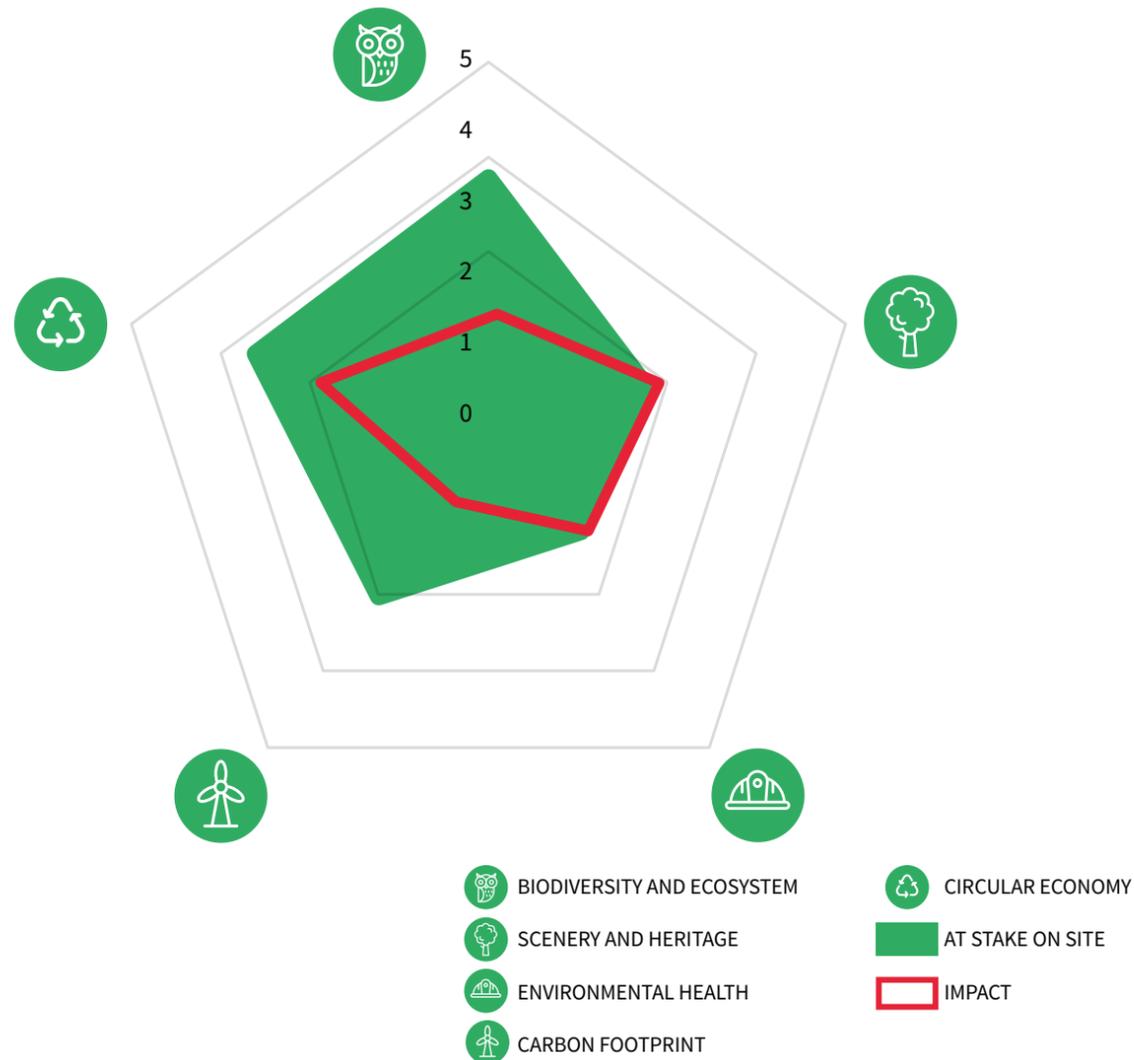
AXE 2 : Protect the environmental and ecological value of each spot through on-site initiatives, focusing in particular on impact reduction, maximal reuse, protection of users and scenery, as well as heritage;

AXE 3 : Regenerate ecosystems with deteriorated environmental quality and strong renaturing potential.

³⁰ International Union for Conservation of Nature.

³¹ "Mitigating biodiversity impacts of sports events" (<https://www.iucn.org/content/mitigating-biodiversity-impacts-sports-events>).

THIS DECISION-SUPPORT TOOL IDENTIFIES FIVE AREAS FOR ANALYSIS:



→ **These five areas** then pointed to the **issues that need to be anticipated and requirements that need to be fulfilled** at each venue.

→ In general terms, using this tool on all venues has confirmed that, at this point in time:

- Practically all venues are located in ecosystems **transformed as a result of old or recent land take**;
- Organising the Games requires **few new structures** and overall involves no net take of natural areas, woodlands or farmlands;
- The developments in the villages will overall help **improve these environments** and the impacts of temporary venues are relatively low.

→ The tool has led to **pivotal recommendations** such as:

- Reducing the size of the **shooting range** from 13 to 8 hectares on account of the presence of natterjack toads in the area;
- Routing **equestrian event trails** so as to avoid altering oak tree lines, to take less land and to avoid disrupting the water birds on the lake by the Palace of Versailles.

3.1.1.3 CIRCULAR ECONOMY

A RESOURCE MANAGEMENT PLAN TO ASSESS THE "MATERIALS FOOTPRINT"

Paris 2024 has mapped out a resource management plan to set up its mechanism to assess its **resources footprint**. Within this framework, Paris 2024 identifies all the resources required for intermediary events and the operational phase of the Games. "Resources", here, encompasses 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 is 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.

Work on the methodology and data collection with Paris 2024 departments began in **February 2021**. The plan is expected to be ready by the end of 2021.

Besides formalising its resource management plan, Paris 2024 is taking **measures to avoid consuming resources** and producing waste. Doing this involves equipping the operational departments to pragmatically factor the circular economy – and specifically eco-design principles – into their processes. For example, Paris 2024 is currently drafting a guide on eco-designing packaging and producing a tool to support decisions on eco-designing signage and communication literature at events.

A ZERO WASTE POLICY TO GUIDE AND SUPPORT THE ECOSYSTEM

Alongside its resource management plan, Paris 2024 will encapsulate its approach to the circular economy in a **zero waste policy**, which it plans to publish by the end of 2021. This document will compile Paris 2024's considerations relating to resources and waste and how it is contributing to addressing the main challenges across the country. It will include an action plan prepared with its stakeholders and this broader plan will provide the indicators to finely monitor progress towards delivering on commitments and a manifesto to ensure widespread communication.

Through this policy, Paris 2024 seeks to do more than merely set an example: it wants to **deeply transform industries** for a more **circular and inclusive economy**.

3.1.14 HEADQUARTERS

PULSE, A NEW HEADQUARTERS THAT EMBODIES PARIS 2024'S COMMITMENTS

By moving its headquarters to Seine-Saint-Denis, Paris 2024 is making a statement about the **essential role that this administrative department is playing** in rolling out the project surrounding the Games. It is also showing that it intends to contribute to local development for the long run. The **Pulse** building, in Saint-Denis, has been the Paris 2024 teams' beating heart since 25 January 2021.

Each stage in the headquarters' life – its construction, outfitting, operation and use after the Games – has been devised around **sustainability** and is aimed at **promoting its local area**. The responsible procurement strategy (see section 1), which is a key component in Paris 2024's aim to set an example and show responsibility, directed the decisions and the way Pulse is equipped and operated.



The decision to build Pulse in the middle of Seine-Saint-Denis also underlines the fact that *work on legacy starts now, through local recruitment and close connections with local business, which have a proven track record for innovation and drive. Pulse is also a textbook example of a sustainable building that puts the circular economy and managing its carbon footprint at the centre of its operation. With its local roots and the values it mirrors, Pulse is solidifying the pivotal role that Seine-Saint-Denis is playing in the 2024 Olympic and Paralympic Games project.*

**Stéphane Troussel, Seine-Saint-Denis
Departmental Council President**



CIRCULAR ECONOMY :

- **Zero food waste :** optimised ordering and inventories, organic waste collection and methanation, meal redistribution to charities;
- **Zero single-use plastics for catering :** zero disposable tableware, zero plastic bottles;
- **Eco-responsible furniture :** eco-designed furniture, and solutions identified for furniture to be reused, redeployed or donated after the Games.



INCLUSION :

- **Fully accessible building for people with disabilities** and training for restaurant staff on how to support people with disabilities;
- **Inclusive recruitment by our providers:** 25% of the technical maintenance staff have disabilities;
- **In total, 15 contracts were placed for the new headquarters**, involving around 30 businesses, with 60% from the Social and Solidarity Economy, and 40% very small, small and medium-sized businesses.



MANAGING OUR CARBON FOOTPRINT EFFECTIVELY :

- **Low-carbon meals** for the company restaurant;
- **Active mobility options for employees** (375 bicycle parking spaces, more than 30 electric vehicle charging stations and 10 public transport lines close to the headquarters);
- **100% green energy :** 300 sq. metres of rooftop solar panels, 100% of energy is renewable (green electricity, biogas);
- **Low-carbon building :** 6,000 cu. metres of mixed timber/concrete materials for the building structure, 12,000 litres of rainwater collected
- **100% of the carbon emissions relating to Pulse operations offset.**



LOCAL GROUNDINGS :

- **1/3 of businesses** from Seine-Saint-Denis for the reception, maintenance, dining and other tenders
- **20% local produce, within 200 km** of the headquarters.

© Thierry Courmaceul



EDF joined the Olympic and Paralympic adventure in 2019, when it became a **Paris 2024 Premium partner**. It will be the Games' official electricity and gas supplier and as such contribute extensively to achieving the environmental objectives that Paris 2024 has set.

EDF will supply **100% renewable energy to the Olympic and Paralympic venues** and its teams will offer innovative energy-related solutions. It started fulfilling these commitments in 2021, at Paris 2024's new headquarters. The power it supplies to Pulse is guaranteed to be 100% renewable and made in France (renewable electricity and biogas that can be traced using a groundbreaking system supplied by EDF).



Pulse, Paris 2024's headquarters, is the first illustration of EDF's pledge to work side by side with Paris 2024 to organise green Games. Under the power purchase agreement including the renewable energy option, Paris 2024 has a guarantee that the power we supply comes from the Clitourps wind farm in north-western France.

Caëlle Salaün,
Director of EDF's Customers Division in Île-de-France



© Fernando Javier Urquijo

3.1.2 TECHNICAL INNOVATIONS SPURRED BY PARIS 2024

Staging exemplary Games will require new technical solutions in addition to breakthroughs relating to methodology. With a view to leaving a legacy for other contracts and requirements, Paris 2024 is spurring a number of technical breakthroughs alongside French State agencies:

- The **Demonstrators of clean off-grid energy production solutions** call for proposals under the Investments for the Future Programme (PIA) to encourage alternatives enabling supply of renewable energy on a temporary basis;
- The **i-Nov innovation competition**, also under the PIA, to fast-track development of startups and small and medium-sized businesses offering innovative projects for the Games.

THE ECO-GENERATOR DEMONSTRATORS CALL FOR PROPOSALS

Organising an event of the magnitude of the Games requires **substantial amounts of energy** from the grid and off it. Sports competitions – as well as concerts, festivals and other gatherings – have large back-up electricity generators in case there is a power cut. Today, these generators release emissions and pollution but events cannot be held without them. So generators running on renewable energies probably provide a **solution that can be replicated on a much larger scale** and bring about commensurate benefits for the environment and climate.

Paris 2024 is therefore aiming to roll out solutions that set new standards for temporary renewable energy supply. To stimulate this sector, Paris 2024 and the relevant French State agencies are calling for proposals involving **Demonstrators of clean off-grid energy production solutions**.

They launched this call for proposals in July 2019 to source **demonstrators of off-grid energy supply** that release no or very little pollutants and greenhouse gases, that are pioneering and modular, and that can be used during a power cut or on a permanent basis.



Thanks to this call for proposals, the French State is hoping to drive innovation in ecological solutions tailored to the requirements of the Paris 2024 Summer Olympic and Paralympic Games. This innovation competition will support projects that for instance power future sports venues with clean energies or replace the generators at large sporting events going forward. Paris 2024 ranks adaptation to climate change among its top priorities.

Emmanuelle Wargon, Minister of State attached to the Minister for Ecological and Inclusive Transition



© Ministère des Sports

← Emmanuelle Wargon (Minister of State attached to the Minister for Ecological and Inclusive Transition), Tony Estanguet, Roxana Maracineanu (Minister for Sports) and Guillaume Boudy (General Secretariat for Investments)

Launch of collaboration, July 3rd 2019

THE FOURTH I-NOU COMPETITION (2019)

In addition to the above call for proposals, Paris 2024 teamed up with the PIA³² to work on **i-Nov 4**, a competition rewarding excellence with funding for research, development and innovation in French small and medium-sized businesses.

The projects for the Paris 2024 Olympic and Paralympic Games had to meet the PIA's innovation-related criteria plus Paris 2024's criteria, namely:

- Be a **breakthrough** product or use, harnessing technology or the specific features of the services offered;
- Be ready for **mass production** within **24 months** (to be ready for the Games);
- Be **marketable** after the Games.

³² In joint collaboration with ADEME, BPIFrance and AgriMer

THEY DID IT



In all, eight projects were awarded PIA support (over €3.5 million in total) and are **working with Paris 2024** to fine-tune their project and bring it to life. They may also be put in touch with other organisers of large-scale international sporting events and/or Paris 2024's business partners.

Paris 2024's stakeholders are contributing to the dynamic surrounding the Games by **supporting technical innovation** that **prompts lifestyle changes**. Some of their initiatives are:

21ST CENTURY WATER FOUNTAINS FOR ALL: A BREAKTHROUGH THAT WILL HAVE A POSITIVE IMPACT FOR GAMES DELIVERY

Paris City Council and Eau de Paris (the Paris water authority) launched this challenge aimed at **inventing a new model for water fountains in cities – or “21st Century Water Fountains”** that are more accessible, more visible, more sustainable, low-carbon and can also supply information and serve as landmarks in the city.

The specifications were drafted with **Paris 2024, SOLIDEO, APF France Handicap** and **Plaine Commune**, a regional public authority.

Plaine Commune (which supplied the master plan for water fountains), SOLIDEO (which is handling construction and supervision of Olympic facilities), Paris City Council and Eau de Paris are currently considering the possibility of providing **free access to water in public spaces**.

The goal is to build a lasting **tangible and intangible legacy** for present and future generations. This is also the first demonstrator to trial a novel approach, “universal eco-design”, which addresses environmental and social issues concurrently.

Moreover, all **Olympic and Paralympic venues** will have **water fountains**.

FINANCIAL SUPPORT FOR PROJECTS RELATING TO REUSABLE CONTAINERS AND BULK PRODUCT SUPPLIES TO BRING ABOUT SUSTAINABLE SOLUTIONS

To encourage the largest festivals and sporting events to adopt a zero-waste and low-carbon approach, the Île-de-France Region has provided **funding for 20 projects involving reusable containers and bulk dispensers** to limit the use of packaging, in particular in preparation for the Paris 2024 Games.

The **Île-de-France Region** backed a company that is developing industrial and logistical solutions to reuse returnable packaging. It is helping food retailers and catering companies **move away from single-use containers** with industrial systems enabling multi-use packaging.

This young company set up shop in Neuilly-sur-Marne (Seine-Saint-Denis) on 15 February 2021, at its first 1,300 sq. metre industrial complex equipped to wash **40 million containers a year**, thus avoiding 3,300 tonnes of waste. It will create **40 jobs over the next 5 years**.

It is also aiming to set up **seven other industrial washing complexes** by the end of 2022.

To the same end, the Île-de-France Region **will call for expressions of interest** to attract innovative approaches to facilitating, expanding and consolidating **waste reduction, reuse, repair and recycling** in the Greater Paris Area, in particular in the sports, cultural and tourism sectors, also in preparation for the Paris 2024 Games.

3.2 CONTRIBUTE TO THE ECOLOGICAL TRANSFORMATION OF THE SPORTS MOVEMENT AND COMMUNITIES

Paris 2024 is also using the Games as a sandbox to raise awareness of the role and responsibilities of sport regarding the environment, in order to inspire and share breakthroughs with a view to building a legacy with and for the sports movement and communities.

To speed up the ecological transformation under way, Paris 2024 is leveraging sport by helping to bring eco-companies and the world of sport closer together, by working with WWF France on its programme to support the environmental transformation of sport and by taking part in rallying international players through the Sports for Climate Action initiative.

3.2.1 THE NETWORK OF ECO-COMPANIES (PEXE) SERVING SPORT

LE RÉSEAU DES ÉCO-ENTREPRISES (LE PEXE) AU SERVICE DU SPORT

The world of sport is aware of its impact and getting organised to embark on its transformation, but the **various stakeholders in the public and private sectors sometimes have trouble identifying solutions** that will help them achieve environmental excellence. This is why Paris 2024, with the French Ministry of Sport, is supporting the national network of eco-companies (PEXE) and its plan to **bring the world of sport and eco-companies closer together** in order to accelerate the ecological transition by solidifying ties with environmental businesses and thereby facilitating access to responsible solutions.

In very concrete terms, PEXE is working concurrently on two fronts:

- Creating and promoting **directories of innovative solutions** for sustainable sport;
- Leading 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.



The first directory of innovative solutions for sustainable sport was released at PEXE's 12th national forum of cleantech companies, on 8 April 2021. This directory covers permanent and temporary infrastructure and lists the companies offering solutions covering design, construction, renovation, installation and operation. It currently includes some 600 companies.

It will release two other directories in 2021:

- **Circular economy** in event catering;
- **Sustainable communication.**

The connections are already happening: at the forum in April, about 15 organisations in the world of sport (professional clubs, sports federations, event organisers) discussed their requirements with hundreds of companies during workshops.

3.2.2 SUPPORTING THE WORLD OF SPORT IN ITS TRANSFORMATION

The Paris 2024 Games, other large sporting events and everyday participation in sport are **fantastic opportunities to bring about new solutions and methods.**

PARIS 2024 AND WWF FRANCE ARE COMMITTED TO SUSTAINABLE SPORTING EVENTS

In November 2019, Paris 2024 teamed up with WWF France on its **programme to support the environmental transition of the world of sport.** The goal is to take concrete action and carry out full-scale trials at sporting events. This programme accommodates the fact that event organisers have various scopes of responsibility and have reached varying levels of maturity regarding environmental matters, and addresses their specific requirements and constraints.

The WWF programme focuses on **three key areas**:

- **Supporting the environmental transition of sporting events in France** to encourage and equip stakeholders in the Games ecosystem to factor ecological considerations into their activities (responsible procurement, sustainable catering, etc.). To do this, WWF France is using a collective construction approach that involves setting up and leading working groups. This initiative is bringing together about 80 parties representing more than 200 events, who are **identifying the levers for action** for sporting events in order to draft recommendations that accommodate all stakeholders' constraints;
- **Raising awareness among spectators and helping them adopt more environmentally friendly behaviour:** supporters have a pivotal role to play in reducing the environmental impact of sporting events. WWF France wants to create an **eco-responsible experience for spectators** and lastingly change their habits through research into and use of athletes' influence;
- **Developing active mobility³³ during sporting events:** WWF plans to produce a **best practice guide** and down-to-earth recommendations to set up **active mobility plans** specifically



To stem rampant climate change and loss of biodiversity, we need bold measures and initiatives to protect the environment. We need every organisation to rank its environmental commitments among its essential performance indicators. Sport has the power – and the ability to catalyse momentum and means – to help us create this dynamic.

Isabelle Autissier,
Honorary President of WWF France



© Benjamin Boccas

← ISABELLE AUTISSIER (WWF FRANCE HONORARY PRESIDENT) AND TONY ESTANGUET AT THE LAUNCH OF THE AGREEMENT, NOVEMBER 12TH, 2019

³³ Every mode of transport generating physical activity: walking, biking, rollerblades, adult scooter

Paris 2024's stakeholders play an essential role in the transformation of the world of sport through their mobilisation and by addressing social and environmental concerns.

THE CHARTER OF 15 ECO-RESPONSIBLE COMMITMENTS TO TRANSFORM THE ORGANISATION OF LARGE SPORTING EVENTS

Beyond their entertainment value, large international sporting events play a particular role as a **showcase for the host country** and **boost its worldwide appeal**. These large sporting events also have a **duty to limit their negative impacts on the environment**. Event organisers and facility managers aware that they can lead the way have decided to join the ambitious programme that the French Ministry of Sport has set in motion.

The **French Ministry of Sport**, in partnership with **WWF France**, launched the **Charter of 15 eco-responsible commitments** for sporting event organisers on 12 January 2017. The Charter has since been signed by some 80 event organisers and facility managers (professional federations, leagues and clubs, and private-sector organisers) including **Paris 2024**.

The Charter's focus areas follow:

- **Responsible food and procurement;**
- **Waste recycling;**
- **Reduced water and energy consumption;**
- **Sustainable mobility;**
- **Protecting biodiversity;**
- **Accessibility;**
- **Gender equality** in positions of responsibility.



The platform went live in September 2019. By spring 2021, it had **442 self-assessments** and **131 documents in its toolbox**. Interactive videos are being produced and will soon be added to the many tools already available on the website.

THE CNOSF'S³⁴ OSR PLATFORM TO BUILD AWARENESS AND SUPPORT FEDERATIONS ON MATTERS RELATING TO SUSTAINABILITY

The **CNOSF** (French National Olympic and Sports Committee) has on-lined a **platform** dedicated to OSR (organisations' social responsibility) to enable stakeholders in the sports movement to **structure and/or promote** their programmes. The platform helps sports federations, leagues, local or regional committees and clubs understand environmental and social issues more clearly, do self-assessments, identify areas for progress and share and showcase best-practises.

The platform enables a sports organisation to achieve four objectives:

1. Ensure it is **sustainable**;
2. Improve its **performance** in a **spirit of solidarity**;
3. Solidify its credibility and foster **member loyalty**;
4. Build its **sport's appeal** for the benefit of its **local area**.

Social responsibility in sport encompasses considerations such as the **sound and balanced development of participation in sport** and sports facilities in cities and regions, **diversification of practices**, the **economic weight** of sport, **innovation** and **training**. This platform is also an essential tool to show that sporting events and participation in sport **also play an educational role** and **raise public awareness of the values of sustainable development**.

ELIMINATING SINGLE-USE PLASTICS: COMMUNICATION AND NUDGE CAMPAIGNS BY PARIS CITY COUNCIL AND WWF FRANCE

Eliminating single-use plastic in Paris by 2024 involves shifting individual behaviour as much as institutional and business practices. That is why **Paris City Council** is working on **nudges**, i.e. mechanisms using behavioural science to alter behaviour without applying pressure or penalties – in this case making good behaviour fun, visible and appealing.

On this programme, **Paris City Council** carried out an experiment with the **WWF** in three pilot sports venues to reduce the use of throwaway plastic bottles by using an approach rooted in behavioural science.



In 2019, it collected **70 tonnes of supplies and equipment** at **22 permanent drop-off spots** and during events. It organised 465 activities including 200 repair workshops. It has sold 8,000 items through charity shops (Massy Palaiseau and Paris Bessières) and held 18 jumble sales. It collects equipment from sports shops (68%), waste recovery centres (15%), private owners (7%) and organisations (10%).

In 2020, it collected **100 tonnes of supplies equipment** and repaired and reused 75% of it in a 1,200 sq. metre eco-centre.

RECYCLERIE SPORTIVE: ENCOURAGING REUSE OF SPORT SUPPLIES AND EQUIPMENT

The Île-de-France Region and Paris City Council support the **"Recyclerie Sportive"**, the first recycling centre that specialises in sport supplies and equipment. It opened in 2016 and provides equipment collection services, zero waste sporting activities and self-repair workshops.



© Recyclerie sportive



CO IN SEINE SAINT DENIS

- **264 organisations** listed so far;
- **30 adverts posted** (ranging from material recycling to residencies and on to internships);
- **25 adverts/connections** via the CO email address;
- 3 newsletters, **38% opening rates**;
- **Video tours** (ReStore, Ici Montreuil and Recyclerie de la Noue with La Réserve des Arts): **8,000 views in total**.

CO IN SEINE-SAINT-DENIS: CONNECTING ENTREPRENEURS AND EVENT ORGANISERS TO REINVENT SPORTING EVENTS

The Seine-Saint-Denis administrative department launched an online platform "Co In Seine-Saint-Denis" on 25 June 2020. CO is a **collaborative and participatory platform** to organise **eco-responsible events** in Seine-Saint-Denis.

The events sector has been completely shaken up over the past year or so, and the crisis has shown that it needs to reinvent itself, in particular around eco-responsible approaches to shift towards more **inclusiveness, stewardship and local sourcing**. The CO³⁵ platform is designed to support this shift by putting **entrepreneurs, eco-responsibility champions** and **event organisers** in touch with each other.

³⁴ <https://rso.franceolympique.com/>

³⁵ <https://co.inseinesaintdenis.fr/>

3.2.3 MOBILISING AT THE TOP

Paris 2024 intends to harness the Games as a unifying force to **rally the world of sport** around efforts to reduce emissions from competitions and other activities, to support gender equality and refugees, and to involve development banks in sport.

PARIS 2024 JOINS THE UNFCCC'S SPORTS FOR CLIMATE ACTION INITIATIVE

At an international level, Paris 2024 materialized its commitment by joining the Sports for Climate Action initiative led by the UNFCCC (United Nations Framework Convention on Climate Change), during the 24th Conference of the Parties (COP24), in 2018.

The initiative has attracted more than 200 signatories, who have committed to adhere to five principles:

1. Undertake systematic efforts to promote **greater environmental responsibility**;
2. **Reduce** overall **climate impact**;
3. **Educate** for climate action;
4. Promote **sustainable** and **responsible consumption**;
5. Advocate for **climate action** through **communication**.



The Environmental Excellence Department is involved in the various working groups that are operationalising the commitments in this initiative. It is especially active on the second principle, "Reduce overall climate impact", as co-chair of the working group. Participants meet twice a month to share best practices and work together to improve awareness of carbon footprints.



© Comité International Olympique (CIO)

→ FIRST MEETING OF THE SPORTS FOR CLIMATE ACTION FRAMEWORK SIGNATORIES, LAUSANNE, SEPTEMBER 19TH, 2019

3.3 OPEN UP THE OPPORTUNITIES ARISING FROM THE GAMES FOR AS MANY PEOPLE AS POSSIBLE

The Games are a gigantic gathering involving contributions from a huge number of people. Paris 2024 has created and is using many tools to make sure everyone, including the long-term unemployed, and every business, is in a position to seize these opportunities.

The Games are also an opportunity to spur urban and economic development, and increase participation in sport, in host communities. Paris 2024 and its stakeholders have pledged to organise Games that foster local growth, contribute to improving local access to sport and improve quality of life in host towns, cities and regions.

3.3.1 GAMES THAT PROVIDE OPPORTUNITIES FOR EVERYONE

Paris 2024 started very early on to **inform, involve** and **prepare** all **companies**, including very small, small and medium-sized ones and social enterprises, and **everyone**, including the long-term unemployed, so that they can **all tap into the business opportunities** surrounding the Games. It did this through:

- A series of commitments to ensure the Games set a benchmark in social relations, under the **Paris 2024 Social Charter** and an **agreement with the Yunus Centre³⁵, SOLIDEO and Les Canaux³⁶**;
- Tools to inform, assist and bring together companies, including the Entreprises 2024 platform and the **ESS (Social and Solidarity Economy) 2024 programme**;
- A **job analysis** to identify and anticipate the job and training requirements associated with the Games;
- A project for a **skills and employment development plan (EDEC)** for large-scale cultural and sports events.

³⁵ The permanent resource center for social business in France.

³⁶ Maison des Economies Sociales et Solidaires, an SSE organisation.

COMMITMENTS TO DELIVER SOCIALLY RESPONSIBLE GAMES

THE PARIS 2024 SOCIAL CHARTER

Paris 2024 adopted its **Social Charter** on 19 June 2018 with SOLIDEO, businesses, local authorities and representatives for employee unions and an employer federation³⁷. This charter was drawn up and first signed at the bid 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, businesses and local authorities, but also for 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, beyond their traditional roles as providers or business partners. Their mandate in the Monitoring Committee involves guiding, advising and alerting Paris 2024 and SOLIDEO. Paris 2024's Executive Board includes two social partners: an employee union and an employer federation³⁸;
- **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 an exemplary repurposing of the Olympic Village and promoting sport at work).

↓
"CHARTRE SOCIALE PARIS 2024, 1919-2019 : LA GENÈSE"
LE 28 JANVIER 2020
À PARIS.

© PHILIPPE MILLEREAU / KMSP



From left to right : Tony Estanguet; Nicolas Garier (film director; Cyril Cosme (Head of the ILO bureau in France); Marie Barsacq

To that end, the **Social Charter Monitoring Committee** meets every quarter to oversee projects led by SOLIDEO and Paris 2024.

It also contributes to **involving businesses** by taking in part in SOLIDEO and Paris 2024 **meet-ups on responsible procurement**, and is included in the task force drafting a charter for other sporting events on a European scale.

THE AGREEMENT BETWEEN PARIS 2024, THE YUNUS CENTRE, SOLIDEO AND LES CANAUX

In order to organise united and inclusive Games, Paris 2024 and Paris City Council signed an agreement with the Yunus Centre, SOLIDEO and the non-profit Les Canaux on 23 May 2018. With this agreement, Paris 2024 and the signatories have taken on the following objectives together:

- **Support local economic development** and ramp up organisations that drive social and environmental innovation relating to the Social and Solidarity Economy, integration and sheltered employment;
- Encourage 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;
- **Provide tangible solutions and share 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;
- **Inform and involve all local companies** and the Social and Solidarity Economy, professional integration bodies and the disability sector in the economic opportunities of the Games;
- Guarantee 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



→
SIGNING
OF THE AGREEMENT,
MAY 23TH, 2018

Tony Estanguet, Pr Muhammad Yunus, Anne Hidalgo (Maire de Paris)

³⁸ CFDT, CFTC, CPME, CGT, CFE-CGC, FO, MEDEF, U2P

³⁹ Bernard Thibault, representative for French trade unions on the ILO's Governing Board, and Geoffroy Roux de Bézieux, Chairman of MEDEF.

TOOLS TO INFORM, SUPPORT AND BRING TOGETHER COMPANIES

THE ESS (SSE) 2024 PROGRAMME

Paris 2024 and SOLIDEO, along with Les Canaux and the Yunus Centre, have set up ESS 2024, a **programme to the Social and Solidarity Economy**.

This programme's three main objectives follow:

- 1. Inform:** ESS 2024 is building a **programme to involve and assist** the social and solidarity economy. The ESS 2024 platform and the weekly newsletter circulate news relating to legislation, tenders and upcoming meetings to guide organisations in the Social and Solidarity Economy.
- 2. Help social enterprises team up with large groups:**
 - **Monthly meetings** (breakfasts and workshops) to tell participants about the various arrangements enabling large groups and social enterprises to work together, share feedback from people who have experience (good and bad) with this kind of partnership, and provide advice on the approach for joining forces;
 - **A France-wide tour** to present these tools and all the opportunities: with support from the French Secretariat of State for the Social, Solidarity and Responsible Economy, the ESS 2024 team at Les Canaux is visiting each French region to **inform the local SSE ecosystems and include them** in the business opportunities surrounding the Paris 2024 Games. These include CRESSs (regional social and solidarity economy chambers), SCOP (cooperative and participatory association) unions, the FEI (federation of integration companies), France Active (France's leading SSE funding organisation) and the sports movement (regional and departmental Olympic and sports committees, etc.).
- 3. Feature success stories in Cahiers d'Impact:** these booklets, prepared in partnership with business circles, local and regional authorities and SSE network leaders, **list solutions and innovations** from social enterprises in business sectors related to the Games, and are circulated to Olympic and Paralympic contracting parties and customers.



21,000 business had signed up to Entreprises 2024 (60% in the Greater Paris area, 90% of them very small, small and medium-sized) at end-2020.

THE ENTREPRISES 2024 PLATFORM

Paris 2024, SOLIDEO and MEDEF⁴⁰ set up Entreprises 2024 to put all companies in a position to tap into the business opportunities arising from the Games. Entreprises 2024 is the main gateway for companies to find information about contracts associated with organising the Games.

All companies that have signed up on this platform receive real-time **information about current calls for tenders** and advice on bidding. Entreprises 2024 is set to continue operating beyond 2024 to publicise tenders for other major sporting events held in France.

AT END-2020:



150,000
COMPANIES REGISTERED ON
THE ESS 2024 PLATFORM,
55% OF WHICH IN THE
GREATER PARIS AREA

7



THEMED CAHIERS
D'IMPACT
INVENTORING BEST
PRACTICES

124

SOCIAL
ENTERPRISES
ALREADY
AWARDED
CONTRACTS

5



MEET-UP
IN SEINE-SAINT-DENIS

⁴⁰ Mouvement des Entreprises de France, the largest employer federation in France.
⁴¹ MEDEF, regional social economy chambers, Les Canaux, France Active, chambers of commerce and industry, etc.



The Banques Populaires et Caisses d'Epargne (BPCE) Group became Paris 2024's **first Premium partner** in 2019 and has since set in motion a variety of initiatives mirroring Paris 2024's commitments and vision to promote and support **very small, small and medium-sized businesses and social enterprises**.

In 2020, it started up **Entreprendre 2024**, a support programme, and a tour which aims to improve access to economic and social opportunities related to the organisation of the Games. In over a year since then, **20 banks** in the group have taken part in the programme, **13 sessions** have taken place across France and more than **2,000 businesses and partners⁴¹** have accepted the invitation from BPCE, Paris 2024 and SOLIDEO.

The **programme's results are encouraging**: 5% of the contracts have been awarded and businesses backed by BPCE banks have been awarded several of them. **The programme continues to roll out in 2021**: six gatherings have taken place so far and two more are scheduled.



In 2020, we transformed Entreprendre 2024 to move it even closer to our customers and companies that might benefit from it. And 2021 will be an opportunity to add even more depth and value to our commitment alongside Paris 2024.

Jean-Yves Forel, head of the Paris 2024 Games project at the BPCE Group

BETTER IDENTIFYING AND ANTICIPATING EMPLOYMENT AND TRAINING REQUIREMENTS FOR THE GAMES

JOB ANALYSIS⁴²

Paris 2024, SOLIDEO and the contracting parties conducted a study in 2018 in order to allow local residents to tap into the opportunities of the Games⁴³. This study **pinpoints the jobs and training** that will be required to prepare and stage the Games. The analysis, in other words, identifies and quantifies the jobs arising from the Games.

The Paris 2024 Games are expected to be linked to **150,000 jobs** in total. The three sectors included in the analysis will be impacted to different extents:

- **78,300 jobs** will be mobilised in the **events sector**;
- **60,000 jobs** will be mobilised in the **tourism sector**;
- **11,700 jobs** will be mobilised in the **construction sector**.

This analysis is being updated in light of changes in the economic, social and health situation, and the revised version will be presented in the second half of 2021.

THE SKILLS AND EMPLOYMENT DEVELOPMENT PLAN FOR LARGE CULTURAL AND SPORTS EVENTS

The two professional training funding bodies responsible for training in the events and security sectors have put forward a project for a skills and employment development plan (EDEC) involving 19 industries, the French Ministry of Labour and Paris 2024 in efforts 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.

This objective currently involves **three main focus areas**:

Axe 1 : Identifying, preparing, adapting and certifying the skills of the organisations in the major events sector;

Axe 2 : Helping companies recruit and on-board new employees (in particular the long-term unemployed) to secure their career paths;

Axe 3 : Building appeal and sense of belonging in the major events sector through corporate social responsibility and communication.

Paris 2024 stakeholders have also taken a variety of measures to ensure the Games open up **opportunities for everyone**:

- A **series of commitments**, in particular **SOLIDEO's** charter to promote local employment and community development;
- Tools and programmes to train local residents and equip them for the opportunities arising from the Games, for example **QIOZ**, a digital platform developed by the **Île-de-France Region**, and **Paris Tous en Jeux**, a training programme by **Paris City Council**.

THE SOLIDEO CHARTER: NEW OPPORTUNITIES FOR BUSINESSES AND THE LONG-TERM UNEMPLOYED

SOLIDEO adopted a **charter to promote local employment and community development** in its construction operations in preparation for the Paris 2024 Olympic and Paralympic Games on 5 July 2018.

This **charter applies the commitments from the Social Charter** to work on permanent Games infrastructure. Three of the objectives in it follow:

- Set aside **10% of the hours worked for professional integration** (long term unemployed, people on work-study programmes and residents of disadvantaged areas);
- Ensure that **25% of revenue from Games contracts goes to very small, small and medium-sized businesses and the Social and Solidarity Economy**;
- Create **construction sites that raise labour relations standards**: combat illegal labour, anticompetitive practices and discrimination to ensure good working conditions.

↓
CONSTRUCTION WORK AT THE ATHLETES VILLAGE, SOLIDEO



© SOLIDEO / Semse - W. Beaucardet

So far, **€148 million worth of contracts** has been awarded to **600 very small, small and medium-sized businesses and social enterprises** throughout France;

The contracting parties have already allocated **178,765 hours to professional integration**.

⁴² <https://www.paris2024.org/fr/cartographie-emplois/>

⁴³ Montée en compétences, accès aux offres d'emploi, sécurisation des parcours, etc.

THE QIOZ ONLINE PLATFORM: BOOSTING EMPLOYABILITY BY TEACHING FOREIGN LANGUAGES

The Île-de-France Region is aiming to improve its population's language skills and become a multilingual region by 2022. This is a requisite to increase its people's employability and the area's appeal in preparation for the Games.

The Region set up the QIOZ online platform in 2019 to achieve this. QIOZ builds proficiency in foreign languages with an application, using a novel, self-paced approach that is essentially based on excerpts from films, series, music videos and documentaries.



- QIOZ went live in 2019 and some **247,459 users have signed up so far** to start learning or improve their English, Spanish, German, French, Portuguese or Chinese;
- The application also includes a **proficiency test** using the CEFRL⁴⁴ scale and **50%** of the learners who took two or more tests had **advanced at least one level**.

PARIS TOUS EN JEUX: TRAINING PARISIANS TO MAKE THE MOST OF THE OPPORTUNITIES RELATING TO THE GAMES

Paris City Council set up its Paris Tous En Jeux training programme in spring 2019 to address the issues identified in Paris 2024's job analysis. The programme is reaching out to a wide variety of groups in Paris with opportunities to acquire skills. It is principally focused on people living in low-income neighbourhoods, youths, people in the later stages of their career and unskilled jobseekers who are keen to train.

PARIS TOUS EN JEUX

- As the Covid-19 crisis altered the scope of jobs in short supply, the **2020 version focuses particularly on training that will prove useful for the 2024 Games and at the same time address the situation** on a job market that has been reshuffled by the pandemic.
- The **sectors** selected in 2020 are organisation and logistics, construction, personal services, local handicrafts and sustainable agriculture.
- Even though the health situation severely disrupted the sessions, **635 people were trained** in trades relating to the Games.

3.3.2 BUILDING THE GAMES' LEGACY IN COMMUNITIES, TOGETHER

To ensure the Games are for the whole of France, and that their legacy reaches as many towns, cities and regions as possible, Paris 2024 is working on:

- **Involving communities and building with them**, in particular via the **Terre de Jeux 2024** label to inspire communities and disseminate initiatives relating to the climate and the environment, encouraging more active lifestyles, etc.;
- **Contributing to local development by bringing top-level athletes** to selected sports facilities as Games Preparation Centres

INVOLVING COMMUNITIES AND BUILDING WITH THEM THROUGH THE TERRE DE JEUX 2024 LABEL

The Terre de Jeux 2024 label was introduced in 2019 to involve and bring together **French local and regional authorities** and the **sports movement**⁴⁵ around the Games adventure and build the Games legacy in communities together. Paris 2024 is implementing its vision throughout through this label by shining a spotlight on the **stakeholders who are embarking on the Games' adventure**. The launch outside France – which involves **awarding the label to French embassies** in 2021 – will engage French and Francophile people beyond the country's borders.

Through this label, the living forces in communities are rallying together to step up the Games' impact on society and the environment. Paris 2024 is also learning from the participating communities and federations, publicising their programmes and working with them on initiatives that:

- Harness sport for **educational** purposes and to improve **health**;
- Harness sport to foster **inclusion**;
- **Leverage** sport for sustainability;
- Make **physical activity** more accessible to all.

⁴⁴ Common European Framework of Reference for Languages (A1 to C2)

⁴⁵ Sports federations, leagues and clubs.

⁴⁶ Fédération Française des Sports de Glace (ice sports), Fédération Française de Billard, Association Française du Corps Arbitral Multisports (refereeing), Fédération des Clubs de La Défense, Fédération Française des Clubs Omnisports, Fédération Française Sports pour Tous, Fédération Nationale du Sport en Milieu Rural, Fédération Sportive des ASPTT (multisport), Union Nationale des Clubs Universitaires, Union Nationale Sportive Léo Lagrange.

- Two years after its launch, the Terre de Jeux 2024 label has attracted a large number of members including **1,643 districts and inter-council public establishments**, more than **90 administrative departments**, several regions and **dozens of Olympic and Paralympic federations**. Today, 27 million people in France live in communities that have been awarded the Terre de Jeux 2024 label.
- **This label is for everyone** and aims to **mirror the country's diversity**: the first commune to earn certification, Bellefosse, is a village with 149 residents, and the first contingent also included several French overseas communities.
- In July 2020, the Organising Committee kicked off the **#ExploreTerredeGames2024** challenge to **showcase natural areas** and encourage people to exercise in them. This operation includes digital tools to feature the wealth of sports trails available in each area.
- In 2021, the Terre de Jeux 2024 label is **open to the entire sports movement**, especially sports federations that are not included in the Paris 2024 programme, so that the Games' legacy reaches all disciplines. **Ten federations**⁴⁶ have earned Terre de Jeux 2024 status alongside the UNSS and USEP (two school sports unions) and 102 regional, departmental and local Olympic and sports committees, via the French National Olympic and Sports Committee.

GAMES PREPARATION CENTRES: AN OPPORTUNITY TO STRENGTHEN AN AREA'S APPEAL FOR SPORTSPEOPLE

Games Preparation Centres are “base camps” where athletes will be able to soak up the host country's culture and look ahead to the Paris 2024 Games adventure. Besides playing an **essential role enabling athletes to prepare**, these centres will **involve communities and contribute to local development** by bringing top-level athletes to sports facilities in them.

Now that the Tokyo Games are over, athletes from around the world will start familiarising themselves with France at the **620 facilities that have been selected as Games Preparation Centres** in the **415 towns and cities that have been awarded the Terre de Jeux 2024 label**. Sports facilities and reception services meeting the highest standards have been selected to provide optimal conditions for these athletes to train.

A Games Preparation Centre can **boost its area's appeal**. Owners might also be **eligible for support to equip, renovate or build** their centres. To apply, they can take part in the ANS's call for projects, which will allocate €20 million for renovation work on Games Preparation Centres (€14 million in 2021, €6 million in 2022).



The State services worked side by side with Paris 2024 and the sports movement to select outstanding sports facilities to host sports delegations from around the world starting at the end of the Tokyo Games. This label applies across France. That was a sine-qua-non. We agreed with Paris 2024, right at the beginning of this Olympic adventure, that the 2024 Games must benefit all our communities, starting now, because they are the Games for the whole of France.

Michel Cadot, Delegate for the Paris 2024 Olympic and Paralympic Games and other large-scale sporting events, Chairman of the French National Sports Agency (ANS)



- More than **750 applications** were submitted from **15 July to 30 November 2019**.
- They were reviewed in **light of technical criteria** (fields of play, infrastructure quality, medical services, accessibility) and **non-technical criteria** (transport and reception infrastructure, programme to host and assist delegations, legacy for local sporting circles).

The second phase in the call for projects ended on **31 March 2021**. During it, Terre de Jeux

- 2024 communities were able to complete their submission and apply for Games Preparation Centre status in three additional Paris 2024 disciplines (breaking, sport climbing, skateboarding) and 3x3 basketball.

Paris 2024's stakeholders are already contributing to building the Games' tangible legacy by transforming areas in ways that benefit the people living in them. More than anything else, the constructions and operations relating to urban development, under SOLIDEO's responsibility and financed by the French State and local and regional authorities, will set the example for:

- **Environmental excellence** paving the way for the city of the future;
 - **Universal accessibility** to ensure everyone enjoys optimal comfort and convenience.
- Beyond this, the Games are also an opportunity to improve living conditions for many people:
- **Paris City Council** is rolling out “**augmented accessibility**” neighbourhoods;
 - **Seine-Saint-Denis Departmental Council** supports Prisme, a place where everyone, especially people with disabilities, can practise sports;
 - **The French State, Paris City Council** and numerous other authorities are **working on making the Seine fit for swimming**.

SOLIDEO'S ENVIRONMENTAL EXCELLENCE STRATEGY: LASTING HERITAGE, CITY-WIDE

SOLIDEO and its stakeholders are aiming high with its Environmental Excellence strategy to address climate change, carbon emissions and natural resource scarcity. It applies this strategy to its own projects as well as the ones it supervises.

SOLIDEO's Environmental Excellence strategy is aimed at:

- 1. Ensuring carbon neutrality by 2050**, across the entire life cycle of buildings by using bio-sourced and low-carbon materials, reusing and recycling waste on construction sites, and using renewable energy;
- 2. Guaranteeing urban comfort in the climate of 2050**, accounting for climate change 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 taking into account issues relating to the water cycle.

THIS STRATEGY HAS ALREADY LED TO A NUMBER OF STEPS IN THE RIGHT DIRECTION:



USE OF TIMBER

the Olympic Aquatics Centre will have the world's largest wooden concave arch, spanning more than 80 metres;



SAVING MATERIALS, INCREASING MODULARITY AND REVERSIBILITY

the Athletes' and Media Villages will have post, beam and floor structures or post and slab structures that enable a wide variety of options for subsequent repurposing;



POWER SUPPLY AND ENERGY EFFICIENCY

the Olympic Aquatics Centre will make the most of solar power, thanks to its orientation, compact design and insulation; it will be heated by a recovery system fed by the district heating network and have a 2,700-panel solar array spanning 4,680 sq. metres on its rooftop.



BIO-SOURCED MATERIALS

Paris City Council will use unfired clay bricks for tall partitions in the La Chapelle Arena, thanks to funding from SOLIDEO's innovation fund;



REUSING AND RECYCLING

the seats at the La Chapelle Arena and Olympic Aquatics Centre will be entirely made from local plastic waste;



THE ATHLETES' VILLAGE IS A UNIQUE PROJECT AT THE CENTRE OF AN ENTIRE AREA'S TRANSFORMATION

- The Athletes' Village will play a key role in **Plaine Commune's**⁴⁷ history and the plan to develop the area. 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 term⁴⁸.
- The **Athletes' Village** will embody European urbanism in 2050: it will be **energy-efficient, its design will be bioclimatic, its construction materials will be bio-sourced and low-carbon**, and it will include a **strategy to restore biodiversity in a densely built-up area**. Timber is used in building structures whenever it is technically and economically viable – which it is in all the housing buildings under 28 metres high in the Village. The project is aimed at reducing carbon emissions by about 50% over the Village's 50-year life cycle compared to a conventional project (based on building permit applications).
- The Village will also apply **active design** principles to **encourage the neighbourhood's people to exercise and participate in sports on a daily basis**.
- Once the Games are over, the athletes' accommodation will become a **vibrant, sustainable, mixed-use neighbourhood that is open to everyone**⁴⁹.
- Over the next three years, the Village will be **France's largest single construction site**. Some **4,000 employees** will work there and it will have **40 cranes in operation**. **River transport takes precedence** during construction, in and around the site.
- At the beginning of 2021, **60% of the buildings where the Village will be built had been dismantled**. A very ambitious programme to reuse and recycle materials and supplies was put in place very early on. The companies tasked with taking apart the buildings carefully removed all the fittings, and they were put on sale in three showrooms at the construction site. So far, more than **65 tonnes** of toilets, radiators, light fittings and other supplies have **started their second life**, and 93% of the other waste (concrete, plaster, metal, etc.) has been reclaimed.



The deconstruction, reuse and recycling programme's results are very good: the 93% reclamation rates have considerably reduced our carbon footprint. Now we are investing in bio-sourced or low-carbon materials, innovative techniques and alternative construction methods to continue to work on our environmental performance during this new phase in the project. The plan to convert the Athletes' Village after the Games provides a large-scale testing ground to build a pioneering project, based on a two-pronged strategy – sustainability and universal accessibility – that can provide a solid stepping stone for the sustainable city of 2050.

Nicolas Ferrand, SOLIDEO CEO

THE PLEVEL NEIGHBOURHOOD IN SAINT-DENIS

The Île-de-France Region is involved in the **Plevel neighbourhood project in Saint-Denis**. The plan here is to install heat pumps combined with shallow geothermal wells to heat and cool three of the surrounding urban development programmes including the Athletes' Village.

SOLIDEO'S UNIVERSAL ACCESSIBILITY STRATEGY: DESIGNING THE INCLUSIVE CITIES OF THE FUTURE

SOLIDEO's projects are intended to benefit everyone and aimed at building the inclusive, free-flowing, comfortable and convenient cities that France envisions for 2050. Its universal accessibility strategy, which it adopted on 22 March 2019, states its aim to rally all the Games' stakeholders around it and embed the principles in it in the structures it designs.

SOLIDEO's universal accessibility strategy encompasses five focus areas:

1. Apply a **universal design approach** to meet all users' needs and ensure they all enjoy optimal convenience both during and after the Games;
2. **Address the full travel and mobility chain** to avoid any disruptions in paths and/or signposting; this ambition applies as much to buildings (facilities, accommodation, offices, etc.) as it does to public areas, which will be functional, pleasant and widely appealing;
3. **Raise awareness, inform and communicate** so that everyone involved in the project takes into account the issues surrounding universal accessibility and communicates about site accessibility;
4. **Combine urban resilience and innovation**: while encouraging innovation, the solutions found for ensuring universal accessibility must be resilient and not rely on technical solutions that may fail;
5. **Leave behind a methodological legacy**, so that the process and solutions can be replicated in other areas.

SOLIDEO has set up a **working group on universal accessibility**, which includes members from organisations that represent people with disabilities, to fine-tune the guidelines for each project.



UNIVERSAL ACCESSIBILITY AT THE ATHLETES' VILLAGE AND MEDIA CLUSTER

- **All accommodation at the Athletes' Village will be fully accessible from the legacy phase**, which means defining specific requirements for living spaces (bathrooms, lifts, sufficient space in communal areas, etc.) and high architectural standards, so that those requirements can be perfectly integrated from the design phase on.
- **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 really consider the quality of life of everyone, particularly older people.

The Games will also be an opportunity to improve living conditions for many:

PRISME: AN INCLUSIVE AND ACCESSIBLE SPORTS FACILITY

- **A parasports facility** will open at the Stade Départemental de la Motte in Bobigny, Seine-Saint-Denis, in 2023. The project, called Prisme⁵⁰, was set in motion by the Seine-Saint-Denis Departmental Council and is unlike any other in Europe: this sports hub will apply the universal **accessibility principle**, and able-bodied and disabled people alike will be able to enjoy it.
- The project is backed by Paris 2024, SOLIDEO and the French Interdepartmental Solidarity and Investment Fund; the provider will be selected in the first half of 2021.

⁴⁷ A combined authority that brings together nine towns within the Seine-Saint-Denis administrative department north of Paris (Aubervilliers, Epinay-sur-Seine, L'Île-Saint-Denis, La Courneuve, Pierrefitte-sur-Seine, Saint-Denis, Saint-Ouen-sur-Seine, Stains and Villetaneuse).

⁴⁸ The Athletes' Village will be in Saint-Denis, Saint-Ouen-sur-Seine and Île-Saint-Denis, and host competitors for the duration of the Games.

⁴⁹ The Village's transformation after the Games is presented in more detail in the Legacy and Sustainability Plan.

⁵⁰ Short for Pôle de Référence Inclusif Sportif Métropolitain, a facility that sets the standard for inclusive sports in metropolitan areas.

PARIS CITY COUNCIL'S AUGMENTED ACCESSIBILITY NEIGHBOURHOODS AND AFNOR: IMPROVING CONDITIONS FOR PEOPLE WITH DISABILITIES ON A LOCAL SCALE

In preparation for the Games, Paris City Council has embarked on a **bold plan to upgrade accessibility in several parts of the city**. This is part of Paris + Inclusive, an action plan that the City Council adopted in November 2020 aimed at making Paris more inclusive with the Games. Work on a standard covering accessibility management and organisation began in 2020 with Afnor, the French standardisation association. The result, Afnor Spec P96-000-Fr, is the first step towards ISO standardisation. The list of neighbourhoods that will be included in its scope is being finalised.

Beyond these neighbourhoods, in successive waves, Paris as a whole will **operationalise these principles** so as to use the Games as an opportunity to transform its reputation for welcoming people with disabilities.

Paris City Council prepared its neighbourhood project with an **accessibility working group** that encompassed numerous stakeholders including APF France Handicap, Unafam (union of friends and relatives of people with illnesses and/or disabilities), Aris (regional association for the integration of the deaf), the Prefecture for Paris, RATP (Paris transport authority), OTCP (Paris tourism authority), city services, the chamber of commerce, Cerema (centre for studies on risks, the environment, mobility and urban planning), SOLIDEO and the French Ministerial Delegation for Accessibility.



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ANNE HIDALGO,
MAYOR OF PARIS



15 pilot neighbourhoods, around the Olympic and Paralympic venues in Paris and the city's main stations and squares, will enable everyone to seamlessly reach a full range of universally accessible facilities in the area by 2024. These facilities include hotels, shops, schools, government buildings, and cultural and sports facilities. After the Games, this universal design approach will gradually reach all of Paris.

Anne Hidalgo,
Mayor of Paris.

MAKING THE MARNE AND SEINE RIVERS FIT FOR SWIMMING: AN EXAMPLE OF LOCAL LEGACY FAST-TRACKED BY THE GAMES

The prospect of swimming in the Seine after the Olympic and Paralympic competitions was one of the prominent commitments made during the bid phase. This **ambitious programme led by the French State, Paris City Council and local authorities** is summarised in the **Plan Qualité de l'Eau et Baignade**, a plan aimed at improving the quality of the Seine and Marne rivers' waters, enhancing biodiversity and making it possible to swim in them. The associated action plan is estimated to cost between **€1.1 billion and €1.4 billion**. The French State is funding half of it through the recovery plan and subsidies for the **AESN (Seine Normandie water agency)**. A memorandum of understanding was signed in October 2019 by all the partners involved in implementing this plan. Over 85% of this cost will cover measures to meet regulatory requirements such as fixing faulty connections, managing stormwater, building new sanitation networks, connecting boats and floating installations to sanitation networks, and building facilities to regulate and optimise networks.

The **necessary upgrades are under way** and a progress report was submitted to the steering committee on swimming in the Seine, in September 2020, at a meeting attended by the **French Minister of the Environment, the Mayor of Paris and the Prefect for the Greater Paris area**. The SIAAP (the Greater Paris area's wastewater treatment authority) has started disinfecting effluents from the Seine Amont (SAM) and Marne Aval (MAV) treatment plants. All the parties involved are also working on fixing the 35,000 faulty connections upstream of Paris. To that end, the SIAAP on-lined monbranchement.fr on 12 April 2021 to encourage people living around Paris to make sure their wastewater feeds into the network and not their natural surroundings.



3.4 BRING MORE SPORT INTO SOCIETY

The notion that sport can change lives is at the core of Paris 2024's vision, and the health crisis has only strengthened this belief. The Games are the opportunity of a lifetime to bring more sport into everyone's life in France and to get people moving more. Paris 2024 is not only promoting sport because it is good for health: it is also intent on leveraging its fantastic power so that it can play an even greater role in efforts to address the big challenges facing society.

3.4.1 SHEDDING LIGHT ON LESSER-KNOWN FACTS AND OPENING DOORS INTO SPORT FOR AS MANY PEOPLE AS POSSIBLE

Paris 2024 plans to use the power of the Games and the momentum surrounding them to call out to the sports movement, civil society and the general public, **using facts that are not yet widely known and bringing sport within more people's reach** with initiatives such as:

- **30 minutes of daily exercise in schools** to shed light on the risks of excess weight and obesity among young people and generally encourage schoolchildren to do more sport;
- **A study on the barriers to and instruments of sports participation among people with disabilities**, to overcome those barriers, raise awareness of the issue in society and provide suitable alternatives.

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JEAN-MICHEL BLANQUER (MINISTER FOR NATIONAL EDUCATION, YOUTH AND SPORTS) AND TONY ESTANGUET DURING OLYMPIC AND PARALYMPIC WEEK 2021



© Paris 2024



The virtues of sport are inestimable. By making health the theme for the fifth Olympic and Paralympic Week, in 2021, we are encouraging teaching staff to open every door for our young people to exercise as frequently and regularly as possible.

Jean-Michel Blanquer, French Minister of National Education, Youth and Sport.

It is the combination of the determination that everyone involved in this project shares and the unrivalled visibility that the Games enjoy that make it possible to bring this vision to life today, through initiatives and projects throughout the country.

30 MINUTES OF DAILY EXERCISE IN SCHOOLS

School **instils fundamental knowledge and values in all children**, irrespective of their social background, gender or origin. **Physical education lessons at school offer the main source of physical activity** for 80% of children. Only 13% of middle-school students in France meet the WHO physical activity guidelines for adolescents, while 25% of 14- and 15-year-olds are overweight or obese.

For all of these reasons, Paris 2024 is committed to **encouraging 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, which the Organising Committee has built with the French Ministry of National Education, Youth and Sport, is in particular:

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

In February 2020, the Ministry of National Education, Youth and Sport and Paris 2024 called for expressions of interest in trialling the **30 minutes of daily exercise in schools** initiative, in addition to physical education classes.

These 30 minutes of daily exercise do not replace the mandatory three hours of PE lessons a week, which follow a specific curriculum that is essential to fulfilment and academic success. The first schools to opt in have been trying out the 30 minutes of daily exercise since November 2020.

The call for expressions of interest aims to **attract attention to and promote initiatives, with a view to replicating them**. Paris 2024 has uploaded a toolbox for teaching staff to its Generation 2024 platform⁵¹. It brings together existing learning resources and newly developed tools such as the action cards designed by teachers from the Créteil academy.

A BVA survey in January 2021 found that this **30 minutes of daily exercise initiative** for primary schools **enjoys widespread support** (85% of respondents approve of it). According to the same survey, 9 in 10 respondents (89%) agree that schools have a role to play encouraging children to exercise and participate in sports.



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STUDY ON THE BARRIERS TO AND INSTRUMENTS OF 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 commissioned a study on the barriers to and instruments of sports participation among people with disabilities⁵², in 2019, to help remove these barriers and enlighten society on this issue.

The study's main findings follow:

- **38% of members struggled to practise at a club.** Of them:
 - 34% mentioned the difficulty of finding a club adapted for their disability;
 - 26% said they worried about other people's attitudes to their disability;
 - 22% said that there was not enough information about the services available
- Only **1/3 of staff** in clubs associated with specialised sports federations **had taken disability-related training**;
- **47.2% of sports clubs** associated with generalist sports federations **do not have any staff that have taken disability-related training**;
- **50.5% of members** say their main priority is having **staff that have received training regarding the various types of disability**.



As a result of this study, Paris 2024 has pledged to support and jointly fund a course with Paris City Council and the French Paralympic and Sports Committee to **train 20 sports clubs in Paris in how to accommodate people with disabilities and in creating parasports departments by September 2021**. 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 as many barriers to sport as possible for people with disabilities.

⁵¹ <https://generation.paris2024.org/> (French only).

⁵² Etude sur les freins et les leviers à la pratique sportive des personnes en situation de handicap, 2019, by the Observatoire pour la Recherche sur les Mégas Événements, for Paris 2024.

Stakeholders are playing a key role in expanding participation in sport and raising awareness of some of the current issues. They are taking initiatives aimed at :

- Encouraging young people to exercise and participate in sports, for example with the **Carte Passerelle** or **Jeux des Jeunes**, two initiatives by the French National Olympic and Sports Committee;
- Warning society of some of the risks and teaching young people how to swim, for instance with the French State's **Plan Aisance Aquatique** to improve swimming proficiency;
- Encouraging exercise in the city by leveraging the active design concept through the **French State's Action Cœur de Ville** programme and **active mobility** with programmes by the **French State, Paris City Council** and **Seine-Saint-Denis Departmental Council**.

THE CARTE PASSERELLE TO ENCOURAGE YOUNG PEOPLE TO PARTICIPATE IN SPORTS

The French National Olympic and Sports Committee has developed the **Carte Passerelle**, which allows all schoolchildren that are members of USEP (the French Sports Education Union for Primary Education) or UGSEL (the Sports Union for Free Instruction) 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 sessions free of charge in a sports club** before being asked to pay the membership fee to the federation.

Lastly, to promote participation in sport in clubs, the French National Olympic and Sports Committee has also launched **J'ai l'esprit club!** (a countrywide communication campaign) and the **Mon club près de chez moi** online platform, with Be Sport, a company, to inventory all the federation member clubs in France (it has listed 150,000 clubs so far).

- **8,108 clubs have qualified for the Carte Passerelle notwithstanding** the complexity associated with using two mechanisms (the Carte Passerelle programme and the Mon club près de chez moi online platform).
- **57% of pupils became club members** after their free introductory course.
- In September 2021, the **French National Olympic and Sports Committee's programme will be available all year round** and include **11 and 12-year-old UNSS and UGSEL club members**.



The Carte Passerelle provides an amazing opportunity for children from ages 9 to 11 to try out as many sports as they want free of charge. We had the trial run in three administrative departments last year and it went very well: about half the kids who had the Carte Passerelle decided to become members of a sports club for the first time. The Carte Passerelle is gaining ground and we're proud that it's going national this year. The programme is also combined with the monclubpresdechezmoi.com platform.

Denis Maseglia, President of the French National Olympic and Sports Committee

JEUX DES JEUNES: RAISING YOUTH AWARENESS OF THE IMPORTANCE OF EXERCISE AND SPORT

Jeux des Jeunes (Youth Games) is a **programme aimed at interesting 12- and 13-year-olds in exercise and sport and their health benefits**, set up by the French National Olympic and Sports Committee with the UNSS and UGSEL, two school sports unions. It provides opportunities for children to test their level of fitness, learn about the advantages of an active lifestyle and become familiar with the values of Olympism, sport and commitment. These games involve two stages: one in schools in each administrative department then a national stage, organised at INSEP, an elite athlete training centre. The first Jeux des Jeunes kicked off in March 2021.

THE PLAN TO PREVENT DROWNING AND IMPROVE SWIMMING PROFICIENCY

This plan was launched by the French ministries of National Education, Youth and Sport, the Interior and Health. It is an ambitious and comprehensive programme providing a novel approach to water skills and down-to-earth methods to teach young children to feel at ease in water and **swim**, and that way **more effectively prevent drowning**.

This programme to teach water skills is based on four pillars:

1. **An experiment that involved increasing the number of classes and thus effectively enabling pre-schoolers to spend more time in the water** in addition to their weekly swimming lessons in school;
2. **Equipping families with the basics** with brief videos to teach children to float;
3. **Standardising the steps in the learning process** with an extensive programme to update swimming teaching involving all the stakeholders (federations, lifeguards and swimming instructors, French Ministry of National Education, etc.);
4. **Building water skills** with French National Sports Agency funding for classes and courses for 4- to 6-year-old children, and training for instructors.



We need to solve the problem of drowning. To do that, children need to learn as soon as possible to stay afloat. It only takes an hour and a half a day for five days to teach a child to keep their head above water in a pool. Children actually aren't aware that they float. And teaching them early on also gives them a new perspective on the world, without using some of their senses. Here, water carries them, it's their friend. The main goal with this plan is to offer families a method they can use to help children feel at ease in water environments.

Roxana Maracineanu, Minister Delegate for Sport, attached to the Minister of National Education, Youth and Sport.

- 2019: **€1.0 million** for water skills projects reaching 20,000 children and 700 instructors;
- 2020: **€1.7 million** for water skills projects reaching 30,000 children and 2,000 instructors in 75% of all French administrative departments;
- 2021: **€2.7 million** of funding budgeted.

ACTION CŒUR DE VILLE: ENCOURAGING EXERCISE AND SPORT IN THE CITY

An agreement was signed on 20 January 2021 to expand cooperation between Paris 2024, via its Terre de Jeux 2024 label, and the **French Ministry for Territorial Cohesion and Relations with Local Government**, via its country-wide programme **Action Cœur de Ville (action in the heart of the city)**.

This joint programme is initially rolling out in the 148 cities in the **Action Cœur de Ville** network that have also been awarded the Terre de Jeux 2024 label. Besides **sharing information and communication tools**, these cities will be involved in a new initiative to **expand active design**⁵³, an innovative tool that enhances a city centre's appeal and at the same time encourages the people living in it to lead more active lives.



This agreement combines Paris 2024's and Action Cœur de Ville's aim to make the Paris 2024 Olympic and Paralympic Games an event that brings our people together and, through the sports and the values it promotes, enhances appeal and spurs developments in our towns, cities and regions, which are the main contributors to exercise and sport.

Jacqueline Gourault, Minister for Territorial Cohesion and Relations with Local Government



LEVERAGING THE GAMES TO ENCOURAGE ACTIVE MOBILITY

Some of Paris 2024's stakeholders are using the Games to foster active mobility in general and cycling in particular, for example through the **French State's Savoir Rouler à Vélo programme** (to teach children to cycle and about road safety) and **Plan Vélo Olympique** (to build cycling routes to all Olympic and Paralympic venues), and the **Seine-Saint-Denis Departmental Council's Pour une Seine-Saint-Denis 100% Cyclable en 2024** strategy.

⁵³ Active design is a set of principles aimed at designing and upgrading public areas and buildings in such a way as to promote daily physical activity for everyone. More about Paris 2024 and active design at Banque des Territoires (French only).

3.4.2 RALLYING STAKEHOLDERS

With the Games, Paris 2024 plans to **rally stakeholders around the same goals**. It has started doing this, for example, through the Generation 2024 strategy, which encompasses education and civic engagement. To **bring educational and sporting circles together around the Games**, beyond the Generation 2024 strategy it is already rolling out, Paris 2024 has devised:

- A lever for action, with the **Generation 2024 label** to develop gateways between education and sports;
- **Teaching resources** and tools, such as the **Generation 2024 platform** for the entire educational community, including parents, teachers and children;
- Events to bring children together around Olympic and Paralympic sports, including **Olympic and Paralympic Week**.

THE GENERATION 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. The label is designed to **build bridges between school and sport** and thus encourage young people to stay active and exercise.

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.

[Find out which establishments have been awarded the Generation 2024 label](#)



- The first label was awarded back in 2018; **by the end of 2020, over 3,000 establishments had been certified**.
- The scope of eligible establishments was expanded in 2021 when a number of **special needs schools** in the Greater Paris area were awarded 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.

THE GENERATION 2024 ONLINE PLATFORM

The generation.paris2024.org platform, which went live in November 2020, has a list of **teaching resources related to sport**, participation in sport, Olympism, Paralympism and all subjects taught throughout school. The platform seeks to help teachers prepare their lessons and projects. It is designed for the entire educational community, including parents, teachers and the children themselves.

To build this platform, Paris 2024 worked alongside a number of stakeholders, including the French Ministry of National Education, Youth and Sport and its local units, 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, through sports and the Games. 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**.

By mid-February 2021, just over three months after its launch, the platform already had 39,000 users.



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OLYMPIC AND PARALYMPIC WEEK (OPW)

Held for the first time in January 2017, OPW is now a recurring feature in the annual calendar of the French Ministry of National Education, Youth and Sport. During this week, **stakeholders in sports and educational circles, Terre de Jeux 2024 towns and cities and business partners** work alongside the Organising Committee to promote the values surrounding the Games to Generation 2024.

Developed with all schools and higher education institutions in mind, 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, and **expand the social circles of young people**, students and athletes. **Towns and cities that have been awarded the Terre de Jeux 2024 label** may also organise a variety of events for pupils and students during this week.

OPW facilitates the implementation of the Generation 2024 strategy, **accelerates greater understanding**, and **shines a spotlight on the benefits of sport**. Furthermore, 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.

←
OLYMPIC AND
PARALYMPIC WEEK 2021

- In 2021, despite the restrictions due to the health situation, more than **2,800 establishments** took part in the OPW, reaching **470,000 students**, and 80% of the projects involved parasports (in 2020, the OPW reached 450,000 students and about 70% of the projects involved parasports).
- Due to the health situation, OPW 2021 went **online** with an all-new series of videos featuring tandems of athletes and influencers to nudge teachers and students to adopt more active habits. **Over 200 athletes** reached out to children in schools throughout France during the week.
- Each day from 1 to 6 February, a **30 minute exercise and sports video** by a tandem of athletes or web celebrities was aired live on Paris 2024's Facebook page and circulated to all schools involved in the OPW. After each video, there was a **live 30 minute Q&A session** between the hosts and pupils.



I loved taking part, at Gisèle Halimi middle school in Aubervilliers. It was the first time I was involved in the OPW. The conversations with the nine-graders were very constructive: we spoke about the Games in their area, the risks associated with sedentary lifestyles and the importance of doing sport. We learned as much from it as they did!"

Laetitia Kalipe, Payroll and Admin Manager, Paris 2024.



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SARAH OURAHMOUNE
AND SANDRA LAOURA
DURING OLYMPIC AND
PARALYMPIC WEEK 2021



Casden Banque Populaire, a cooperative bank for civil servants (originally for the national education system) is particularly keen on contributing to Paris 2024's legacy and is involving its network in OPW to do so. It worked on a handful of projects in 2019, **70 projects** in 2020 encompassing **253 schools**, 750 teachers and 9,000 pupils, and about **115 projects** in 2021, enabling Casden representatives to reach **1,350 classes** and involve **30,000 pupils**.

Casden also held its exhibition on **History, Sport and Citizenship from 1896 to 2024** at 250 schools taking part in OPW 2021. The exhibition showcases each of the 30 Olympiads from 1896 to 2024 through an athlete and one of the community values that she or he stands for. Over the coming three years, this exhibition will be staged in 4,000 schools.

Lastly, during OPW 2021, **Manon Genest**, a para athlete sponsored by Casden through its Pacte de Performance, spoke at a primary school near Lyon during a day organised by USEP, a school sports union.

Paris 2024's stakeholders are also involved in programmes intertwining education and the values of sport. They have developed:

→ Learning resources and programmes supplementing those of Paris 2024 such as the film **Race** used by the **Créteil academy**, The **IOC's** and **IPC's OVEP** and **I'mPOSSIBLE** programmes, and NGO **PLAY International's Pédagogie en Mouvement (Education in Movement)** programme;

→ Initiatives to raise middle-schooler awareness of the values surrounding sport and the Games with the **Île-de-France Region's** programme involving **1,000 work experience placements to learn about the Olympic and Paralympic Games**.

LEARNING RESOURCES TO CONVEY VALUES AND EDUCATE CHILDREN

In addition to the educational content on the Generation 2024 online platform, Paris 2024 has developed content for PE teachers aimed at changing the way Generation 2024 views disabilities, and the **Créteil academy** is using the film **Race** to promote the values of the French Republic.

EDUCATING THROUGH OLYMPIC AND PARALYMPIC VALUES: THE EXAMPLE OF THE I'MPOSSIBLE PROGRAMME

Paris 2024 supports the use of the **Olympic Values Education Programme (OVEP)**, developed by the IOC, and **I'mPOSSIBLE**, developed by the 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.

THE EDUCATION IN MOVEMENT PROGRAMME TO EDUCATE CHILDREN

A pilot project carried out during the bid phase in collaboration with NGO **PLAY International**, 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.

Available to everyone on the Generation 2024 online platform, this programme can be rolled out on a wider scale all over France, including overseas, host towns and cities and in the education hubs network, during school hours or after school.

THE PROGRAMME INVOLVING 1,000 WORK EXPERIENCE PLACEMENTS TO LEARN ABOUT THE OLYMPIC AND PARALYMPIC GAMES TO INTRODUCE MIDDLE-SCHOOLERS TO THE GAMES' VALUES AND THE ASSOCIATED PROFESSIONS

The **1000 Stages de Découverte des JOP** programme for students in their last year of middle school is designed as an **introduction to the Games' values**, the **volunteers' role** and the **professions involved in organising the Games**.

Thanks to a **partnership with three local education authorities** (Versailles, Paris and Créteil), this programme has reached all young people in every administrative department in the Île-de-France (Greater Paris) Region.

The Regional Council is organising sessions with each group at the **Council's headquarters** in Saint-Ouen-sur-Seine (Seine-Saint-Denis) and a variety of other places including Le Golf National in Guyancourt, the Palace of Versailles, the Stade de France, Paris-Charles De Gaulle Airport, the Vélodrome National, the Institut National du Sport, de l'Expertise et de la Performance (INSEP), the Paris La Défense Arena and the Centre de Ressources d'Expertise et de Performance Sportive (CREPS).

Since 2019, more than 1,000 students have participated in these sessions in spite of the Covid-19 health crisis.



© Région Ile-de-France



The Games are an opportunity for the Region, for example regarding jobs in tourism, construction and catering. *We will need young people, and that's why we are organising these weeks: to open doors, new horizons, for middle-schoolers and to start great conversations.*

Valérie Péresse, President of the Île-de-France Region

↓
INTERNS OF THE
1000 STAGES DE
DÉCOUVERTES DES JOP
PROGRAM

⁵⁴ Paris 2024 supplies this film free of charge to schools.

⁵⁵ 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.



3.4.3 AMPLIFYING THE SOCIAL IMPACT OF SPORT BY SUPPORTING PROJECT HOLDERS

As an outlet for engagement, social interaction and personal fulfilment, sport is widely recognised for the positive impact it can have on our society. Public stakeholders, athletes and associations are aware of the possibilities that sport can open up for education, engagement, health and even empowerment. Paris 2024 has set up a number of programmes to strengthen sport's role in and for society, and to promote and support people and organisations who are harnessing sport to address a variety of issues:

- A joint call for proposals, **Impact 2024**, in partnership with the French National Sports Agency⁵⁶, the French National Olympic and Sports Committee and the French Paralympic and Sports Committee, through the Paris 2024 endowment fund, for sports stakeholders, public-sector players and associations that are using sport to tackle social or environmental issues;
- Taking in 10,000 youths on the **Generation 2024 civic service programme** to offer them new forms of civic engagement;
- An **incubator for athletes who are also entrepreneurs** working on social and environmental projects, in partnership with the **French National Sports Agency**, to leverage sport for sustainable development in France and internationally.



This first Impact 2024 campaign has been very successful and shows how innovative sports stakeholders can be. I'd like to congratulate the first 55 winners and the people who submitted all the selected projects. This joint endeavour by Paris 2024, the French National Olympic and Sports Committee and the French Paralympic and Sports Committee will continue in 2021.

Managing Director of the French National Sports Agency

THE PARIS 2024 ENDOWMENT FUND'S IMPACT 2024 CALL FOR PROPOSALS

Paris 2024, the French National Sports Agency, the French National Olympic and Sports Committee and the French Paralympic and Sports Committee set up **Impact 2024**, a call for proposals from sports stakeholders and associations, through the Paris 2024 **endowment fund** for social innovation through sport, in 2020.

This call for proposals, which the endowment fund will run every year, aims to:

- Develop **innovative solutions** to address new issues;
- Promote **local synergies** between local authorities, local clubs and regional sports stakeholders, with a focus on **multi-partner projects**;
- Help circulate **tools and best practices** for sustainable action across multiple regions;
- Report on the **impacts** and effects of the money invested.

This annual initiative shines a spotlight on projects that contribute to greater inclusion of people with disabilities, diversity, social equality, to the fight against discrimination and support environmental action. The winning projects receive **funding** based on their estimated budget and **tailored support** (networking opportunities, technical insights, etc.).

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

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

Paris 2024 promotes civic **engagement**, which contributes to social cohesion and plays a crucial role in the sports movement – both on a day-to-day basis in clubs and at major international sporting events – in particular by enlisting volunteers and through **civic service**⁵⁷.

Over 2019 and 2020, Paris 2024, the **French Civic Service Agency** and the **French National Olympic and Sports Committee** conducted a conclusive experiment in six regional 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 in order 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.

THE PROJECT INCUBATOR TO SUPPORT ATHLETES SPONSORING ENTREPRENEURIAL PROJECTS WITH A SOCIAL IMPACT, WITH THE AFD

Paris 2024 and the French Development Agency (AFD) decided on 6 February 2020 to team up to promote sport's contribution to human and sustainable development. This partnership involved setting up **an incubator exclusively for elite athletes sponsoring projects with a positive social and environmental impact in France and Africa**, to help them bring those projects to life.

The goal with this support programme is to provide **26 athletes**⁵⁸ with professional prospects that match their aspirations and **spur high-impact projects in France and Africa**. Winners receive support for their entrepreneurial project for eight months. On this programme, the 26 winners can tap into a range of expertise through **tailored training** in social innovation, financing, legal affairs, communication or marketing, **so that they can turn their ideas into concrete solutions**. This programme will be held again between now and the Games in 2024.

© Paris 2024



↑
LAUNCH OF THE AGREEMENT BETWEEN AFD AND PARIS 2024 DURING GLOBAL SPORTS WEEK 2020 WITH TONY ESTANGUET AND RÉMI RIOUX (CEO OF THE AFD)



I'm very happy that the partnership between Paris 2024 and the French Development Agency is making it possible – only a year after it was announced on this very stage during Global Sports Week – to launch an incubator for sustainable development projects led by 26 athlete-entrepreneurs, in France and in Africa. Because sport can be a fantastic lever for development, as President Macron said in Ouagadougou, we need to keep on bringing together people who fund development and people in the sports ecosystem – in particular in the Olympic and Paralympic Movement.

Rémy Rioux,
French Development Agency Managing Director

The first contingent in the incubator was selected by a six-member panel⁵⁹. It received **91 applications and selected 26 athletes**; 10 of them will build projects in France and 16 in Africa.

The contingent has **10 women and 16 men, 18 to 56 years old**, including **12 Olympic and 2 Paralympic athletes**, some of them are medallists, some are still competing and others are changing careers.

⁵⁶ The French National Sports Agency, a public-interest group (groupement d'intérêt public), has the level of collegiality required to build shared momentum and thus achieve the objectives set regarding high performance and expanding everyday participation in sport (bringing together national and local development services and sports facilities).

⁵⁷ Volunteers sign up for 6 to 12 months to carry out an assignment of general interest in one of France's nine priority areas, one of which is sport.

⁵⁸ Union sportive de l'enseignement du premier degré

⁵⁹ During their sporting career or while they are changing careers.

⁶⁰ Including Laurence Fischer, Ambassador for Sport, and AFD and Paris 2024 representatives.

The Games have accelerated collective involvement in issues associated with the social impact of sport and boosted awareness that sport can play an important role in efforts to address a number of social concerns. This notion has prompted Paris 2024's stakeholders to take several initiatives including the following:

- Renewing sports management bodies by offering women opportunities to take training courses, in particular through the **Women Leaders** programme developed by the **French National Olympic and Sports Committee**;
- Supporting projects that use sport for education, integration or empowerment, such as **Paris City Council's Paris + Sportive plan**.

THE WOMEN LEADERS PROGRAMME TO BOOST FEMALE REPRESENTATION IN SPORTS MANAGEMENT BODIES

The French National Olympic and Sports Committee launched the **Women Leaders** programme in January 2020. The programme focuses on the **role of women in sports management bodies** and on preparing them to enhance their roles in it. It aims to boost female representation in sports management and celebrate female participation in sport, and is building momentum in that direction through various initiatives created for and with women leaders, future women leaders and men leaders. It is organised around conferences and workshops, and in the near future will include 12- to 35-year-olds (starting at the end of 2021) and women athletes.

2 conferences, 3 webinars and 2 workshops by videoconference in 2020;

The events in the 2020 programme **reached more than 650 people** (registration and participation).



The first contingent in the **Network of Para-friendly Clubs** comprises seven regular clubs that wish to build a parasport section. They have followed a comprehensive programme aimed at breaking down any of the barriers to sport that they may encounter when they welcome people with disabilities. The programme includes training for managers and staff, communication to target audiences, adapted equipment, etc.

The programme is aiming for **40 parasports departments** and a fourfold increase in the number of parasports club members by 2024.

PARIS + SPORTIVE: STRENGTHENING EQUALITY, EDUCATION AND INCLUSION THROUGH PARTICIPATION IN SPORT

Paris + Sportive, a plan that Paris City Council published in February 2019, provides guidelines for public policy aimed at bringing more sport into the city and Parisians' lives. Several calls for proposals have been circulated to encourage the city's stakeholders to tap into sport in order to step up equality, inclusion and academic success in Paris.

In 2020, 41 new projects reached some **2,500 beneficiaries** within the Olympic Transformations programme. These projects cover a variety of topics including academic success through sport, women's sport in public spaces, inclusion through sport, sport for all and the social impact of sport, notably through the Sporty Parisians, Education through Sport, Para-friendly Clubs, Sunday Sport in Paris and Talents 2024 initiatives.





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SECTION 4

FACT SHEETS FOR KEY ISSUES AT STAKE

FACT SHEETS FOR KEY ISSUES AT STAKE

Fact sheets covering each of the **material topics that Paris 2024 has identified** are presented to provide a comprehensive view of the scope of the Games' sustainability and legacy. These fact sheets sum up Paris 2024's **ambitions, working methods** and **key performance indicators** for each issue.

These 17 material topics relating to sustainability and legacy were defined collectively, by Paris 2024 and its stakeholders, starting during the bid phase (see section 1).

Paris 2024's ambitions and performance are illustrated with key performance indicators both for management and performance, presented in the fact sheets listed below. Most initiatives to date are rolling out and their impact is being measured. The figures will become available as time goes by and action is taken, and will be presented in future reports.

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SHEET 1

UNIVERSAL ACCESSIBILITY

Paris 2024 wants to organise an inclusive and universal event, with everyone and for everyone, providing a simple, smooth and comfortable Games experience for all.

MAKE EVERYONE'S SPECIFIC NEEDS ORDINARY

Paris 2024 intends to **enable everyone to take part** in the Games regardless of any permanent or temporary specific needs they may have. The Games experience will also be gauged in light of their **functional quality** and the level of **self-reliance** of spectators, athletes, employees and volunteers, from the time they buy their tickets until they reach the facilities for competitions or celebrations.

Paris 2024 has three objectives:

- Ensure **full participation and an obstacle-free** experience for all;
- Leave a **tangible legacy** for residents and visitors with specific needs in the areas hosting events;
- Leave an **intangible legacy** for people with specific needs in the host country and the world, in the form of best practices or an attitude that involves factoring universal accessibility into future events by default.

THE PARIS 2024 METHOD

Paris 2024 has built a clear-cut strategy, which it is rolling out through a specific programme, to fulfil its commitments regarding universal accessibility. This approach revolves around collective construction with the main stakeholders, and involved appointing four working groups:

- **An in-house working group on disability and accessibility** to share information and monitor inclusion-related matters centrally within Paris 2024;
- **A working group on public transport accessibility in and around Paris** with Île-de-France Mobilités and RATP (two transport authorities), SNCF Transilien (commuter trains) and the French State, to monitor accessibility upgrades throughout the transport network among other topics;
- **A working group on matters relating to the success of the Paralympic Games' legacy** with the relevant ministries, French Paralympic and Sports Committee, Paris City Council, Île-de-France Regional Council, Seine-Saint-Denis Departmental Council and SOLIDEO,

to spread and promote sport for all, attract attention to the Paralympic Games and enhance accessibility in host towns and cities;

- **A working group on accessible tourism** with the relevant ministries, tourism organisations, Île-de-France Regional Council, Seine-Saint-Denis Departmental Council and Paris City Council, to identify opportunities for cooperation in order to improve the experience of visitors with disabilities.

Paris 2024 is also working with experts, including APF France Handicap and various providers on topics involving particular skills (e.g. digitalisation, the last kilometre, managing flows of people and spectator experience).

KEY INITIATIVES AND CONTRIBUTIONS

→ **A universal accessibility management system** [SDGs 10] [SDG 11] [SDG 16]

1. **Gouvernance et pilotage : Governance and management :** the universal accessibility programme (which cuts across the Organising Committee), defining Paris 2024's universal accessibility strategy, setting up the working groups;
2. **Development of a regulatory monitoring tool** (French and international legislation) covering universal accessibility to identify the best practices that can be applied.

→ **Awareness and training with all stakeholders**

3. **Raising awareness among and training** employees, volunteers, athletes, spectators and TV viewers in matters relating to universal accessibility before and during the Games (Paralympic Integration and Accessibility training strategy).

PERFORMANCE

Ensure full participation and an obstacle-free experience for all at the Paris 2024 Olympic and Paralympic Games, regardless of their condition.

Objective : Strengthen the system to cater for people with disabilities and treat them to a smooth and comfortable experience;

Indicators : Proportion of volunteers trained in catering for people with disabilities (target: 100%); Proportion of Paris 2024 employees who have taken at least one training module relating to universal accessibility (target: 100%); Proportion of competition and celebration venues accessible for people with the four main groups of disabilities (motor, visual, hearing, mental) (target: 100%).

Upgrade existing infrastructure or create new universally accessible

Objective : Strengthen the systems in place to ensure universal accessibility at all the permanent venues for the Games (existing, new and temporary);

Indicators : Number of new accessible facilities and/or new systems left as legacy:

- Sports facilities: number of existing and new facilities outfitted for parasports;
- Existing facilities: number of public facilities included in the Games programme that are accessible following upgrades;
- Temporary facilities: number of accessible Paris 2024 overlays;
- Accommodation: number of accessible new housing units.

Objective : Lastingly improve public transport network accessibility for people with specific needs;

Indicators : Satisfaction levels among people with disabilities regarding upgrades in the transport system (%).

Contribute to introducing new best practices and to factoring universal accessibility into future events by default

Objective : Change attitudes towards disabilities, foster a more inclusive and accepting world;

Indicator : Proportion of people in France who agree that the Paralympic Games improved attitudes towards people with disabilities in society; Proportion of events that communicate on the accessibility systems at the venues (target: 100%).

Objectif : Promote and enable participation in sport for all;

Indicator : Increase in the number of people with disabilities who join a club, federation, etc.

GAMES LEGACY

Paris 2024 wants its legacy to foster universal accessibility at sports competitions and in society as a whole.

Paris 2024 wants its legacy to foster universal accessibility at sports competitions and in society as a whole.

→ **Compile technical information relating to universal accessibility management in operations** (based on French regulations and standards, and the IPC's 2020 Accessibility Guide);

→ Supply **operational training tools for event organisers** in preparation for futures sports competitions (Paralympic Integration and Accessibility training plan at the Paris 2024 Academy).

Regarding the objective to "Leave a tangible legacy for residents":

→ In partnership with stakeholders, **optimise infrastructure** in towns, cities and regions hosting events **by improving accessibility and building new universally accessible facilities** (by speeding up ongoing upgrades to public transport in the Greater Paris area in preparation for the Games, raising accessibility standards in sports facilities, etc.).

UNIVERSAL ACCESSIBILITY

Universal accessibility of a space, object, digital tool, means of transport, activity, event or any other service involves integrating, from the planning phase, all the elements that will **avoid users feeling that they have any kind of disability**. In other words, it involves taking into account each person's specific needs (in particular due to a permanent or temporary impairment, be it physical, sensory, mental, intellectual or resulting from a crippling disease), as well as the needs of people who do not speak French and/or have different cultures, to make them ordinary.

SHEET 2

CLIMATE AND CARBON

In the face of the biggest challenge ever faced by humanity, the world's largest sport events is taking responsibility. Paris 2024 has made the bold commitment to organise the first Games in line with the Paris Agreement, which involves halving greenhouse gas emissions compared to the Games in the 2010s and achieving carbon neutrality by offsetting 100% of emissions starting in 2021. The new challenge is to have a positive impact on the climate by supporting projects that make it possible to avoid or capture more CO₂ emissions than the Games generate.

CLIMATE, A CHALLENGE FOR HUMANITY

The increase in greenhouse gas emissions due to human activity (infrastructure, intensive agriculture, the textile industry, etc.) is wreaking havoc in the climate system and could render sport impracticable. The increasingly intense and frequent heat waves in cities are forcing authorities to advise city dwellers against taking part in any outdoor activities and sometimes to postpone sports competitions.

THE PARIS 2024 METHOD

Paris 2024 is using a new model to account for an event's carbon footprint: instead of forecasting its 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 "carbon budget" to standby while 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.

Paris 2024's approach is integrated into the overall design, strategy, organisation and operations with a view to delivering carbon-neutral

Games. This approach adds two steps to the widely applied Avoid, Reduce, Offset (AMO) approach:

- **Anticipate** : Paris 2024 has a tool, created by and for the Organising Committee, to estimate the carbon impact of the event in order to steer its choices from the outset and throughout the Games preparation period;
- **Avoid** by harnessing a disruptive concept: 95% of competition venues will be existing facilities or temporary structures and the Committee has developed a compact and effective concept to minimise construction, shorten distances travelled and guarantee the venues are accessible by public transport;
- **Mitigate** by accurately identifying the sources of emissions and integrating low-carbon solutions into each area;
- **Offset** 100% of the emissions linked to the Games in the widest scope, and beyond to make a positive contribution to the climate;
- **Mobilise** Paris 2024's ecosystem, the sports movement and individuals, harnessing sport as a powerful driver of progress for the environmental transition.

To go further, the Organising Committee wants the Paris 2024 Games to be the first to have a positive impact on the climate by offsetting more emissions that they cause, by supporting projects in and outside France. The projects will be selected with Paris 2024's stakeholders and leave a tangible legacy in towns, cities and regions.

KEY INITIATIVES AND CONTRIBUTIONS

- **Implement an integrated strategy to achieve carbon neutrality** [SDG 7] [SDG 11] [SDG 12]
 1. **100% renewable energy** to power the Organising Committee's headquarters and the Games, with EDF;
 2. **Low-carbon construction and retrofits**, with SOLIDEO; bioclimatic design of structures using bio-sourced materials whenever feasible; take the structure repurposing principle further;
 3. **Provide** a fleet of clean vehicles to transport the Olympic family;
 4. **Provide sustainable catering services**, in particular from an emissions standpoint.

PERFORMANCE

Objective : Halve greenhouse gas emissions compared to the Games in the 2010s (during the planning phase and during the Games);

Indicators :

- Carbon budget (tCO₂eq) covering forecast, committed and consumed carbon
- Carbon footprint by emissions category (tCO₂eq).

Objective : Contribute to carbon neutrality by offsetting more than 100% of emissions.

Indicator : Emissions offset (tCO₂eq) and side benefits of offset projects.

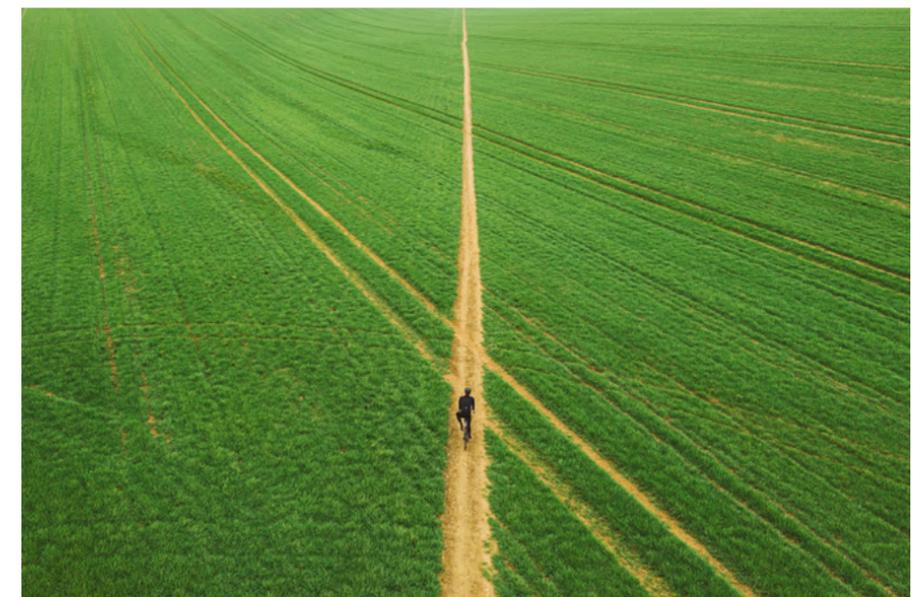
GAMES LEGACY

Sustainable, tangible, climate-friendly legacy :

- Projects that include environmental and social side benefits to offset the emissions that cannot be avoided (in and outside France);
- SOLIDEO: low-carbon, resilient and climate-ready construction and retrofits.

Leave **methodology** and **innovative tools** for society :

- A groundbreaking method that places carbon at the centre of the organisation of the Olympic and Paralympic Games;
- A responsible procurement strategy setting ambitious carbon emission targets;
- Calculators to help the ecosystem measure its carbon footprint and take action to reduce its emissions.



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SHEET 3

BIODIVERSITY

Biodiversity is being threatened by over-exploitation, destruction and habitats fragmentation, introduction of invasive species, pollution and climate change. Protecting biodiversity is therefore as essential for staging successful events as it is for any other endeavour in society. The study of biodiversity in the various geographies that will host the Games has revealed an elaborate mosaic of natural habitats. Cushioning the impacts on this common good is no longer enough on its own – we need to take action to regenerate ecosystems too.

GAMES TO RECOGNISE, PROTECT AND REGENERATE 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**⁶¹. Limiting impacts is no longer enough – we also need to regenerate biodiversity. Paris 2024 wants to spread awareness of everything biodiversity entails. Its strategy for biodiversity covers three main focus areas:

- 1. Unveil** the animal and plant species that live at each site to mobilise people involved in the Games in efforts to promote biodiversity;
- 2. Protect** habitats through initiatives at the venues;
- 3. Regenerate** environmentally damaged ecosystems with strong renaturing potential.

THE PARIS 2024 METHOD

While tools and methods exist for permanent venues, Paris 2024 has designed an innovative approach aimed at getting a clear view of the issues and the effects of each of the **temporary venues (direct footprint)** on biodiversity. This includes **temporary venues (involving a**

direct footprint) and, when tools and methods exist, permanent venues. The methodology, devised by and for Paris 2024, applies to all venues and assesses the environmental impact from now up until the post-Games period as part of an iterative process of improvement. It was built based on the IOC's and IUCN's ambitions and methods, as laid out in the various guides on sport and biodiversity⁶². It involves four steps:

- 1. Defining the categories for analysis**, in particular based on the themes in the environmental impact assessments, which are in turn based on central strategic guidelines and regulation and on the specifics discussed in local environmental schemes;
- 2. Assessing the environmental considerations** (presence of species, scenery, ecological continuum, quality of air and water, etc.) with accurate and consistent mapping tools in all areas;
- 3. Assessing the potential impacts** of Paris 2024's operations;
- 4. Mapping out an action plan** to mitigate those potential impacts.

For products and services used for the Games (i.e. its indirect footprint), Paris 2024 responsible procurement strategy gives precedence to the options that contribute to protecting the environment in host geographies

(by protecting local biodiversity, water, air and soil). The Organising Committee for example values providers that measure the environmental impact of their products and services (for example through life cycle analysis), offer solutions to regenerate the environment and biodiversity, or take animal welfare into account.

KEY INITIATIVES AND CONTRIBUTIONS

→ **Develop methodologies and take action to protect biodiversity** [SDG 6] [SDG 12] [SDG 14] [SDG 15]

- 1. Create methodology to analyse all venues** used by Paris 2024 based on three categories: high-priority venues (entailing a high potential impact and measures to manage that impact), intermediate venues (medium to low impact) and venues involving no issues (low to no impact);
- 2. Produce a Sustainable Design Guide** for temporary Paris 2024 infrastructure;
- 3. Roll out a plan to rally** as many Paris 2024 stakeholders as possible around biodiversity.

PARIS CITY COUNCIL / FRENCH STATE

- **Upgrade the quality of the water in the Seine** (to host the triathlon and open water swimming events) and in local canals to make it fit for swimming and regenerate biodiversity in it [SDGs 6 & 14].

SOLIDEO

- SOLIDEO has produced a detailed plant palette by type of habitat for the Athletes' Village and all Olympic and Paralympic venues in and around Paris. These plant palettes are deliberately elaborated to enable complete biological cycles suited to the climate conditions expected in 2050. Considerable efforts are being made to replenish the soil (brown corridors) and in-ground plantations at the two Villages so as to provide the right conditions for biodiversity to thrive and ecological continuum to grow.

PERFORMANCE

Objective : Protect habitats;

Indicator : Proportion of used natural sites and green spaces that are protected (%).

Objective : Regenerate ecosystems;

Indicators : Number of hectares where the quality of habitats has been improved (#).

GAMES LEGACY

Beyond reducing environmental impacts, **Paris 2024 wants to work with its stakeholders to pave the way for deep-reaching change.** Paris 2024 plans to leave:

- **A concrete, tangible legacy**, in particular by regenerating biodiversity at the various Paris 2024 venues (e.g. Seine fit for swimming, environmentally friendly facilities, green spaces);
- **A methodology** to analyse venues, Paris 2024's Sustainable Design Guide and responsible procurement strategy (see above);
- Extensive **momentum** around efforts to protect biodiversity.

⁶¹ IPBES report, March 2019

⁶² "Mitigating biodiversity impacts of sports events" - <https://www.iucn.org/fr/node/33050>

SHEET 4

CIRCULAR ECONOMY

Against a backdrop of growing tension over resource management, Paris 2024 believes that sobriety is part of setting an example and earning acceptability. Shifting the paradigm away from the “linear” economy by adopting a frugal and efficient approach to resource management is thus one of Paris 2024’s priorities

THE CIRCULAR ECONOMY AT THE CENTRE OF THE GAMES

According to the Circularity Gap Report 2020, **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 disruptions, shortage of critical materials for economies, as well as social, environmental and climate crises – must be taken into account. This is why resource management is one of the keys to delivering sustainable Games based on sobriety.

Paris 2024 is aiming to:

- **Anticipate** and **reduce** its use of materials related to Games by making use of existing resources;
- **Ecodesign** everything that must be produced and give products and equipment a second life;
- **Efficiently** manage material use and waste during the Games;
- **Strengthen** regional channels.

THE PARIS 2024 METHOD

Paris 2024 is building its specific approach to the circular economy and will finalise it by the end of 2021. This approach is based on two pillars: a resource management plan and the zero waste policy it entails.

- **The resource management plan to assess materials footprint:** This document will provide a clear view of Paris 2024’s resource use in order to minimise inflows, thereby reducing the amount of associated waste. The assessment is 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.
- **The zero-waste policy:** In addition to its resource management plan, Paris 2024 will contribute to the circular economy with a zero waste policy. This document will compile issues regarding waste and resources at Paris 2024 and discuss how it is contributing to local strategies. It will include an action plan developed with its stakeholders. This broader action plan will be coupled with monitoring and implementation indicators. The strategy will come with a manifesto to ensure widespread communication.

Through this zero waste policy, Paris 2024 seeks to do more than merely set an example – it wants to **sustainably transform industries for a more circular and inclusive economy**.

KEY INITIATIVES AND CONTRIBUTIONS

The initiatives presented below are provisional and will be confirmed once the circular economy strategy is finalised.

→ Implement a strategy and commitments to promote the circular economy [SDG 12]

1. **Implement a responsible procurement strategy** that has the circular economy as its number one commitment.

Rally and engage stakeholders [SDG 9] [SDG 12]

1. **Paris City Council:** Make Paris a single-use-plastic-free city by 2024;
2. **Île-de-France Region:** Aim for zero food waste with an enhanced action plan involving local composting facilities and a new approach to consumption and distribution (zero waste, zero plastic);
3. **Solideo:** Apply a reuse and recycling strategy during the construction phase; set reuse and recycling objectives on all construction and renovation projects; expand the circular economy’s as-a-service approach in the Athletes’ Village, especially in the Cycle building designed to demonstrate circular flows.

PERFORMANCE

Objective: Factor the circular economy into purchases;

Indicators: Proportion (in euros and tonnes) of products hired for the requirements of the Games (%);

Proportion (in euros and tonnes) of products bought that have been eco-designed (%);

Proportion (in euros and tonnes) of products bought for the requirements of the Games that will be reused and/or recycled after the Games (%).

Objective: Reuse or recycle 100% of temporary infrastructure based on needs in the local area (sports facilities, urban facilities, etc.);

Indicator: Proportion of infrastructure reused or recycled in France (%).

GAMES LEGACY

Paris 2024 intends to leave a **positive legacy** from its approach to foster the circular economy and sound resource management:

- **A legacy for towns, cities and regions**, harnessing the ripple effect of the Games to:
 - Strengthen or even structure circular industries in local areas;
 - Sharpen stakeholders’ skills relating to the circular economy through the guides, training courses and other tools they will need to prepare and organise the Games
- **A legacy in the form a behaviour shift:**
 - Changing habits across Paris 2024’s ecosystem by sharing best practices and through the example Paris 2024 intends to set on these matters;
 - Demonstrating that consumption models do not invariably entail depleting materials;
 - Contributing to phasing out single-use plastic in and through sport.

SHEET 5

ENVIRONMENTAL RESILIENCE

Heatwaves, air pollution, and more frequent and intense natural disasters are risks faced by France and therefore the host venues of the Paris 2024 Games. To ensure the competitions go smoothly, Paris 2024 is striving to anticipate and address all weather events, local pollution and nuisance – especially the kinds that harm human health. Paris 2024 will also contribute to strengthening adaptability and resilience to climate change.

THE RESILIENCE OF THE GAMES: GUARANTEEING PARTICIPANT COMFORT AND HEALTH

The consequences of human activity on the environment have ranked the need to adapt to climate change among the top issues, and the Paris Agreements rank adaptation alongside reducing greenhouse gas emissions or achieving carbon neutrality. The Paris 2024 Games are exposed to weather and environmental hazards. In this light, **environmental resilience**, which refers to the ability to anticipate, survive and grow regardless of the shocks (e.g. heat waves or floods) or stress (e.g. air pollution), is both **critical to event delivery** and possibly an opportunity to create value and spur innovation for partners, towns, cities and regions.

THE PARIS 2024 METHOD

Resilience is gradually being built into Paris 2024's environmental strategy through various projects. Work has started with internal and external correspondents, for example including the Venues and Infrastructure department, and resilience is one of the topics looked at when analysing a venue's environmental impacts. A **formal resilience strategy will be drawn up in 2022**.

Paris 2024's method will be based on the risks it takes into account and the targets that fall within its remit:

- The **risks** that Paris 2024 takes into account 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.

KEY INITIATIVES AND CONTRIBUTIONS

The initiatives presented below are provisional and will be confirmed once the resilience strategy is finalised.

→ Introduce tools and frames of reference [SDG 3] [SDG 11] [SDG 13]

1. **Tools to measure air and water quality in real time** at all venues in order to prompt measures aimed at reducing pollution and protecting people (athletes, members of the public, etc.) in the event of pollution spikes;
2. **A Sustainable Design Guide that places resilience at the core of the general principles;**
3. **Public engagement** around climate change and how to behave in the event of extreme weather events (on a country-wide scale).

LA PERFORMANCE

The indicators presented below are provisional and will be confirmed once the resilience strategy is finalised.

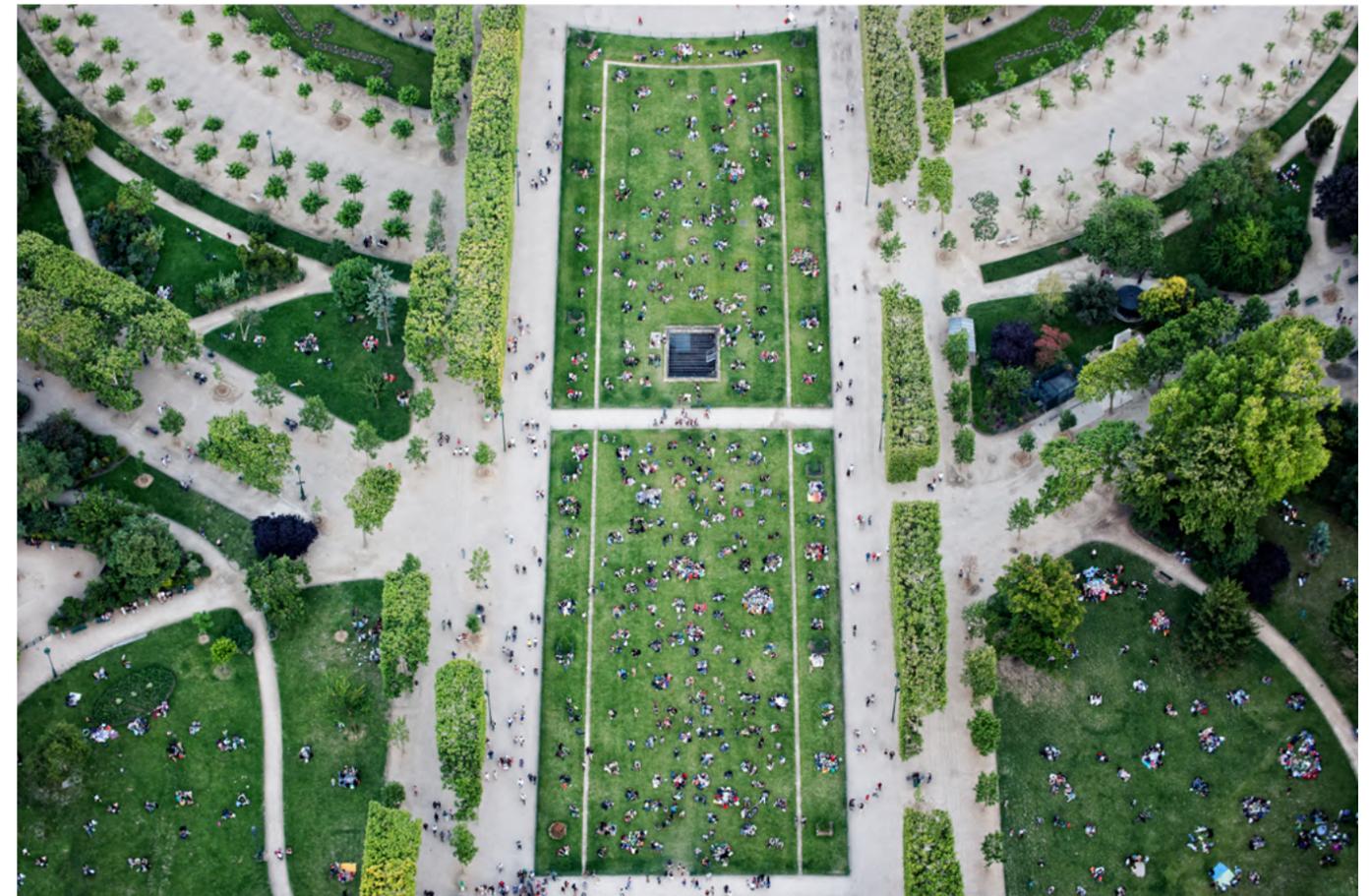
Objective : Anticipate and assess the resilience of Paris 2024 venues;

Indicator : Proportion of competition venues that monitor weather conditions in the city (temperature, precipitation, air quality) before and during the Games (%).

GAMES LEGACY

Paris 2024 wants its legacy to be resilient to climate change. It plans to achieve this with an approach based on three principles:

- **Physical resilience** of buildings through SOLIDEO;
- Building a model to **foster cooperation among stakeholders** and use the Games to gather and share experience and insights that will enable future events to anticipate and adapt to weather hazards;
- **Raise awareness of the risks of climate change** for human health (especially when practising sport).



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SHEET 6

ENVIRONMENTAL TRANSFORMATION

The Olympic and Paralympic Games are world's largest sport event. They have the power to rally the world of sport and the general public around efforts to accelerate environmental transformation. Paris 2024 and its stakeholders have teamed up to shine a spotlight on the role that sport can play in this transformation.

SUSTAINABLE SPORTING EVENTS ARE A CHALLENGE THAT STILL NEEDS TO BE TACKLED

The interest that the Olympic and Paralympic Games attract makes them a showcase for the host country's know-how and **the opportunity of a lifetime to usher in a new model** and fast-track positive initiatives. 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 hosts for major worldwide sporting events. It therefore has the ambition, legitimacy and opportunity to use **Paris 2024 as a lever for change and a new global sustainability benchmark for sporting events.**

THE PARIS 2024 METHOD

Paris 2024 wants to **accelerate the ecological transformation of the world of sport** and its programme to do so covers two main fronts:

- 1. Internal :** First by ensuring, from the start, that the methods developed to organise the Games are disseminated and replicable; second by involving and training all employees, volunteers and providers who will contribute to delivering the Games in order to build their skills in this area.
- 2. External:** Liaising with its entire ecosystem to boost its action's impact, Paris 2024 has set the following priorities regarding its legacy:

- Promote sustainable sport practice;
- Harness sport to fight 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.

KEY INITIATIVES AND CONTRIBUTIONS

→ **Mobilising and training [SDG 12] [SDG 13]**

- 1. Prompt** spectators to behave more eco-responsibly, with help from role-model athletes in particular;
- 2. Nudge** spectators to use more active and/or public means of transport through communication on accessibility;
- 3. Train** all employees in the environmental and climate-related topics; [SDG 12] & [SDG 13]

→ **Programmes and tools [SDG 12] [SDG 13] :**

- 4. Publish** a guide on responsible event organisation;
- 5. Supply a Climate Coach** in-house to help Paris 2024 employees measure their carbon footprint and reduce their emissions;
- 6. Support** WWF France's programme to accelerate the transformation of sport events, increase spectator awareness, expand active mobility during sporting events;
- 7. Support** PEXE's programme to bring the world of sport and eco-companies closer together.

PERFORMANCE

The metrics for accelerating transformation are being developed.

GAMES LEGACY

Paris 2024 seeks to be a source of inspiration to show that it is possible to do things differently. It wants this **innovative approach to promoting sustainable sport events** to be replicable by other sport event organisers in France and around the world, and thereby accelerate ecological transformation. The Games' legacy for the world of sport will include a methodological component and a cultural one:

1. A sustainable methodology to support the ecological transformation of events:

- A sustainable approach, covering the entire Games cycle, which may provide a model for other sporting events (e.g. the responsible procurement strategy);
- Offering innovative publicly available solutions and tools to organise sustainable and inclusive events (e.g. tools to measure carbon footprints).

- 2. Cultural legacy** by reaching tens of thousands of visitors and spectators and millions of TV viewers with messages about sustainability (for instance through athlete ambassadors) and about eco-responsible behaviour.

SHEET 7

BOOST REGIONAL GROWTH AND APPEAL AND IMPROVE QUALITY OF LIFE

Paris 2024 intends to use the Games as a powerful lever to showcase regions and boost their growth, leaving them a choice of sports on offer and infrastructure matching their people's needs.

SHRINKING TERRITORIAL INEQUALITIES

Paris 2024 aims to contribute to local development, notably in the Greater Paris region and particularly in **Seine-Saint-Denis** and the **northeast of Paris**⁶³, which sorely lack sports facilities. **These areas are brimming with strengths** – including a young population, buoyant economy and vibrant diversity – but also suffer from urban, social and economic divides. Seine-Saint-Denis **lacks sports facilities**⁶⁴, especially swimming pools (it has 0.53 pools per 10,000 people compared to an average of 0.94 country-wide). Paris 2024 has pledged, alongside SOLIDEO and its stakeholders, that the Games will fuel development in these areas and for the people living in them with **infrastructure and urban development operations that will remain after the Games**. These areas, and especially Seine-Saint-Denis and the northeast of Paris, will be more attractive, accessible, involved in sports and innovative.

THE PARIS 2024 METHOD

Paris 2024's and SOLIDEO's commitment revolves around three focus areas:

- **Improving quality of life** in host towns, cities and regions by contributing to urban transformation in them;
- **Expanding the range of sports on offer** in those areas by building or renovating infrastructure;
- **Helping people to learn how to swim in Seine-Saint-Denis, in particular** by fast-tracking investment in aquatics facilities.

KEY INITIATIVES AND CONTRIBUTIONS

→ **Games that improve quality of life in host communities [SDG 9]**

- 1.1 SOLIDEO's commitments in its Environmental Excellence and Universal Accessibility strategies** covering all facilities (see page 65 for details).
- 1.2 Urban transformation and repurposing with the Athletes' Village and Media Cluster**, which were designed to cater for the local population's needs during the legacy phase and to spur local development (see page 64 for details).

→ **Games that expand the range of sports on offer [SDG 9]**

- 2.1 Launch the Terre de Jeux 2024 label** for towns, cities and federations that want to bring more sport into people's day-to-day lives in France (see page 60 for details).
- 2.2 Select Games Preparation Centres** that can host athletes from around the world to train for the Games (see page 61 for details).

→ **Stakeholder initiatives**

2.3 Build a permanent climbing wall in Le Bourget, within the Media Cluster, to the benefit of Seine-Saint-Denis inhabitants after the Games.

2.4 Renovate training facilities in Seine-Saint-Denis and working-class neighbourhoods in Paris to upgrade public reception and accessibility after the Games⁶⁵.

3. Helping people learn how to swim in Seine-Saint-Denis

→ **Initiatives by Paris 2024 and initiatives with stakeholders**

3.1 Helping people learn how to swim in Seine-Saint-Denis, in particular through lifeguard and instructor training, optimising the use of existing swimming pools and building new facilities.

→ **Stakeholder initiatives**

3.2 Construction of the Olympic Aquatics Centre, which will become a first-class training and competition venue as well as a neighbourhood swimming pool after the Games (see the Legacy and Sustainability Plan for details).

3.3 Construction and renovation of several swimming pools in Seine-Saint-Denis, which will be used for competitions, training and warm-up exercises before and during the Games.

PERFORMANCE

Objectives : Contribute to development in Seine-Saint-Denis, expand the range of sports facilities in host towns and cities, enhance quality of life in host communities.

GAMES LEGACY

Paris 2024's and its stakeholders' initiatives will contribute to the long-term development of several areas and leave tangible legacy in the form of:

- **A wider range of sports facilities**, especially in host communities, following extensive renovation and construction work and programmes to help people learn to swim in Seine-Saint-Denis;
- **Speed up urban renewal** on account of the Games, and improved quality of life, in particular following construction of various infrastructure assets including a noise barrier to the south of the A86 motorway, redevelopment of Canal Saint-Denis and renovation of four gyms in Seine-Saint-Denis.



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⁶³ 18th, 19th and 20th arrondissements.

⁶⁴ 103rd place out of 105 for sports facilities per 10,000 people.

SHEET 8

INCLUSION, EQUALITY, SOLIDARITY

Paris 2024 plans to use the Games as a springboard for solutions that foster inclusion, equality and solidarity by staging an event that leads the way and by backing projects that will have a lasting impact on society through sport.

HARNESSING SPORT TO PROMOTE INCLUSION, EQUALITY AND SOLIDARITY

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. These Games also showed that sport can change public attitudes towards disabilities. 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. Paris 2024 plans to take this trend further and contribute in its turn by building even more inclusion, equality and solidarity into the model for the Games.

THE PARIS 2024 METHOD

Paris 2024 is leveraging an exemplary Games delivery model that meets the most stringent international standards. The organisation of the Games has factored in several principles – inclusion, universal accessibility, gender equality, the fight against discrimination and promotion of solidarity – since the planning phase with a view to delivering an entirely inclusive Olympic and Paralympic experience. Beyond staging the Games, and to start optimising their legacy now, Paris 2024, is supporting projects run by sport clubs, charities and community sports organisations that use sport to promote inclusion, equality and solidarity, and tender new answers to satisfy social needs that are addressed inadequately or not at all, notably through its endowment fund.

KEY INITIATIVES AND CONTRIBUTIONS

→ Games for equality and against discrimination [SDG 5]

- 1. Introduction of the Equality and Anti-Discrimination label** to ensure professional equality, diversity and a discrimination-free environment within Paris 2024, in the organisation of the Games and in all groups during the Games⁶⁷;
- 2. Launch of the first Impact 2024** call for proposals for sports stakeholders and associations that harness sport for social innovation (see page 77 for details);
- 3. Empower girls through sport with the Paris Sportives** call for proposals with Paris City Council to support the organisation of regular community sports activities in a bid to encourage women from priority neighbourhoods to begin using sports grounds freely accessible to the public;
- 4. Creation of the Paris 2024 athlete incubator** with the AFD for athletes who are also entrepreneurs setting up business ventures aimed at making a positive impact (see page 79 for details).

- 5. Launch of the Female Leaders programme** by the French National Olympic and Sports Committee to boost female representation in sports management bodies and celebrate female participation in sport (see page 80 for details).

→ Sport for social inclusion and solidarity [SDG 8] [SDG 10]

Initiatives de Paris 2024 et collaborations avec les parties prenantes

- 1. Support for inclusive teaching through sport: extending the Generation 2024 label to include special needs schools, starting during Olympic and Paralympic Week 2020**, to strengthen ties between schools and the local sports movement and contribute to inclusion and to enabling people with disabilities to participate in sports (see page 73 for details);
- 2. Expand the 30 minutes of daily exercise in schools initiative to pupils and students with disabilities**;
- 3. Train 20 sports clubs in Paris to cater for people with disabilities** and set up a parasports department at the beginning of the school year in September 2021 (see page 69 for details).

PERFORMANCE

→ Harness sport for equality and against discrimination

Objective : Celebrate the role of women in sport;

Indicator : Gender equality in action taken within the Impact and Legacy strategy.

Objective : Change attitudes towards disabilities through sport;

Indicateur : Changes in perceptions of stereotypes associated with people with disabilities among beneficiaries of Impact and Legacy strategy projects.

→ Harness sport to promote social inclusion

Objective : Harness physical activity and sport to remobilise people who are vulnerable or on integration pathways;

Indicateur : Proportion of Impact and Legacy project beneficiaries who have acquired soft skills (including interpersonal, transversal and leadership skills) (%).

→ Harness sport to support professional integration

Objective : Harness sport to support the social and professional integration of people in long-term unemployment.

Indicateur : Proportion of positive outcomes within one year among beneficiaries of Impact and Legacy strategy initiatives aimed at professional integration through sport (%).

GAMES LEGACY

As the first organiser of a major sporting event to take on a comprehensive approach gender equality and the fight against discrimination, Paris 2024 hopes to inspire future Games and other sporting events, and to pass with concrete solutions on⁷³. Paris 2024 also wants to build a legacy by lastingly involving the sports movement in efforts to leverage sport to foster social inclusion, equality and solidarity.



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⁶⁷ See the Legacy and Sustainability Plan for details.
⁶⁸ Neighbourhoods listed as quartiers prioritaires in urban policy
⁶⁹ French Development Agency.
⁷⁰ E.g. training modules, the Equality and Anti-Discrimination label and the endowment fund.
⁷¹ Institut d'Education Motrice
⁷² Institut Thérapeutique Educatif et Pédagogique
⁷³ Ex : modules de formations, Label Egalite et Lutte contre les discriminations, fonds de dotation, etc.

SHEET 9

CIVIC ENGAGEMENT

The Games will truly boost civic engagement: 45,000 volunteers will be involved in delivering them. Paris 2024 is already involved in encouraging, supporting and promoting civic engagement, especially among young people.

STEP UP YOUNG PEOPLE'S INVOLVEMENT IN SOCIETY

France already boasts a strong **volunteering culture** with more than 16 million volunteers⁶⁹ – around a quarter of whom are involved in the sports sector. Still, sport could be used even more to solidify young people's engagement in society.

THE PARIS 2024 METHOD

Through its Generation 2024 programme, **Paris 2024 seeks to promote young people's civic engagement**, which contributes to social cohesion and plays a crucial role in the sports movement – both on a day-to-day basis in clubs and at major international sport events, where volunteers play an essential role.

The Generation 2024 programme therefore aims to:

- **Encourage** young people's civic engagement in the sports 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 women and men to lead the sports movement.

KEY INITIATIVES AND CONTRIBUTIONS

→ **Drive engagement and citizenship [SDG 10] [SDG 4]**

1. **Mobilise 10,000 young people through the Generation 2024 civic service programme**: under the French State's Legacy plan, Paris 2024, the French Civic Service Agency and the French National Olympic and Sports Committee plan to offer assignments that use sport for the general interest, principally in Generation 2024 schools, Terre de Jeux 2024 towns, cities and administrative departments, and sports clubs and associations (see page 78 for details);
2. **Familiarise young people with civic, Olympic and Paralympic values through the French Universal National Service programme**: during the second and third phases of the Universal National Service programme, Paris 2024 and the French National Olympic and Sports Committee encourage young people to take on assignments of general interest in the sports movement to nurture the next generation of club volunteers and leaders⁷⁵;

3. **Support the Leaders of Tomorrow programme**, run by the French National Olympic and Sports Committee. This programme aims to give as many people as possible access to positions of responsibility, particularly young women, and encourage greater diversity among club and federation leaders at international, national and regional level.

GAMES LEGACY

By using sport to drive engagement and citizenship, Paris 2024 intends to leverage the Games to **get young people more involved in associations and sports for the long term**. Through the Generation 2024 programme, Paris 2024 plans to **nurture the next generation of volunteers and leaders**.

LA PERFORMANCE

→ **Use sport to drive civic engagement**

Objective: Increase the role of sport in civic engagement programmes and boost civic engagement in the sports movement.



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⁷⁴ www.associations.gouv.fr (French only).

⁷⁵ <https://injep.fr/wp-content/uploads/2019/07/Chiffres-cles-Vie-associative-2019.pdf> (French only).

⁷⁶ See the Legacy and Sustainability Plan for details.

FICHE 10

HEALTH: ENCOURAGE PEOPLE TO MOVE MORE

Using the Games to help exercise and sports gain ground in society is at the core of Paris 2024's project. The Games are a perfect opportunity to promote the health benefits of physical activity.

PARIS 2024 TAKES ON SEDENTARY

Sedentary lifestyle⁷⁷ and physical inactivity⁷⁸ are growing. Children and teenagers are not exercising enough, and this is harming their health: 87% of 11- to 17-year-olds move less than an hour a day and 20% of adolescents in France are overweight. However, scientific research has proven that this has serious consequences for our health. Regular physical activity considerably reduces the risk of premature death, chronic diseases and depression. It is on account of these health benefits that **Paris 2024 wants exercise to become a central part of everyone's life in France.**

THE PARIS 2024 METHOD

The Games are **an opportunity to spread awareness of the risks of sedentary lifestyles and physical inactivity, and to encourage everyone to move more.** Paris 2024 has devised a strategy in collaboration with several experts⁷⁹ and is adopting a transversal approach to ensure physical activity and sport are recognised as a tool for public health and play a more prominent role in society, focusing on three main goals:

- 1. Make people want to move more** by helping to raise awareness of the risks of sedentary behaviour and the benefits of physical activity, in particular by involving athletes to inspire and share their energy, especially with young people;
- 2. Create opportunities for people to move more** at school (i.e. at the age when active lifestyle habits will most likely stick), at work and in cities, by involving all the stakeholders concerned, paying special attention to people who are not involved in sport, including women and people with disabilities;
- 3. Support sports clubs in their key role,** harnessing the sports movement's trend towards expanding the range of supervised sports activities and strengthening ties between clubs and local stakeholders.

KEY INITIATIVES AND CONTRIBUTIONS

→ **Make people want to move more**

- 1. Enlist athletes and influencers** influencers to encourage people to become more active, especially during Olympic and Paralympic Week (which rallied about 5.2 million people in 2021);
- 2. Campaign to name September "exercise and sports month";**
- 3. Make the fight against sedentary lifestyles** a prominent national cause by supporting the Group For a Fit France's campaign and the Grande Cause Nationale label;
- 4. Train doctors and sports clubs in exercise prescriptions** by supporting and jointly funding a trial with Paris City Council, the Paris Olympic and Sports Committee and the charity Médecine pour Tous.

→ **Create opportunities for people to move more in their day-to-day lives, especially people who are not involved in sport [SDG 3] [SDG 5]**

1. Active schools:

1.1 The 30 minutes of daily exercise in schools initiative (see page 68 for details);

1.2 Create active school playgrounds, which encourage more **mixed** exercise and sport.

2. Active workplaces:

2.1 Warm-up and physical training for workers on Games construction sites;

2.2 Promote the benefits of exercise at work through Paris 2024's Social Charter;

2.3 Deduct fringe benefits associated with **encouraging exercise in companies** from social contributions.

3. Active cities:

3.1 Leverage active design principles in cities to discourage sedentary behaviour, with the Action Cœur de Ville network led by the French National Agency for Territorial Cohesion (ANCT) (see page 71 for details);

3.2 Action cards produced by Group For a Fit France to provide all Terre de Jeux 2024 towns and cities with down-to-earth solutions to encourage exercise and sport in local public policy.

4. Emphasis on people who are not involved in sports:

4.1 The trial Paris + Sportive call for proposals;

4.2 Support sport and health organisations in Seine-Saint-Denis that are reaching out to people who are not involved in sport to bring them opportunities to exercise;

4.3 Fund a variety of initiatives throughout France, such as deploying youths on civic service programmes led by UFOLEP (the French Union of Secular Physical Education), to reach people who are not involved in sport with free-of-charge activities to familiarise them with Olympic disciplines.

PERFORMANCE

Objective : Encourage people to be more active;

Indicateur : Perception of the benefits of physical activity and sport among target audiences in 2021, 2023, 2025 and 2029.

GAMES LEGACY

Paris 2024 aims to have a **positive and enduring impact on French people's lives,** by using sport as a key lever to boost their health and well-being through:

→ **Growing awareness and shifting attitudes** in communities, businesses, schools and among the general public with regard to the dangers of sedentary lifestyles and the benefits of regular exercise;

→ **Tangible legacy** facilitating more active lifestyles including:

- **New amenities in cities** such as cycle lanes for more people to learn how to ride bicycles and use other forms of active mobility, and green spaces and facilities that leverage the active design principle;

- **Renovated,** modern and accessible **sports facilities** to provide people living in Games host towns and cities with a wider choice of opportunities to exercise near home;

- **Stronger ties between the sports movement and local and regional authorities** around the Generation 2024 label, Terre de Jeux 2024 label and thousands of Impact 2024 projects.



© Nicolas Jacquemin

⁷⁷ Time spent sitting or lying down

⁷⁸ Insufficient or no physical activity

⁷⁹ Guthold, R., Stevens, G., Riley, L. and Bull, F. (2020). Global trends in insufficient physical activity among adolescents: a pooled analysis of 298 population-based surveys with 1.6 million participants. *The Lancet Child & Adolescent Health*, 4(1), p 23-35.

⁸⁰ Based on a study published by the French Ministry of Health's Research, Studies, Evaluation and Statistics Department (DREES); www.drees.solidarites-sante.gouv.fr (French only).

⁸¹ Including researchers, doctors and teachers.

SHEET 11

ECONOMIC AND SOCIAL OPPORTUNITIES FOR EVERYONE

Providing opportunities to build the Games with everybody is one of Paris 2024's main purposes. It aims to open doors so that very small, small and medium-sized businesses, and residents, can tap into the economic opportunities surrounding major sport events in general and the Games in particular.

SHARED GAMES THAT OPEN UP OPPORTUNITIES FOR EVERYONE

Very small, small and medium-sized businesses and social enterprises have trouble bidding on and winning contracts, and some people living in host towns and cities have trouble finding training courses or jobs associated with sporting events. Paris 2024, on the other hand, sees the Games as a unique opportunity to spur economic growth and to improve access to employment and upskill residents. The goal is to work with and help everyone in the economy, from large groups to very small businesses, including social enterprises, to tap into the opportunities arising from the Games. Paris 2024 wants to provide the right conditions for everyone to find job opportunities associated with the Games and that way help curb economic and social inequalities.

THE PARIS 2024 METHOD

Paris 2024 has confirmed that it

will organise Games that set a social and economic example. To do so, it has adopted the Paris 2024 Social Charter, with SOLIDEO, businesses, local authorities and all trade unions. Under this Charter, a representative for French trade unions to the ILO has been appointed to Paris 2024's Executive Board to ensure compliance with stringent labour standards. The Paris 2024 Games could become a benchmark for labour relations in organisations staging large international sporting events moving forward.

Paris 2024 also uses concrete tools to implement its strategy, which is geared for two main goals:

- **Creating economic and social opportunities by opening doors to Games contracts for very small, small and medium-sized businesses, social enterprises and sheltered workshops. Paris 2024's responsible procurement strategy moreover emphasises five commitments relating to environmental and social innovation in Games contracts;**
- **Using the Games to improve employment and build skills by encouraging local employment and training, particularly for the long-term unemployed. One of Paris 2024's main goals is to make sure jobs associated with the Games are available for as many people as possible, especially including people on the outer fringes of the job market⁸⁴.**

KEY INITIATIVES AND CONTRIBUTIONS

→ Games that open up economic and social [SDG 8] [SDG 10] [SDG 11]

1. The **responsible procurement strategy**, which factors environmental and social considerations into all product and service categories, and applies to Paris 2024, its providers and its partners (see page 24 for details);
2. The **Entreprises 2024 platform**, set up and managed by MEDEF (the largest employer federation in France) to keep companies aware of business opportunities arising from the Games (see page 57 for details);
3. The **ESS (SSE) 2024** programme, launched with Les Canaux and the Yunus Centre to involve social enterprises and help them find out about going Games contracts (see page 56 for details);
4. The **Entreprendre 2024 platform**, set in motion by the BPCE Group, also involving a "tour" to help very small, small and medium-sized regional businesses and social enterprises to find out about and tap into opportunities **arising from the Games** (see page 57 for details);

5. The Charter to encourage employment and territorial development **signed by SOLIDEO for the construction projects linked to the organisation of the Paris 2024 Games** (see page 59 for details).

→ Games that create jobs and build skills [SDG 4]

1. **An analysis of the jobs generated by the Games** to anticipate recruitment and training needs for the Games (see page 58 for details);
2. **A project involving an EDEC**, by the French Ministry of Labour and Paris 2024, to update the analysis of jobs generated by the Games and promote skills in the major events industry (see page 58 for details);
3. **The Emplois 2024 platform**, created by Pôle Emploi to list and publicise the jobs associated with the Games;
4. **Impact 2024 "From the Stadium to Employment" programme**, with the French Athletics Federation and Pôle Emploi, a new form of job dating to connect jobseekers and recruiters;
5. **The All Champions programme** with Paris City Council and the Plaine Commune combined authority to train 1,000 long-term unemployed people.

PERFORMANCE

Objective : Help very small, small and medium-sized businesses, particularly local ones, access Games contracts;

Indicator : Proportion of Games contracts awarded to very small, small and medium-sized businesses (number of contracts and associated amounts) (%).

Objective : Help social enterprises and businesses that employ people with disabilities access Games contracts;

Indicateur : Proportion of Games-related contracts awarded to social enterprises (number of contracts and associated amounts) (%).

Objective : Encourage local employment and skills improvement, particularly for the long-term unemployed;

Indicators :

- Proportion of people working for the Games and living in the Greater Paris area who have received training, relative to the average number of people living in the Paris area who have received training, in the three business sectors identified in the job mapping analysis (150,000 jobs mobilised) (%);
- Proportion of jobs (FTEs) associated with the Games for people on integration pathways, in particular via the Social and Solidarity Economy, in France as a whole and in each geography.

GAMES LEGACY

The Paris 2024 Social Charter is designed to leave substantial social legacy from the Organising Committee's and SOLIDEO's action. Through the commitments made in the Charter and the action resulting from them, Paris 2024 and its stakeholders intend to leverage the Games to:

- **Build skills and secure the career pathways of the employees and volunteers** involved in organising the Games, and develop their employability by helping them acquire skills they can use after 2024;
- **Strengthen very small, small and medium-sized businesses and social enterprises in France** over the long term by furnishing them with tools and methods they can use after the Games, and inspire international sport event organisers beyond the Games.

⁸² Organisation Internationale du Travail

⁸³ Travailleurs en situation de handicap

⁸⁴ Valorisation des métiers et des parcours professionnels, montées en compétences, accès aux offres d'emploi, sécurisation des parcours

⁸⁵ Engagement de Développement de l'Emploi et des Compétences

SHEET 12

EDUCATION AND CIVIC ENGAGEMENT

Highlighting and strengthening the role of young people, and reinforcing it, is one of the priorities for the Games. With its education programme, Paris 2024 wants to rally stakeholders in education and in the sport ecosystem to encourage participation in sport, use the Games to foster learning, and share the Olympic and Paralympic values.

SPORT FOR EDUCATION

School instils fundamental knowledge and values in all children, irrespective of their social background, gender or origin. Sport, PE, Olympism and Paralympism are wonderful educational tools for young people's school years, not only benefiting their health but also helping them learn. PE lessons at school offer the main source of physical activity for 80% of children, meaning that teachers – particularly primary school teachers and PE teachers – play an important role in involving children in sport.

Hosting the Games in France provides a unique opportunity to boost awareness of the vital role that physical activity and physical education play for children. To do this, Paris 2024 aims to promote physical activity among young children and their families, and support and highlight the role of physical activity and physical education in helping children thrive and in instilling a love of learning and community spirit.

THE PARIS 2024 METHOD

Paris 2024 included a programme specifically for young people in its bid to ensure its actions continue to bear fruit well beyond 2024. It set up and started up **Generation 2024** – a programme to use sport for education and civic engagement based on a method that brings together all local and national stakeholders⁸⁶ – to this end.

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 while building bridges between schools and the sports movement;
- 2. Champion sport to channel a love of learning:** encourage the use of sport in education, in particular among children struggling at school;
- 3. Highlight the Games and values to foster community spirit:** promote the values of sport, Olympism and Paralympism, and introduce Generation 2024 to the Games.

KEY INITIATIVES AND CONTRIBUTIONS

→ Encourage children to become more physically active and involved in sport, from pre-school to post-grad [SDG 3] [SDG 4]

- 1. The 30 minutes of daily exercise in schools** initiative (see page 68 for details);
- The **Generation 2024 label** to build bridges between schools and the sports movement (see page 68 for details);
- Organising the Olympic and Paralympic Week** to familiarise pupils and students with the Olympic and Paralympic values, use sport as an educational tool and change the way young people view disabilities (see page 70 for details);
- Transforming playgrounds** to provide children with mixed and inclusive spaces that encourage them to exercise daily;

5. The Carte Passerelle, developed by the French National Olympic and Sports Committee, to allow all schoolchildren who are members of a French National School Sports Union (UNSS) club and aged between 9 and 12 to try new sports free of charge within a network of participating sports club starting in September 2021 (see page 70 for details).

→ Champion sport to channel a love of learning [SDG 4]

- The generation.paris2024.org platform** to provide a list of sport-related teaching resources and help teachers prepare their lessons and projects (see page 74 for details);
- The Games kit for schoolchildren** presenting the Games, their values and their history in a booklet;
- The **Education through Sport** call for proposals to spur novel approaches combining participation in sport and academic success;
- The **1,000 work experience placements** (by the Île-de-France Region) to embark teenagers in their last year of middle school in the adventure of the Games (see page 76 for details);
- Including **PE as a speciality** in general and technological baccalaureate curricula starting in September 2021.

→ Champion sport to channel a love of learning and foster community spirit [SDG 4] [SDG 10]

- The **Education in Movement** programme to uphold the Olympic values of respect friendship and excellence, and to foster education (see page 76 for details);
- The film **Race**, about Jesse Owens' feat at the Berlin Olympic Games, including a learning kit for 10- to 14-year-olds discussing the values that sport conveys;
- The **I'mPOSSIBLE** programme, a particularly useful tool for primary school teachers that can be used to raise awareness of disability and of the importance of the Paralympic movement (see page 76 for details).

PERFORMANCE

Get moving from pre-school to post-grad

Objective : Roll out the Generation 2024 label in primary and secondary schools, and universities;

Indicator : Proportion of schools and universities that have earned the Generation 2024 label per year (%)

L'HÉRITAGE DES JEUX

Paris 2024 is introducing long-term programmes to support **education through sport** and to encourage exercise in school. The intention is for these initiatives to continue well beyond the Games. Paris 2024 hopes to contribute to **reversing the trends towards sedentary and inactive lifestyles** and help raise a generation of children and teenagers who exercise and play sports daily.

⁸⁶ Communauté éducative, services de l'Éducation nationale, de la Jeunesse et des Sports, fédérations sportives scolaires et autres acteurs du mouvement sportif, collectivités territoriales.

⁸⁷ See the Legacy and Sustainability Plan for details.

⁸⁸ See the Legacy and Sustainability Plan for details.

SHEET 13

ANTI-CORRUPTION AND PROTECTION OF PERSONAL DATA

Paris 2024 is committed to the principles of integrity, neutrality and fair play, complies with all applicable regulation and strives for the highest ethical and transparency standards, to live up to the Olympic and Paralympic values and to inspire as many people as possible.

A RESPONSIBILITY AND A REQUIREMENT

The world of sport is exposed to numerous ethical risks, which include **competition tampering, bet rigging and irregular contract awards**. Paris 2024 therefore pledges to take all necessary measures to **ensure the integrity and compliance of the Games** and to avoid any behaviour on the part of its members, employees or volunteers that may contravene these principles.

THE PARIS 2024 METHOD

A **programme** has been drawn up to ensure **compliance** with ethical principles and applicable regulation⁸⁹. This programme has been entrusted to Paris 2024's Internal Audit, Internal Control and Compliance Department, which is independent (it reports on its operations but it not answerable from a hierarchical standpoint to the head of the Organising Committee). This department coordinates the work of the Audit Committee, Ethics Committee and Remuneration Committee, and liaises with the French authority for economic and financial verifications. This new approach to governance affords the department full freedom of action and guarantees its impartiality.

The associated roadmap is principally based on a **mapping of risks** across Paris 2024. Anti-corruption, prevention of conflicts of interest and protection of data (encompassing personal data, cybersecurity and transparency) have been identified as priorities. The department has taken the necessary measures to **ensure its procedures and practices comply with legislation**. These measures include audit and control programmes, training for newcomers, the whistleblowing procedure, advice for other departments on these matters and liaising with public-sector regulatory bodies.

The **Code of Ethics** enshrines some of the commitments based on legislation and regulation in force and the Olympic Movement's principles. A **Best Practice Guide for the teams** discusses these principles and how to apply them in day-to-day operations.

KEY INITIATIVES AND CONTRIBUTIONS

→ **Setting up an internal compliance system [SDG 16] [SDG 17]**

1. **Produced a Code of Ethics;**
2. **Appointed an Ethics Committee, Audit Committee and Remuneration Committee;**
3. Published a **Best Practice Guide** providing a full set of tools to apply the Games' values in practice;
4. **Set up a data processing register;**
5. **Appointment of a Data Protection Officer** within Paris 2024's Internal Audit, Internal Control and Compliance Department in 2021;
6. The top executives **declare their assets and interests to the French High Authority for Transparency in Public Life.**

→ **Employee information and training [SDG 16] [SDG 17]**

7. **Declaration and inventory** of the most exposed employees' **conflicts of interest;**
8. **Employee training and accountability** regarding purchases, ethics, preventing conflicts of interest and protecting personal data.

PERFORMANCE

Indicateurs de performance du dispositif de conformité mis en place.

Objective : Set up an internal control system to verify that the rules and commitments relating to compliance are followed;

Indicator : Number of completed external and internal audits;

Number : 10 at end-December 2020

Objective : Allow everyone to report any possible breaches of Paris 2024's commitments, answer all questions received and investigate all incidents reported;

Indicator : Time to reply to requests for opinions or advice and investigate reports on possible breaches of Paris 2024's rules and values;

Number : 100% of requests and reports processes within 48 hours since the conformite@paris2024.org address was made available at end-December 2020.

Objective : Monitor disputes to fine-tune control and whistleblowing procedures so as to protect personal data more effectively;

Indicator : Number of complaints to the CNIL (French Data Protection Authority);

Valeur : 0 at end-December 2020.

Metric to track employee information and training

Objective : Ensure Paris 2024 and all its employees are familiar with the commitments in the Code of Ethics and with the applicable regulations as soon as they are on-boarded;

Indicator : Proportion of employees informed of or trained in good ethical practice;

Number : 100% (snapshot at end-December 2020).

GAMES LEGACY

Paris 2024 wants to leave a legacy that helps future sport events ensure compliance, combat corruption and protect personal data, with :

- **An innovative approach to governance:** appointing an Ethics Committee and setting up an independent department;
- **A Best Practice Guide** circulated to all organisations and stakeholders involved in organising sport events, in France and internationally;
- **A Code of Ethics** based on the principles of integrity, neutrality, fair play, mutual understanding and solidarity;
- **Training tools** relating to the corpus of documents and methods created by Paris 2024;
- **Contribution to the tools to assess risks** on infrastructure tenders, developed by IPACS , for future sports competitions.

⁸⁹ Association de droit privé loi de 1901, les Jeux sont cependant soumis à un certain nombre de réglementations spécifiques en application de la loi n° 2018-202 du 26 mars 2018 relative à l'organisation des jeux Olympiques et Paralympiques de 2024, qui prévoit le contrôle de plusieurs autorités indépendantes (Cour des comptes, Agence française anticorruption, Haute autorité de transparence de la vie publique).

⁹⁰ International Partnership Against Corruption in Sports

SHEET 14

WORKING CONDITIONS AND LABOUR RELATIONS

On this collective endeavour like none other before it, Paris 2024 intends to provide all its employees with the best working conditions and build continuous, constructive labour relations.

ENSURE GOOD WORKING CONDITIONS AND EXPAND LABOUR RELATIONS

While growing rapidly, which entails mobilising a large number and considerable variety of human resources, Paris 2024 ensures it fully complies with French regulation on working conditions and labour relations on a daily basis, within its scope of responsibility.

Paris 2024 aims to create the conditions for a wholesome environment that is safe and healthy for everyone in it, where everyone involved – employees and their representatives – can debate their ideas and together build comprehensive solutions that fit the project.

Paris 2024 pledges to do everything in its reach to bring everyone together to help them thrive and fully express their individual skills and talent.

THE PARIS 2024 METHOD

For the first time in the history of the Games, Paris 2024 has enshrined its commitments regarding human resources management, working conditions and social dialogue in a Social Charter. This Charter reflects the economic world's intention to join forces in order to leave a legacy for labour relations.

Three organisations, in particular, ensure the commitments in this Charter are applied, and that all employees enjoy constantly improving working conditions and transparent social dialogue:

- Paris 2024's Human Resources Department is tasked with managing the Organising Committee's human capital, driving individual and collective performance, and rolling out programmes aimed at fostering engagement, recognition and well-being in order to provide a working environment where all can thrive;
- Paris 2024's Social and Economic Committee (Works Council) represents employees. It is their collective voice and makes sure their interests are taken into account in decisions relating to the way in which Paris 2024 is managed, its economic and financial situation and outlook, the organisation of work, job-related training and production techniques. The Social and Economic Committee's remit also includes social and cultural activities such as outreach projects that overlap with Paris 2024's project;

- Lastly, a Monitoring Committee has been appointed specifically to ensure the Social Charter is applied properly. It meets every quarter and includes representatives from the various employer and employee unions (CFDT, CFE-CGC, CFTC, CGT, Paris 2024, CPME, FO, MEDEF, U2P). This Committee also oversees work on new agreements between all stakeholders.

KEY INITIATIVES AND CONTRIBUTIONS

→ **Set up a system to foster labour relations and provide good working conditions for [SDG 8] [SDG 17]**

1. **Signed a Social Charter** containing Paris 2024's 16 commitments regarding human resources management with unions CFDT, CFE-CGC, CFTC, CGT, CPME and FO, employer federations MEDEF and U2P, and SOLIDEO;
2. **Set up a Social Charter Monitoring Committee** bringing together the employee and employer representative bodies, SOLIDEO and Paris 2024;
3. **Included employee and employer federations** on the Executive Board.

→ **Action to ensure well-being for the many [SDG 8] [SDG 17]**

1. **Relocated Paris 2024's headquarters to Seine-Saint-Denis.** This building is the first to encapsulate Paris 2024's environmental and social vision. It is designed for employee well-being and the amenities in it match the spirit of the Games (including a gym, responsible restaurant, rooftop vegetable garden);
2. **Initiatives to improve working conditions and ensure transparent dialogue:** employee engagement questionnaire, a hotline staffed by psychologists, incentives for sustainable mobility (bicycle parking spaces, electric vehicle charging stations and a bonus for green mobility);
3. **Social outreach projects** reflecting and contributing to Paris 2024's commitments and ambitions (e.g. providing a virtual gym).

PERFORMANCE

Indicators to track employee well-being

Objective : Treat employees to the best experience in terms of engagement, recognition and quality of life at work;

Indicator : Proportion of employees who answer yes to the question "Are you proud of working for Paris 2024?" in the employee satisfaction survey;

Objective : Maintain reasonable, even turnover;

Indicator : Turnover (total number of people leaving in a given year over average monthly workforce for the same year, only counting employees on permanent and fixed-term contracts);

Number : 4.8% in 2020.

Objective : Keep absenteeism stable

Indicator : Absenteeism rate (total number of days not worked relative to total number of days worked, only counting employees on permanent and fixed-term contracts);

Number : 2.11% in 2020.

Performance indicators for Paris 2024's system to foster social dialogue and good working conditions

Objective : Continuous, active and constructive dialogue about the material issues relating to human resources;

Indicator : Number of ordinary Social and Economic Committee meetings;

Number : 12 in 2020.

GAMES LEGACY

Paris 2024 wants its legacy to include compliance with a strict regulatory framework, ensure good working conditions and foster labour relations among all the stakeholders involved in organising sporting events:

- Formalised a Social Charter involving unions and business circles, which will provide a template for sporting event organisers that wish to provide good working conditions and transparent social dialogue.

SHEET 15

PROMOTE FRATERNITY AND SOCIAL COHESION AT AN INTERNATIONAL LEVEL

The Olympic and Paralympic Games symbolise openness, diversity and universality. Throughout history, they have been an extraordinary highlight that brings all nations together. Beyond the sporting events, the Games are a popular and multicultural festival that reaches around the world. Paris 2024's legacy project therefore stretches beyond borders as well.

SPORT AS A TOOL FOR HUMAN AND SUSTAINABLE DEVELOPMENT

Sport is affected by the issues facing the planet as much as every other human activity. It can also help to rise to those challenges. The **United Nations states in its 2030 Agenda** that sport plays an important role in achieving the Sustainable Development Goals (SDGs). This is why Paris 2024 pledges to **activate the SDG roadmap** by building innovative, high-impact and long-lasting cooperation endeavours to roll out Paris 2024's legacy strategy internationally.



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THE PARIS 2024 METHOD

To make the most of the singular opportunity that the Games provide to build its own unprecedented legacy, Paris 2024 has set up an **International Cooperation team** tasked with steering and operationalising the Organising Committee's legacy strategy and commitments. The aim is the same as in France: to contribute to reaching the SDGs and demonstrate that sport serves a purpose on these fronts.

Cooperation among Paris 2024, the French Ministry of Europe and Foreign Affairs and the AFD is one of the pillars in this strategy. **Paris 2024 and the AFD** signed an agreement in February 2020 enshrining their shared belief in sport's social and environmental impact and establishing a method to reach this objective. Paris 2024 also supports a **UNESCO Chair** on sport for development and peace, which will focus on sport's contribution to society, at Paris-Nanterre University.

Paris 2024's Olympic Truce⁸⁷ programme will be based on the **principle of brotherhood and sisterhood**, one of the French Republic's key notions reflected in the Paris 2024 Games emblem.

KEY INITIATIVES AND CONTRIBUTIONS

1. Social impact

1.1 With the AFD:

- **An incubator for athletes who are also entrepreneurs working on projects** with a social and/or environmental impact in France and Africa (2021-2022);
- **Impact 2024 International call for proposals** (2021-2024): €2 million for NGOs working on projects harnessing sport for development, in line with Paris 2024's legacy strategy, in Africa and Haiti;
- **Call for health-related projects** (2023): €1.5 million for three NGOs working on projects revolving around sport and health in developing countries;
- **Funding for local and regional authorities that have earned the Terre de Jeux 2024 label** and are working on decentralised cooperation projects relating to sport (starting in 2020, open-ended).

1.2 With the French Ministry of Europe and Foreign Affairs: a series of calls for proposals (2021-2023) to fund initiatives

overlapping with Paris 2024's legacy strategy led by French local and regional authorities in partnership with their counterparts outside France.

2. Delivery

2.1 AFD support for feasibility studies and subsequent implementation of projects involving sustainable infrastructure around the Paris 2024 Games surfing events in Teahupo'o;

2.2 Coordinating support by French stakeholders for the organisation of the Dakar 2024 Youth Olympic Games via the Dioko Alliance, run by Paris 2024.

3. Awareness

3.1 Raising awareness among young French people of the link between sport, sustainable development and international solidarity in two ways: by creating and circulating content, and by enlisting athletes to share their vision and experience.

PERFORMANCE

1. Social impact

Objective: Build a testing ground to demonstrate sport's contribution to sustainable development;

Indicator: Number of projects backed by Paris 2024 and its partners in cooperation endeavours; for each project, the scores in the indicators provided in the Impact 2024 method.

Objective: Build engagement in French towns, cities and regions through sport and international cooperation;

Indicator: Number of French towns, cities and regions involved in international cooperation through calls for proposals.

2. Projects

Objective: Support feasibility studies and subsequent implementation of projects involving sustainable infrastructure in Teahupo'o, in cooperation with the AFD;

Indicator: Number of projects backed by the AFD associated with organising the surfing events in Teahupo'o.

Objective: Coordinate support by French stakeholders for the organisation of the Dakar 2024 Youth Olympic Games via the Dioko Alliance, run by Paris 2024;

Indicator: Number of projects set up by Dioko Alliance members to support Dakar 2026.

GAMES LEGACY

Through the initiatives set in motion around the world by its partners on cooperation endeavours, Paris 2024 intends to generate positive and enduring impact beyond France's borders in the form of:

→ Intangible legacy:

- The projects under **cooperation agreements** are designed to make a lasting social and environmental impact. They will be included in the Impact 2024 programme, follow the same method and use the same impact metrics;

- Paris 2024 aims to tap into **academic research** on sport for development and peace by supporting the UNESCO Chair on this topic at Paris-Nanterre University⁸⁸.

→ Tangible legacy:

- In preparation for staging the surfing events in 2024, **construction of infrastructure and facilities in Tahiti**, which will leave a positive long-term legacy for the area, thanks to the AFD;

- In preparation for the **Dakar 2026** Games, construction of infrastructure that will leave a lasting legacy for Senegal, in particular to provide access to sport for everyone, thanks to the AFD, and led by the **Dioko Alliance**.

⁸¹ French Development Agency.

⁸² The UN General Assembly has reiterated its support for the IOC every two years since 1993 by unanimously adopting a resolution entitled "Building a peaceful and better world through sport and the Olympic ideal". Through this (symbolic) resolution, the UN urges its Member States to observe the Olympic Truce individually or collectively and to attempt to settle all international disputes by peaceful and diplomatic means.

⁸³ The chair should be set up at end-2021 for a renewable four-year period, and will cooperate with several other universities around the world (and with NGOs such as Peace and Sport). It will also lead to the creation of an international research centre on this topic, which will contribute to the advocacy strategy over the long term.



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SECTION 5

APPENDICES

GRI cross-reference table
Stakeholders' legacy and sustainability roadmaps

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
GRI 101 Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	1. Organizational profile		
	102-1: Name of the organization	102-1: Name of the organization Section 1 - Editorial/Background information	9
	102-2: Activities, brands, products, and services	Section 1 – Part 1 (Roles and responsibilities)	17-18
	102-3: Location of headquarters	46 rue Proudhon, 93210 Saint-Denis – France	
	102-4: Location of operations	France	
	102-5: Ownership and legal form	102-5 : Ownership and legal form Le COMITÉ D'ORGANISATION DES JEUX OLYMPIQUES ET PARALYMPIQUES DE PARIS 2024 est une association de droit français dont le siège social est situé 46 rue Proudhon, 93210 Saint-Denis, France, numéro de téléphone : +33 (0)1 81 20 24 00, numéro de TVA individuel : FR19 834 983 439 (« PARIS 2024 »)	
	102-6: Markets served	Not applicable	
	102-7: Scale of the organization	Section 1 - Part 5.1 (Human resources) Fact sheet on Working conditions and social dialogue	29-31; 132
	102-8: Information on employees and other workers	Section 1 - Part 5.1 (Human resources) Fact sheet on Working conditions and social dialogue	29-31; 132

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
	102-9 : Supply chain	Section 1 - Part 5.3 (Responsible procurement strategy) www.paris2024.org/en/innovating-to-purchase-for-a-purpose/	
	102-10 : Significant changes to the organization and its supply chain	Not applicable – First report	
	102-11 : Precautionary Principle or approach	Section 1 - Part 5.4 (The approach to measuring the impact of Paris 2024's Legacy and Sustainability strategy) Section 2 (Indicators) Section 3 - Part 3.1 (The methodology to analyse impacts on biodiversity)	39; 49; 59-60; 110
	102-12 : External initiatives	Section 1 - Part 4.1 (International, national and local roadmaps) Section 3 - Part 3.3 (Social Charter) Annexe - Feuille de route des parties prenantes	23-27; 72; 74; 149
	102-13 : Membership of associations	Section 1 - Part 4.1 (International, national and local roadmaps) Section 1 - Part 4.2 (Methods for working with stakeholders Section 3 - Partie 3.23 (Sports for climate action)	23-27; 28; 74
	2. Strategy		
	102-14 : Statement from senior decision-maker	Section 1 - Editorial/Background information	9-11; 55
	3. Ethics and integrity		
		Avant-propos - Vision de Paris 2024 Section 1 - Parties 1, 3, 4, 5 (Valeurs, stratégie Héritage et Durabilité, feuilles de route internationales, éthique)	8; 14-45
	102-16 : Values, principles, standards, and norms of behavior	Section 1 - Parties 1, 3, 4, 5 (Values, Legacy and Sustainability strategy, International roadmaps, Ethics) Fact sheet 13: Anti-corruption and protection of personal data Fact sheet 14: Working conditions and social dialogue	31; 130; 132

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
	4. Governance		
	102-18 : Governance structure	Section 1, principally Part 5 (Event sustainability management system)	30; 34
	5. Stakeholder engagement		
	102-40 : List of stakeholder groups	Section 1 - Part 1 (Ecosystem)	18
	102-41 : Collective bargaining agreements	Fact sheet 14: Working conditions and social dialogue	132
	102-42 : Identifying and selecting stakeholders	Section 1 - Part 1 (Ecosystem) Section 1 - Part 4 (Stakeholders)	18
	102-43 : Approach to stakeholder engagement	Section 1 - Part 4 (Stakeholders)	22-28
	102-44 : Key topics and concerns raised	Section 1 - Part 4 (Stakeholders)	22-28; 149
	6. Reporting practice		
	102-45 : Entities included in the consolidated financial statements	Non applicable	
	102-46 : Defining report content and topic Boundaries	Section 1 - Part 3 (Material topics) Section 4 - Introduction	20-21; 22-28; 104
	102-47 : List of material topics	Section 1 - Part 3 (Material topics) Section 4 - Introduction	20-21; 104

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
	102-48 : Restatements of information	Not applicable - First report	
	102-49 : Changes in reporting	Not applicable - First report	
	102-50 : Reporting period	From Paris 2024's inception to June 2021 Some information may relate to a shorter period of time. When this is the case, it is stated in the report.	
	102-51 : Date of most recent report	Not applicable - First report	
	102-52 : Reporting cycle	The IOC requires Paris 2024 to publish three reports on sustainability. The first report is in particular based on the following request: "The OCOG needs to define its own sustainability action plan to set out how it will deliver the aspects for which it is responsible. This should include specific objectives and target areas, and should be signed-off by senior OCOG management." Two other reports on the Paris 2024 Games' sustainability and legacy will be published: a pre-Games and a post-Games report. Then a report on legacy will be published five years after the Games, in 2029. The pre-Games and post-Games reports will discuss and measure collective action (successful or not) towards setting a new international standard for sustainability with the Paris 2024 Games.	

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
	102-53: Contact point for questions regarding the report	Georgina Grenon, Environmental Excellence Director Marie Barsacq, Impact & Legacy Director	9-11
	102-54: Claims of reporting in accordance with the GRI Standards	Foreword and editorials This report has been prepared in accordance with the GRI Standards (Core option)	
	102-55: GRI content index	Section 5	
	102-56: External assurance	At this point, Paris 2024 has not decided to ask an external auditor to verify the information in this report or a selection of indicators. Discussions are under way about the possibility of external assurance on the next report.	138-148
Key issues			
Expand universal accessibility			
GRI 103 Management Approach 2016	103-1: Explanation of the material topic and its Boundary 103-2: The management approach and its components 103-3 -: Evaluation of the management approach	Fact sheet 1: Universal	106-107

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
Achieve carbon neutrality and a positive impact on the climate			
GRI 103 Management Approach 2016	103-1: Explanation of the material topic and its Boundary 103-2: The management approach and its components 103-3: Evaluation of the management approach	Fact sheet 2: Climate and carbon	108-109
GRI 305 – Emissions 2016	305-1: Direct (Scope 1) GHG emissions 305-2: Energy indirect (Scope 2) GHG emissions 305-3: Other indirect (Scope 3) GHG emissions 305-5: Reduction of GHG emissions	Fact sheet 2: Performance	108-109
Préservation et régénération de la biodiversité			
GRI 103 Management Approach 2016	103-1: Explanation of the material topic and its Boundary 103-2: The management approach and its components 103-3: Evaluation of the management approach	Fact sheet 3: Biodiversity	110-111
GRI 304 – Biodiversity 2016	304-1 : Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Fact sheet 3: Performance	110-111

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
Set up a circular economy			
GRI 103 Management Approach 2016	03-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 4 : Circular economy	112-113
GRI 301 – Materials 2016	301-1 : Materials used by weight or volume 301-2 : Recycled input materials used	Fact sheet 4 : Performance	112-113
Renforcement de la résilience environnementale			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 5 : Environmental resilience	114-115
Accelerate environmental transformation			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 6 : Environmental transformation	116-117
Boost regional growth and appeal and improve quality of life			

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 7 : Regional growth and improving quality of life	118-119
GRI 413 – Local communities 2016	413-1 : Operations with local community engagement, impact assessments, and development programs	Fact sheet 7 : Performance	118-119
Inclusion, égalité, solidarité			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 8 : Inclusion, equality, solidarity	120-121
GRI 203 – Indirect economic impacts 2016	203-2 : Significant indirect economic impacts	Fact sheet 8 : Performance	120-121
GRI 413 – Local communities 2016	413-1 : Operations with local community engagement, impact assessments, and development programs	Fact sheet 8 : Performance	120-121
Drive civic engagement			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 9 : Drive civic engagement	122-123

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
Health : encourage people to move more			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 10 : Health : encourage people to move more	124-125
GRI 413 – Local communities 2016	413-1 : Operations with local community engagement, impact assessments, and development programs	Fact sheet 10 : Performance	124-125
Opportunités économiques et sociales			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 11 : Economic and social opportunities for everyone	126-127
GRI 201 – Economic performance 2016	201-1 : Direct economic value generated and distributed	Fact sheet 11 : Performance	126-127
GRI 204 – Procurement practices 2016	204-1 : Proportion of spending on local suppliers	Fact sheet 11 : Performance	126-127
GRI 404 – Training and Education 2016	404-2 : Programs for upgrading employee skills and transition assistance programs	Fact sheet 11 : Performance	126-127
GRI 413 – Local communities 2016	413-1 : Operations with local community engagement, impact assessments, and development programs	Fact sheet 11 : Performance	126-127

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
Promote sport and the values it conveys for education			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 12 : Education and civic engagement	128-129
Fight corruption, Protect personal data			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 13 : Anti-corruption and protection of personal data	130-131
GRI 418 – Customer privacy 2016	418-1 : Substantiated complaints concerning breaches of customer privacy and losses of customer data	Fact sheet 13 : Performance	130-131
Etablissement de bonnes conditions de travail et avancement du dialogue social			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 14 : Working conditions and labour relations	132-133

GRI STANDARD	DISCLOSURE	REPORT SECTION/URL/COMMENT	N° PAGE
GRI 401 – Employment 2016	401-1 : New employee hires and employee turnover	Fact sheet 14 : Performance	132-133
GRI 403 – Occupational Health & Safety 2016	403-2 : Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Fact sheet 14 : Performance	132-133
GRI 404 – Training and Education 2016	404-1 : Average hours of training per employee	Fact sheet 14 : Performance	132-133
Foster fraternity and an international sense of community			
GRI 103 Management Approach 2016	103-1 : Explanation of the material topic and its Boundary 103-2 : The management approach and its components 103-3 : Evaluation of the management approach	Fact sheet 15 : Foster fraternity and an international sense of community	134-135
Indicators not provided in fact sheets	413-1 : Operations with local community engagement, impact assessments, and development programs	Fact sheet 15 : Performance	134-135
Indicateurs hors fiches			
GRI 405 – Diversity & equal opportunities 2016	405-1 : Diversity of governance bodies and employees	Section 2 – indicators	29
GRI 305 – Emissions 2016	305-5 : Reduction of GHG emissions	Section 2 – indicators	49

APPENDIX NO.: STAKEHOLDERS' LEGACY AND SUSTAINABILITY ROADMAPS

- **La Société de Livraison Des Ouvrages Olympiques (SOLIDEO)**
SOLIDEO is the public organisation responsible for funding, supervising and delivering the development operations and facilities needed for the Paris 2024 Games. These facilities are conceived and designed with a focus on the legacy of the Games, when they will be transformed into shops, homes, offices and facilities for their communities.
[SOLIDEO's roadmap](#)
- **The French National Olympic and Sports Committee (CNOSF)**
The CNOSF is a non-profit association that represents the Olympic Movement in France and groups together the 108 sports federations. It promotes Olympism and its values in France, and forms and leads the French delegation for the Olympic Games. Under its articles of association, it is authorised to carry out, on behalf of or working with the federations, any action that is in the general interests of the sports movement and its 17 million registered members.
[The CNOSF's roadmap](#)
- **The French Paralympic and Sports Committee (CPSF)**
As the only French organisation recognised by the International Paralympic Committee (IPC), the CPSF is responsible for the selection, management and promotion of the French team for the Summer and Winter Paralympic Games. In France, it leads, coordinates and represents all of its sports federation members with a view to developing participation in sport by people with disabilities.
[The CPSF's roadmap and manifesto](#)
- **The French State**
Through the Interministerial Delegation for the Olympic and Paralympic Games (DIJOP), the French State is mobilising several ministries around the Games (including National Education, Youth and Sport; Ecological Transition; Economy, Finance and Recovery) to promote their legacy. The DIJOP is tasked with ensuring the French State's action surrounding the Games is consistent, overseeing each ministry's contribution to them and liaising with all stakeholders. To this end, it leads and coordinates the various public administrations and organisations involved in organising the Games, ensures all action taken is coherent, and supervises the programmes relating to public facilities.
[The French State's roadmap](#)
- **Paris City Council**
From the bid phase, and as a signatory of the Host City Contract with the IOC and CNOSF, Paris City Council has committed to hosting Games that are focused on sustainability and sound stewardship, and fully engage with civil society. The City also wanted these Games to help accelerate public policies supporting Paris and the Greater Paris area.
[Paris City Council's roadmap](#)
- **Île-de-France Region**
The Île-de-France Region (Greater Paris area), the primary host region for the Games and founding member of Paris 2024, is the main public funding body for the Paris 2024 Games after the French State. It is leading, supporting and funding a number of projects for infrastructure to stage the Games. It is coordinating its efforts in order to position this project as an accelerator for public policies and an innovative event, with a lasting and sustainable legacy.
[The Île-de-France Region's roadmap](#)
- **Seine-Saint-Denis Departmental Council**
Involved from the bid phase, the Seine-Saint-Denis Department is a major player for the hosting of the 2024 Games. Many different Olympic and Paralympic events will be held there, and many infrastructures will be renovated or built there, including the three new facilities for the Games – Athletes' Village, Media Village and Olympic Aquatics Centre – then repurposed to meet the needs of local communities.
[Seine-Saint-Denis Departmental Council's roadmap](#)
- **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 (Métropole du Grand Paris⁹⁵) has set out to leave a lasting legacy for the local area by working alongside its partners.
[The Greater Paris Metropolitan Area's roadmap](#)
- **The combined authorities**
AHosting the 2024 Olympic and Paralympic Games is an extraordinary opportunity to spur urban, economic and social development for Plaine Commune, a combined authority encompassing nine cities in Seine-Saint-Denis, north of Paris. Three other combined authorities will also play a key role in the legacy of the Games: Grand Paris Grand Est⁹⁷, Paris Terres d'Envol⁹⁸ and Est Ensemble Grand Paris⁹⁹.
[Plaine Commune's roadmap](#)
[Paris Terres d'Envol's roadmap](#)
[Est Ensemble Grand Paris' roadmap Grand Paris Grand Est's roadmap](#)

⁹⁴ Which reports directly to the French Prime Minister.

⁹⁵ This area encompasses Paris and 130 towns and cities in the administrative departments skirting it (Hauts-de-Seine, Seine-Saint-Denis and Val-de-Marne) and seven towns and cities in the administrative departments of Essonne and Val d'Oise.

⁹⁶ Aubervilliers, Épinay-sur-Seine, L'Île-Saint-Denis, La Courneuve, Pierrefitte-sur-Seine, Saint-Denis, Saint-Ouen-sur-Seine, Stains, Villetaneuse

⁹⁷ Noisy-le-Grand, Clichy-sous-Bois, Coubron, Gagny, Gournay-sur-Marne, Livry-Gargan, Montfermeil, Neuilly-Plaisance, Neuilly-sur-Marne, Les Pavillons-sous-Bois, Le Raincy, Rosny-sous-Bois, Vaujours, Villemomble

⁹⁸ Aulnay-sous-Bois, Drancy, Dugny, Le Blanc-Mesnil, Le Bourget, Sevran, Tremblay-en-France, Villepinte

⁹⁹ Bagnolet, Bobigny, Bondy, Le Pré Saint-Gervais, Les Lilas, Montreuil, Noisy-le-Sec, Pantin, Romainville.



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