# Sustainable Event Management: Best Practice Guidance

**Pilot Version - November 2021**

# Contents

## Document version control

This document has been drafted by Earth to Ocean on behalf of World Athletics for use by their internal event teams and local organising committees to implement sustainability across their events.

| Update | Updates | By whom |
|---|---|---|
| Nov 2021 | Finalised for pilot | BR/ST |

# 1. Our Sustainability Commitment

World Athletics is committed to ensuring that its athletics events, which are held all over the world, and its headquarters, based in Monaco, are fully aligned to the principles of sustainability. This is in recognition of, but not limited to, the growing environmental challenges that the world faces today, specifically air pollution, climate change and our over consumption of resources and materials escaping unmanaged into the environment alongside the social issues of global equality and diversity creating unequal opportunities. All these global issues pose a serious threat to the quality of our lives and communities.

Sustainability within athletics is defined as driving the practices and behaviours of individuals and organisations developing the sport in such a way that it:

- accounts for the needs of future generations,
- provides a fair and level sporting platform based on sound ethical principles,
- actively involves interested parties and is open about decisions and activities, and
- ensures actions take a balanced approach to their social, economic and environmental impact.

By sustainability we mean balancing the economic, social and environmental impact of our activity to ensure we meet the needs of today's generation without compromising the needs of future generations. A healthy environment is the foundation of a healthy society which underpins a resilient economy.

## Our Vision

*Our sustainability vision is to become the leading International Sports Federation in delivering best in class sustainable events*

## Our Goal

Putting in place a robust sustainability strategy ensures World Athletics and its partner organisations have a framework for delivering tangible benefits across the three pillars of sustainability - environmental, social and economic. Key benefits include:

- better management of the sport's social and environmental risk factors;
- identification of opportunities benefitting the sport and engaging a wider group of stakeholders;
- more efficient use of resources delivering lower operating costs enabling greater investment in the sport;
- wider activation platform for partnerships to bringing significant economic, social and environmental benefits to local communities.

The sustainability strategy sets out World Athletics' commitment to accelerating athletics towards a sustainable future, contributing to a better world. In some areas, this will require a change from 'business as usual', in some cases it will be about influence and specification and in others it will be around developing partnerships to deliver scalable change.

## Global initiatives

To deliver scalability, we have aligned our strategy to global initiatives in the United Nations Sustainable Development Goals (UN-SDGs or Global Goals), UN Climate Change (UNCC) Climate Action Framework, UN Environment Clean Air and the IOC Sustainability Framework.

The United Nations 2030 Agenda for Sustainable Development provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

# World Athletics: Sustainable Event Best Practice Guidance

Olympic Agenda 2020 is the strategic roadmap, of the IOC, for the future of the Olympic Movement. The 40 recommendations are like pieces of a jigsaw puzzle that, when you put them together, form a picture that shows the IOC safeguarding the uniqueness of the Olympic Games and strengthening sport in society. IOC is committed to supporting the delivery of the UN Sustainable Development Goals (SDGs) through the Olympic movement, addressing 11 of the 17 SDGs.

## Our Sustainability Strategy

We will achieve our goals through the delivery of our sustainability strategy, built on six sustainability priorities and associated objectives, as shown below:

| Key Priority | | Objective |
|---|---|---|
| 1 | Leadership and sustainability | Be a recognised driver in sports sustainability |
| 2 | Sustainable production and consumption | Positively manage the impact of procurement |
| 3 | Climate change and carbon | Transition to carbon neutrality by 2030 |
| 4 | Local environment and air quality | Ensure environmental conditions enable individuals to participate safely |
| 5 | Global equality | Demonstrably share skills across the world |
| 6 | Diversity, accessibility, and wellbeing | Ensure athletics is open to everyone |

*Table 1: World Athletics sustainability priorities and associated objective*

## 1. Leadership in Athletics

Having accepted responsibility for their activities and committed to the development and implementation of a sustainability strategy, World Athletics needs to demonstrate solid leadership by proactively addressing the transition to a more sustainable future and showcasing what is possible across technology, events and general operations. The strength of an international federation embracing sustainability is the broad reach it can achieve through existing system of permitting, licencing and selection of venues and delivery bids for World championship events.

## 2. Sustainable production and consumption

Optimising the lifecycle of materials and reducing waste and the management of supply chain issues can be one of the most effective sustainability focus topics. This begins with developing and implementing a sustainable procurement policy, applicable to products and services. Identification of suppliers able to support the delivery of the sustainability goals is critical.

Management of waste was identified as one of the most significant issues to World Athletics. The problem of persistence of plastics and our single use culture needs to be tackled through material specification at the procurement phase. However, this needs to be aligned to the waste management potential at the various locations.

Waste is costly and, in many cases, unnecessary. During procurement questions need asking as to where the product has come from, what is its impact in production and use and how will it be disposed of, or can it be reused.

Key areas for sustainable procurement are temporary event structures, equipment and clothing, energy and power, food sourcing, travel and transport and the venues/ stadia hosting the events.

## 3. Climate Change and Carbon

Climate change driven by accelerated global carbon emissions is already impacting our lives. Athletics is a global sport with many of the highest-level athletes coming from areas that will be most impacted by changing climate, impacting, for example, food security. Athletics, in particular the major world

championship events, produce significant carbon emissions and at the same time can inspire significant change towards the needed low carbon economy. These emissions are across travel, temporary power at events, energy consumption in stadia and venues as well as production of equipment.

World Athletics business activities themselves place a large travel demand on all stakeholders, whether internal or external, be that for training, competition or meetings/ conferences etc. Whilst travel is fundamental to uniting people through sport, travel-related carbon emissions represent one of the main environmental impacts associated with sport.

5 major areas of carbon emissions to actively manage are:

1. Travel, accommodation, and transport
    - Flights taken by World Athletics employees/ officials, athletes, coaches
    - Ground transport including official cars and public transport
    - Accommodation
    - Freight
2. Energy Consumption
    - Temporary power, heating, lighting, cooling and power used at permanent and temporary venues and in headquarters/ offices
3. Resources
    - considered within the sustainable production and consumption focus area
4. Food and Beverage
    - Considered within the sustainable production and consumption focus area
5. Waste
    - Considered within the sustainable production and consumption focus area

## 4. Local environment and air quality

Air pollution poses a major threat to both health and climate. New data from the World Health Organisation shows that 9 out of 10 people breathe air containing high levels of pollutants with more than 90% of air pollution related deaths occurring in low- and middle-income countries, mainly in Asia and Africa. It is estimated that air pollution kills around 7 million people every year from exposure to fine particles in polluted air that penetrate deep into the lungs and cardiovascular system, causing diseases including stroke, heart disease, lung cancer, chronic obstructive pulmonary diseases and respiratory infections, including pneumonia.

Air quality is closely linked to earth's climate and ecosystems globally. Many of the drivers of air pollution (i.e., combustion of fossil fuels) are also sources of high $CO_2$ emissions. Some air pollutants such as ozone and black carbon are short-lived climate pollutants that greatly contribute to climate change and affect agricultural productivity.

Actions and policies to reduce air pollution, represent a "win-win" strategy for both climate and health, lowering the burden of disease attributable to air pollution, as well as contributing to the near- and long-term mitigation of climate change.

The World Athletics owned World Athletics Series - WAS - events and World Athletics sanctioned events often cause significant local traffic disruption which, in turn, can elevate air quality issues. Through intelligent planning and integration of initiatives to monitor and/ or improve air quality, World Athletics can promote and protect a healthy environment for athletes, the World Athletics family, fans and the local community.

With an informal network of more than half a billion runners around the world, World Athletics is in a unique position to promote global awareness of the health impacts of air pollution.

## 5. Global Equality

Aligning with one of the core World Athletics values, UNIVERSALITY, World Athletics has a responsibility to ensure that everyone has an opportunity to participate in athletics. This is applicable to individuals and, also, to the ability of Member Federations to have the opportunity to secure World Athletics

support and recognition for events. The opportunity is significant through procurement, mentoring, building skills to close the global inequality gap.

Leveraging "Athletics for a Better World", World Athletics can provide the leadership so that stakeholders can add value to their own work by concentrating the synergies of projects in the fields of health, environment, social inclusion and peace.

## 6. Diversity, Accessibility and Wellbeing

World Athletics has long been a leading international federation championing equal access to competition. Committing to having equal gender representation on its council by 2027 and, with a roadmap to achieve this, World Athletics is leading by example on gender parity.

Whilst many nationalities, physiologies, genders, races and religions are celebrated within the sport, there remains an imbalance, particularly in relation to the retention and progression within the sport, as technical officials, referees, judges, etc. Whilst programmes are in place at either ends of the participation spectrum, World Athletics must continue to innovate to achieve diversity throughout the athletics world, focusing on retention within the sports, creating a well-signposted, inclusive pathway into the governance of the sport, including technical officials.

Through the recognition of a gender imbalance within the sport and an enthusiasm to address this at all levels, from grassroots participation through to administration and governance, World Athletics continues to address the issues of equality and inclusion across the sporting world.

The World Athletics duty of care applies beyond the direct World Athletics family involved through participation and engagement with athletics. It also applies to volunteers, construction workers building sports infrastructure, those working for suppliers providing goods and services to athletics bodies and events. People should not have their lives or health put at risk because of their work, nor should they be subject to discrimination, forced labour or other abusive practices.

World Athletics is committed to fair, safe, healthy and non-discriminatory working environments, promoting accessibility to training, education and encouraging a positive work-life balance.

Irrespective of geography, politics, religion, everyone has equal rights to being able to participate in athletics without fear of verbal of physical abuse, in an environment conducive to sporting achievement, at all levels. World Athletics will provide best practice guidelines and exercise influence through Member Federations to ensure that running, jumping and throwing can be universally enjoyed.

## Using the best practice guidance

This sustainable event management system best practice guidance has been developed to provide a clear actionable checklist, aligning to the "plan, do, check, act" framework broken down into sustainability topics. Those with overall responsibility for an event should be familiar with all relevant legislation and required best practice actions, supporting the event delivery team in adapting to a new "business as usual", incorporating best practice into all aspects of event planning and delivery. Each section can be extracted and distributed to team members, as appropriate, empowering them to deliver their role, responsibly, according to best practice. Table 2 details which of the best practice topics align to and address each of World Athletics identified sustainability priorities.

Before you begin, it is recommended that you complete the four-part World Athletics e-learning module on sustainability which can found here. Registration is free. Upon registration and login, the direct link is here.

# World Athletics: Sustainable Event Management Best Practice Guidance

*Table 2: Best practice topics addressing World Athletics sustainability priorities*

| Sustainability Priority | Best Practice Topic | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Writing a sustainability plan | Sustainable Procurement | Waste | Energy | Food | Water | Travel | Accommodation | Carbon Neutrality | Accessibility & Inclusion | Health & Safety and Wellbeing | Digital, IP Rights and Data Protection | Monitoring and Reporting | Communications |
| Leadership and sustainability | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| Sustainable production and consumption | * | * | * | * | * | * | | * | * | | | | * | * |
| Climate change and carbon | * | * | * | * | * | * | * | * | * | | | | * | * |
| Local environment and air quality | * | * | * | * | | | | * | * | | | | * | * |
| Global equality | * | * | | | | | | | * | * | | | * | * |
| Diversity, accessibility, and wellbeing | * | * | | | * | * | | * | * | * | * | * | * | * |

## 2. Developing your sustainability plan

The starting point for all events should be to develop your sustainability plan. There are a few simple steps to take that will help you define your level of ambition, your opportunity, the quick wins and managing sustainability risk.

Steps in developing your plan:
1) Identify your activities and the sustainability impacts resulting from these activities
2) Identify your key stakeholders and their expectations of the event - including World Athletics, potential commercial partners, host city, athletes, fans, staff, etc.
3) Work out your priorities, taking into consideration the level of impact and risk, your expectations of key stakeholders
4) Identify a clear goal - what social or environmental impact would you like the event have delivered?
5) With a clear goal in mind, and the priority issues identified, set out your measurable objectives and targets that address the issues along with actions to deliver these objectives
6) Measure, monitor and evaluate delivery against your targets

The guidance in this document will help you identify, evaluate and address the key sustainability issues you will face delivering your event.

The key priorities of World Athletics should be addressed, namely:

- Leadership – communications and advocacy

- Carbon management – reduction and neutrality

- Sustainable procurement and waste management

- Local environmental and air quality impact

- Diversity, accessibility and wellbeing – athletes, staff and fans

- Global equality – inclusivity and capacity building

World Athletics is a signatory of the Sport for Climate Action framework collaborating with nearly 300* sporting bodies aligned on achieving global carbon targets and undertaking positive action on climate. Your event may want to consider also aligning to this global sporting movement.

Roles and responsibilities will need to be clearly assigned, aligned to each target, and supported by adequate resources, whether that be in terms of time, expertise or finance. There may be a need to upskill the delivery team; support is available from World Athletics to achieve this.

The guidance in this document is set out to identify the actions required in the planning, delivery and post-event stages.

Communications and advocacy are a key part of event sustainability, and each event should identify the internal, external and on-event communications. This may involve identifying athlete advocates for delivering a wider impactful message.

As part of the event planning, sustainability activations may be identified that can be useful platforms to engage commercial partners and are an opportunity to influence wider societal change often leaving a significant event legacy for the local community. There are many good examples of these across sport.

Monitoring and measurement are critical to ensure you are delivering against the plan that was set out and reaching the targets identified.

For additional guidance and support at all stages of your planning and event delivery journey, contact World Athletics Head of Sustainability Bob Ramsak (bob.ramsak@worldathletics.org).

*as of September 30 2021*

These actions should be implemented throughout the event planning and delivery cycle:

**1.  During event planning**

- Define your sustainability mission/ level of ambition. What do you want to achieve, what does 'great' look like?
- Identify all business activities and associated sustainability risks. Prioritisation of issues should consider likelihood/ level of impact, legal compliance, key stakeholder expectations
- Utilising the prioritised list of sustainability issues, define objectives, SMART targets with a detailed action plan, complete with KPIs to measure achievement.
- Allocate ownership and resources (financial, time & human) to the action plan
- Engage with stakeholders (internal and external) to educate around sustainability and your specific ambitions to achieve buy-in and support
- Secure collaborative partnerships to influence wider societal change and identify legacy opportunities
- Sustainability ambitions and commitments are integrated into event communication plan

**2.  During event delivery**

- Ensure all event staff have been briefed/ educated on the sustainability commitments, are aware of their role in achieving sustainability goals and are empowered to 'lead by example', demonstrating best practice behaviours
- Implement program of monitoring/ auditing throughout delivery to ensure adherence to the plan and identify non-compliance in order to implement corrective measures, efficiently
- Internal and external (e.g. athletes) sustainability 'champions' demonstrate and communicate best practice, amplifying messaging across stakeholders
- Sustainability messaging (both onsite and through media channels), as part of the communication plan, drives awareness and actions to fuel compliance and achievement across stakeholder groups

**3.  Post event wash up**
- Post event review meeting with venue/partners/ suppliers/ contractors to constructively review service delivery and capture lessons learnt to drive continual improvement
- Produce transparent post event report providing fact-based evidence, obtained through the monitoring program, of sustainability achievements and lessons learnt.

## 3. Sustainable Procurement

A significant proportion of the sustainability impact from events will be the result of products and services procured through the supply chain by the event delivery team and required to stage successful world class events.

Managing the supply chain effectively can ensure timely delivery of products/ services, minimise any negative impact and deliver wide reaching value and social benefits, particularly for the local communities that are hosting the events. World Athletics sustainable procurement guidance focuses on ensuring an ethical supply chain that minimises environmental impact and builds a legacy of local resilience within the host community.

The buying process is generally well understood and proposals from suppliers are assessed based on the quality of the service or product and the price. Sustainable procurement re-defines "quality" which includes factors around the social, ethical, and environmental impact of the product or service as well as the look, feel and performance of a product (see Figure 1).

In simple terms – the buying process is:

1. **Request for quotes (RFQ):** ensure the sustainability requirement identified are included in the RFQ
2. **Evaluate suppliers**: Review their social, environmental and economic policies and management
3. **Evaluating the product or service:** Evaluate the product or service they are providing asking 5 key questions (which follow)
4. **Select the supplier and contract the service** including the sustainability requirements
5. **Provision of service/product** should also include the provision of evidence of compliance with sustainability requirements. These should be checked on site through audits against the specified requirements and action taken to address any non-conformities
6. **Payment on delivery of contracted services** including final data reporting and evidence of compliance

For more information, revisit the World Athletics sustainability e-training module, Understanding Sustainable Procurement, which can be found here.

### 1. Request for quotes

RFQs should include the sustainability requirements that have been identified in the sustainability strategy and are important in the local context. Specification of materials should align with the waste management plan and are key to delivering the objectives and targets of a sustainable event.

### 2. Evaluating suppliers

The procurement process should evaluate the type of company providing the product or service. Critical will be assurance of the look, feel and performance of the product or service and the reliability of the supplier. However, questions in the RFQ should include those about the company to mitigate reputation risk as well as ensuring and promoting the use of responsible suppliers. Simply asking for their social, environmental and economic policies and management processes will be a start. This may be evidenced through certification schemes such as ISO14001 (Environmental Management) or ISO20121 (Sustainability Management).

You are looking for assurances across:

- Conditions of workers providing the products or service
- The company paying staff living wages
- Health and safety of employees
- Environmental performance of the company ensuring minimal environmental impact or carbon neutral services
- Locale of the company and its own supply chain to help build local resilience and local economic impact

### 3. Evaluating products or services

There are five key questions to ask when looking at the sustainability of products and to some extent services:

1. **Where does it come from, who made it?**

2. **What is it made of?**

3. **What is it wrapped in?**

4. **What impact does it have in use?**

5. **What will happen to it after the event?**

Sustainable procurement is looking to ensure negative environmental and social impacts are minimised through the buying choices made by the event team. World Athletics has developed a comprehensive procurement code that identifies products and materials to avoid. This can be shared on request.

### 4. Selecting suppliers and contracting the services

Once the preferred supplier is selected to provide the product or service, a contract that clearly specifies the sustainability requirements should be drawn up. As a minimum these should include:

1. Compliance with the event's sustainability policy and on-site procedures, including but not limited to waste management, spill prevention, eliminating single use materials, low carbon transport.

2. Specification of materials in manufacturing of product and clearly stating materials to avoid

3. Provision of evidence and assurance of materials used

4. Provision of required data to report to the event team at conclusion of service – e.g., travel and transport impact, quantities of product/ materials

### 5. Provision and audit of the service or product

As the supplier provides the service, the certifications or evidence of the provenance of materials should be provided at the same time and an on-site audit carried out to check against the specified requirements.

Working closely with suppliers will help to ensure the understanding and importance of these sustainability requirements. As events are able to pave the way with pushing more sustainable products, the demand for those with a more damaging social and environmental impact will decrease.

Suppliers may also be able to improve their service offering as you work closely with them to achieve the sustainability requirements.

### 6. Payment on delivery of contracted service

Provision of the required data is part of the contracted service and is often overlooked. Ensuring the supplier understands payment is dependent on delivery of the service to the specification as well as the sustainability data requested. This may be around the product, quantities of materials, evidence of sourcing if not already provided, transport and travel distances due to service provision.
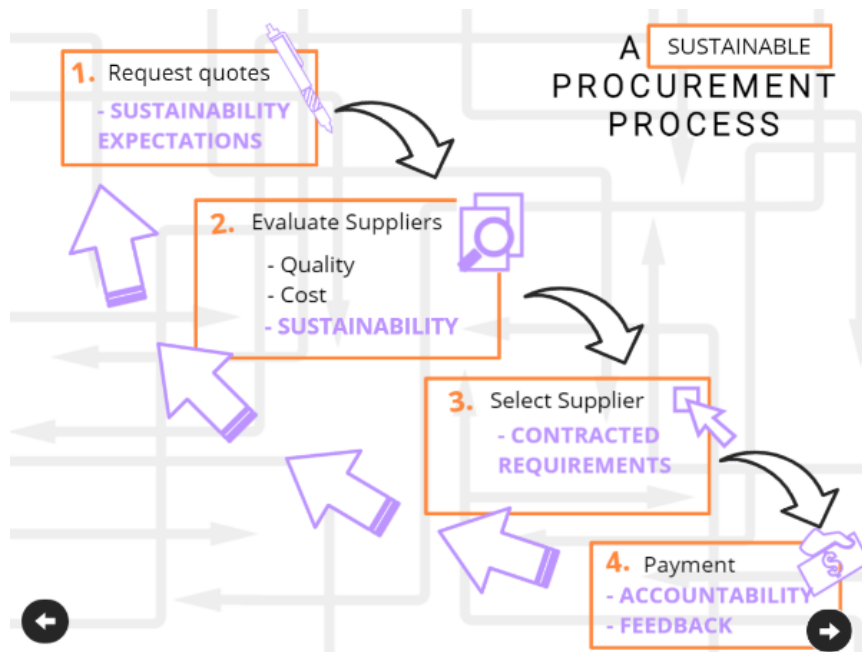
*Figure 1 : Sustainable Procurement process (from World Athletics procurement e-learning*

These actions should be implemented throughout the event planning and delivery cycle:

**1. During event planning**

**Request for quotes**

- Embed sustainability criteria into all procurement documents, including the Request for Quotes (RFQ)
- Sustainable procurement code is implemented, eliminating packaging waste, where possible
- Create a sustainable procurement matrix detailing service provision and associated sustainability impact and scale to prioritise the procurement process

**Evaluating suppliers, products or services**

- Identify suppliers that have a certified Environmental Management System (EMS) to ISO14001 or Sustainability Management System (SMS) to ISO20121
- Suppliers without certified management systems, request details of social, environmental and economic policies

**Selecting suppliers and contracting services**

- Integrate environmental, social and ethical responsibility into criteria for determining "value for money" and selection of suppliers/ contractors
- Ensure that sustainability requirements, including provision of post event monitoring/ evaluation data, is embedded, clearly, into service agreements

**2. During event delivery**

- Provision and audit of product or service
- Assign responsibility to audit and ensure compliance to sustainable procurement commitments throughout event delivery
- Assign responsibility to ensure that suppliers/ contractors minimise packaging and take responsibility for any waste

**3. Post event wash up**
- Post event review meeting with suppliers/ contractors to constructively review service delivery and capture lessons learnt to drive continual improvement
- Review data provided and provision of services before payment is signed off
- Feed data and achievements to owner of post event report

# 4. Waste Management

| Eliminate | Reuse | Recycle | Recover | Treat | Dispose |

Sound waste management will lead to a reduced carbon footprint, increased sustainability, minimise impacts on species and habitats through pollution/littering and lower financial costs. A large component of waste management starts through minimising the actual waste produced during the procurement phase of an event.

## Waste planning

Due to the global nature of events and different capacity to deal with waste in different locations, each event will have a separate waste plan that identifies all the anticipated waste and identifies the waste routes available. The plan should be aligned to the waste management provision locally available as well as the local legislative requirements.

Waste management contractors will be chosen in each location and should be procured on their ability to achieve the targets and provide the evidence through comprehensive data reporting. Selecting local providers who can help to deliver across the waste hierarchy (see Figure 2) will be an added advantage. It may, however, require more than one waste contractor to achieve the required targets. Always ensure that the waste contractor identified is registered, if required, with the local environmental agency.

To effectively segregate waste, sufficient space needs to be planned that allows waste to be stored safely and securely. Make sure that extra precautions are taken when storing hazardous waste (such as bunding around areas with liquid hazardous waste).

Bins for all waste streams should be kept in pods together to minimise contamination along with clear signage. All staff should be aware of the plan, briefed on the local delivery and take responsibility for their actions.
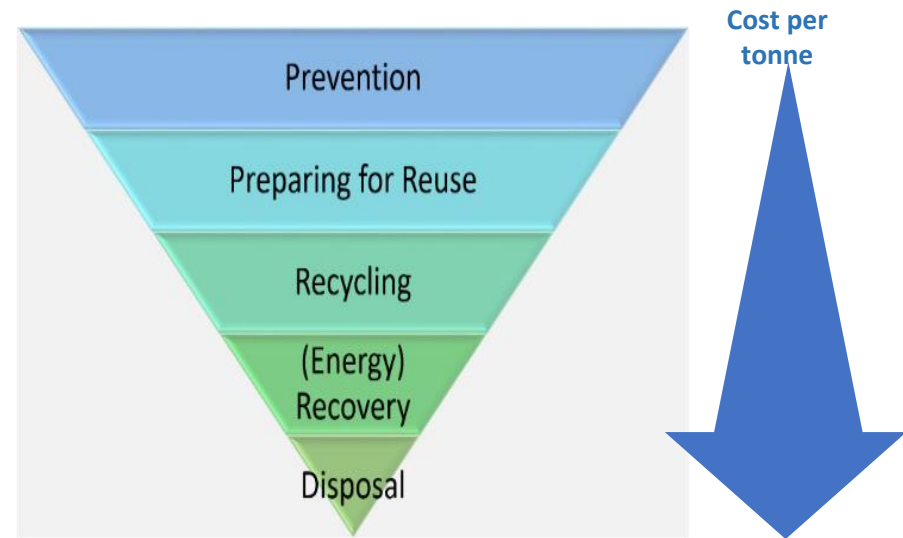


*Figure 2 The waste hierarchy*

## Waste production and waste streams

Waste is produced at the event offices prior to events as well as on the event site during the build-up, event delivery and event breakdown.

Waste streams will include:

- Office: paper, electronics, batteries, cleaning products, food packaging, waste food, left-over food
- Events: branding, paper, batteries, broken equipment, food packaging, waste food, left-over food, glass, packaging, overlay waste, equipment (broken and useable)

## Waste management

Whilst it will vary depending on the local facilities, targeting 60% of total waste, by weight, to be recycled and zero to be disposed via land fill is a reasonable

ambition. The following steps to implementing the waste hierarchy can be seen below:

### 1. Eliminate

The first goal is to eliminate any unnecessary waste produced and where that is not possible to use the most environmentally beneficial means of disposal achieved by following the waste hierarchy. A review of all waste produced and identification of the source of the waste will identify where alternatives exist to eliminate that waste stream.

Common to all World Athletics events should **be an ambition around the elimination of single use materials and products**. Alternatives to products such as single use bottled water should be identified, and water refill stations supplied. Where water refill stations for public and staff are provided, refillable bottles can be provided as a revenue stream or individuals encouraged to bring their own. A similar approach can be implemented for take-away coffee cups.

Solutions to replacing sealed, plastic water bottles whilst ensuring there is no tampering on the competitive sports field, will require a collaborative approach and is often a challenge to implement these areas. However, there are plenty of examples where this is satisfactorily achieved.

Packaging and plastic bags should also be eliminated as far as possible and is a key part of the sustainable procurement code. Staff should work closely with suppliers to minimise the quantity of packaging necessary to deliver the products.

For printed materials, only print when necessary and when it is, print double sided and recycle all unwanted paper. Installing print release functions can reduce wastage of printing that is not collected.

Catering waste should be eliminated with careful portion control, menu planning and stock control as well as ticketing and catering numbers. Different audiences will also demand different quantities and types of food. Working closely with the catering provider should help eliminate waste in the first

instance. Reusable tableware should be part of the inventory rather than single use disposable. Even through the provision of temporary dish-washing machines, it will work out cost effective even for a short-term event.

### 2. Reuse

Where it is not possible to eliminate waste, the reuse potential should be assessed. At each event location, pre-planning should identify potential materials for reuse, maximising the rental market and working with local partners can identify a range of potential local community benefits. The rental market can provide a large amount of reusable temporary infrastructure.

Single use branding should be avoided as far as possible and where a series of events are held or repeat events at the same location, design of branding to minimise the need to continually change branding due to date, location and sponsor should be a clear requirement for branding agencies. Branding should be designed to be reused as far as possible or given to local community groups for a range of innovative and creative uses.

Equipment will be reasonably easy to find reuse opportunities through the national federation to the local clubs. It may be a perfect opportunity to improve the quality of the local club equipment as part of the event legacy programme.

Excess edible food is often produced from event hospitality and there are an increasing number of charitable digital platforms where catering managers can publish left over edible food for collection by individuals or organisations e.g., Olio, Copia.

### 3. Recycle

Recycling is where the waste material is processed into the same or similar materials. Plastics are generally widely recycled however the different types and grades of plastic can cause challenges. Similarly products made of mixed materials are also difficult to recycle. So, whilst a product may say it can be

recycled, this may be only once the component materials have been separated e.g., single use coffee cups.

Where it is not possible to eliminate or reuse products/ materials once the event has used them, the materials should be able to be recycled and non-recyclable materials avoided as far as possible. The type of material and its recyclability should be specified in the initial procurement.

Branding should be recyclable or reusable where possible. Donation opportunities should be sought for materials which will not be reused by World Athletics but have alternative uses such as PVC banners which are hard to recycle.

Composting of food and compostable packaging is regarded as recycling where actual compost is created. **It should be noted that this processing is not commonly available**. Care should be taken when specifying compostable tableware to ensure that "in vessel composting" IVC or open windrow composting facilities are available and that by using compostable packaging you are not contaminating the recycling waste streams.

Often food waste is taken for anaerobic digestion (AD) which is technically energy recovery, not recycling. This process is unable to process compostable tableware which results in contamination of the waste stream and ultimately dealt with as general black bag waste.

### 4. Recovery

Recovery is where waste materials are incinerated and turned into energy. Black bag waste of non-recyclable plastics or contaminated recycling will go to a waste-to-energy plant and incinerated to produce energy. Construction waste and contaminated waste is not sent to energy recovery and may result in being sent to landfill. Where composting facilities are not available, food and compostable packaging may be processed through anaerobic digestion which is, technically, recovery.

### 5. Treatment

Treatment is where the waste is treated before disposal into the natural environment such as wastewater. For events you need to be aware of any equipment wash down and the products used to ensure they can be disposed without treatment into foul sewers or waterways.

Temporary sanitary and kitchen facilities will need to be connected to the correct drainage systems.

### 6. Disposal

Disposal is where the waste is sent to a landfill – this is the case for hazardous waste streams and some construction materials, however, innovations to recover materials such as paints, carbon fibre and resins are increasingly available and should be explored. These may only be available through specialist contractors.

Disposal can be minimised through careful procurement so should be avoided as far as possible in the waste management planning. Materials such as plasterboard (gypsum) will need segregating and cannot be disposed of in regular landfill so should be removed at the procurement stage.

Other hazardous or special waste such as batteries, oils and waste electronic equipment will need to be separated and disposed of according to local regulations. These should be identified at the waste planning stage.

## Waste communications

Communicating the plan to staff, contractors and visitors is critical. The cleaning contractor should be actively engaged in the waste management to ensure their internal training covers the different waste streams and reporting is available where contamination of waste streams or insufficient bins occurs so action can be taken before the waste plan breaks down.

Clean signage is essential with consistent, unambiguous diagrams and/or colour coding across all waste receptacles. Bins should be provided in pods according to the waste streams arising in each location. Many people do not go and look for specific bins – they will simply use the closest.

Pre-event training should be undertaken to brief staff and volunteers as to how to reduce waste and remind them regularly to act - **this can occur as a requirement of the accreditation process.**

Communications to suppliers and contractors should be done prior to event time as well as during site induction briefings and again be built into the accreditation process.

## Monitoring and Reporting

### Event time monitoring

Regular audits throughout the event are recommended to ensure the plan is working effectively. Provision and resource should be identified in the plan to be able to move and adapt the location of bins and the signage and messaging.

### Waste reporting

To evaluate effectiveness of waste management planning, and assess achievement against the targets, waste data should be recorded with the minimum required data to include the following breakdown:

- Total quantity (tonnes) of waste

- % split across type of waste (general waste, recycled, glass, food)

- Processing method of each waste streams

This data will be collected by the waste contractor and should be a requirement of contract, which is only fulfilled once the service is complete and the data provided.

In certain countries, waste records are required to be retained by the waste producer which is the event authority. The legal requirements for a specific country should be identified in the waste plan.



*Example of waste signage on bin sides and lids and bins stationed together*

# World Athletics: Sustainable Event Management System Best Practice Guidance

These actions should be implemented throughout the event planning and delivery cycle:

## 1. During event planning

- Relevant, applicable legislation has been identified to ensure compliance
- Effective, sustainable procurement has been implemented, essential to limiting waste, particularly in the fast-moving event world
- A resource management plan has been developed, following the waste hierarchy, identifying materials/ products and their waste disposal routes
- Applicable waste streams have been identified
- Best options for waste containers and lids to enforce segregation have been determined
- Waste volume has been anticipated and bins have been allocated accordingly with signage designed to meet stakeholder needs
- Locations have been identified for clearly identifiable bins to facilitate waste separation - E.g. 1) Paper and card, (2) bottle shaped plastic and tins/cans, and (3) general / residual waste
- Sufficient space is planned to facilitate safe and secure waste storage
- Hazardous waste streams have been identified and relevant extra precautions have been taken regarding storage
- All staff have access to the waste management plan

### Selecting suppliers and contracting services

- Waste management contractors procured on their ability to manage identified waste streams and deliver across the waste hierarchy; more than 1 contractor may be required
- Ensure that waste contractor has relevant registration and licences prior to contracting

## 2. During event delivery

- Assign responsibility for monitoring and enforcing the waste management plan. Regular audits throughout the event ensure the plan is working effectively
- Brief staff and volunteers as to how to reduce waste and remind them regularly to take action
- Bins, both back of house and front of house (complete with simple to follow information, at eye height, with bin lids that aid identification and prevent contamination) have been distributed according to plan
- Responsibility for monitoring/ policing bin usage and non-contamination has been assigned
- Ensure waste is collected by a company registered with the local environmental agency as a waste carrier and is being taken to a permitted waste site or transfer station
- Publish waste collection schedule
- Store waste safely and in a secure area, make sure that extra precautions are taken when storing hazardous waste
- Daily non-compliance issues are reviewed daily with action taken to improve

## 3. Post event wash up

- Waste production will be recorded, including, at least, the following breakdown:
    - Total quantity (tonnes) of waste
    - % split across type of waste (general waste, recycled, glass, food)
    - Processing method of each waste streams
- All waste management contractors are engaged to collect feedback and data against waste management plan, which is fed into post event report
- Waste management will be reviewed, against objectives and KPIs as part the post event review meetings

# 5. Energy management

World Athletics is committed to operating to a high level of energy efficiency, reducing the carbon content of the energy provision to ensure as low a carbon footprint as possible from its operations. World Athletics has set a target to be carbon neutral by 2030. A significant area of carbon emissions is from energy provision at events. Recognising that World Athletics do not own stadiums, engaging and collaborating with the host city, venue, LOC and suppliers on sustainability goals is key to achieving carbon reductions.

Globally, energy generation is still predominantly from non-renewable, fossil fuel sources contributing to global carbon emissions. This guidance is around the energy we directly use, energy used in the production of the products and services we procure as part of the temporary power energy provision during events.

Our approach to energy management is to reduce and, where technically possible, eliminate our energy demand through design and efficiency and re-carbonise the energy used switching away from fossil fuels to biofuels and renewable energy.

## Measure and prioritise your carbon footprint

For more information on measuring and prioritising your carbon footprint revisit the second World Athletics sustainability e-training module, Understanding Carbon Emissions, which can be found [here](#).

Electricity, fuels, temporary power all form a significant part of the overall carbon footprint of an event and understanding the size of the impact will help to prioritise action accordingly.

The training will explain more, but energy consumption forms a key part of direct emissions called Scope 1 and Scope 2 emissions. These are a priority to address.

## Energy management planning

Each event should look to create an energy management plan that works through the "LEGO" energy hierarchy to minimise carbon emissions.

| Lean | Efficient | Green | Offset |
|------|-----------|-------|--------|

- **L**EAN – by eliminating unnecessary energy needs of the event overlay design e.g., minimising the need for HVAC. Reduce total consumption by ensuring staff, volunteers and contractors turn off equipment when not in use
- **E**FFICIENT - through provision of temporary power, working with contractor to design efficient provision and ensure all equipment is energy efficient – i.e., LED lighting
- **G**REEN - De-carbonise the energy provision by choosing the generation type; permanent or temporary with the best/lowest carbon footprint, for example:
  - Use grid connections wherever possible with renewable energy for mains/ grid power
  - For temporary power use biofuels, solar-hybrid, hydrogen fuel cells
  - Consider energy storage to maximise use of solar power

- **O**FFSET - the remaining emissions by calculating the remaining carbon emissions and selecting a relevant offset programme. Monitoring should also include the total energy demand across the event to drive continual improvement and lessons learned for future events.

These actions should be implemented throughout the event planning and delivery cycle:

## 1. During event planning

### LEAN

- Natural light is used in preference to artificial lights. Where necessary, energy efficient lighting is utilised
- Minimise time of lighting required pre-and post- broadcast hours
- Plan seating/ temporary infrastructure and event offices to be adaptable to allow for warmer and cooler areas to suit individual comfort and avoid inefficient use of heating/ cooling

### EFFICIENT

- Where generators are required for temporary power plan distribution to optimise loads and efficiencies
- Choose or rent overlay to be as efficient as possible using energy efficient equipment, lighting, sound, catering, heating, cooling
- Ensure all suppliers/partners/sponsors infrastructure or installations are equipped with energy efficient equipment.

### GREEN

- Select grid (100% renewable) electricity where possible
- Where generators must be used identify potential to use biofuels or other low carbon fuels
- Event partnerships showcase innovative zero carbon energy solutions
- Where HVAC is required due to high temperatures, the use of solar energy should be a considered option
- Ensure no pollution from generators/ black smoke

### OFFSET

- Ensure suppliers are briefed to monitor (24hr) total electricity consumed (kWh) and for generators – fuel consumed in litres and if possible, efficiency of generators with monitoring and reporting requirements

detailed within service contract.

## 2. During event delivery

### LEAN

- Brief all staff and volunteers on energy management to ensure:
  - o equipment including stage lighting, screens, PAs (desk and powered speakers), turned off when not in use or not required.
  - o battery chargers (for phones, two-way radios and other equipment) are switched off when not in use
- Clearly label equipment that must be left on
- Passive cooling and heating should be standard behaviour; windows are opened and closed, and fans are used over HVAC
- End of day site walk to ensure that equipment/ lights/ generators are turned off wherever possible

### EFFICIENT

- Identify and record all equipment on site that could be removed or upgraded for more efficient equipment
- Communicate simple actions to reduce energy consumption to all visitors
- Daily non-compliance issues are reviewed daily with action taken to improve

## 3. Post event wash up and review

### LEAN/ EFFICIENT

- Post event 'wash up' meeting with suppliers/ contractors and relevant staff to review energy usage and management to capture achievements and lessons learnt to drive continual improvement
- Performance against energy targets and KPIs reviewed and documented as part of post event review meetings

## OFFSET

- Log total grid electricity from supplier
- Log temporary power generated - total electricity consumed (kWh), fuel consumed in litres, efficiency of generators (if possible), 24hr loading charts
- Calculate the remaining carbon emissions and select a relevant, credible, offset partner or local community project to mitigate the carbon impact from energy consumption during the event
- Feed all data, learnings and achievements into post event report

## 6. Food Management

Food production is responsible for one-quarter of the world's greenhouse gas emissions[1]. Food management should look at where food comes from as well as how it has been cultivated or reared. A plant-based menu will significantly reduce the carbon impact of the food offering. A vegan diet could reduce the carbon impact of food by up to 90% compared to a carbon intensive meat-based menu.

Implementation of a sustainable food charter should aim to provide healthy and affordable food, which causes as little threat to the environment as possible and benefits local producers through the following focus areas:


Comparison of carbon for different menu options
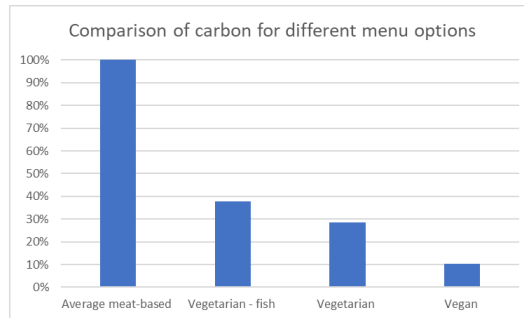
### Provide local food

- reduce food miles ensuring fresh, seasonal, and local foods
- support local growers and businesses, by sourcing the majority of food from within 25 miles
- celebrating local diverse food culture

### Responsible sourcing

- sustainably produced food has a low carbon footprint
- 100% of our fish and seafood will be sustainably sourced, ideally from our local fishermen
- food supplied from further afield is fair trade and ethical, guaranteeing that producers get a fair price for their goods

### Healthy environment

- Sourcing from Organic, Free Range or LEAF marque accredited suppliers. LEAF accreditation ensures farming methods that protect the soil and environment from artificial chemicals and follow high animal welfare standards. Other standards include Red Tractor (UK), Demeter, the Soil Association, the Rainforest Alliance and the International Foundation for Organic Agriculture (IFOAM). Investigate certification options in your own area as well.

### Menu planning

- Plan menus to incorporate seasonal produce and correct portions
- Ensure all dietary requirements have been considered
- Plan menus around health and wellbeing
- Maximise the plant-based offering to the consumer

### Manage Food Waste

- Use products with little or recyclable packaging
- Avoid all disposable tableware and single-use plastics and polystyrene

### Donate Unused Food

- Where leftover food is unavoidable, including cooked food, identify means to donate it to local organisations that redistribute food to those who really need it.

### Educate and Raise Awareness

- We want to create a positive food culture that places a greater value on the food that we eat, the animals that provide it and the people that produce it. We will look to grow awareness of the health and environmental impact of food, so fans can make better, more sustainable choices.

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[1] https://ourworldindata.org/food-ghg-emissions

# World Athletics: Sustainable Event Management System Best Practice Guidance

These can be implemented across the event planning cycle as follows:

## 1. During event planning

### Selecting the caterer

- Catering suppliers can deliver across your food requirements – creating a clear food charter can be a simple way to include these requirements into the RFP and is contractual for their service delivery (see procurement)
- Contractors should be responsible for meeting all expected standards. Due diligence is completed across all mobile concessions, including compliance to all relevant legislation and food & hygiene standards
- Where possible, catering contractors should source from Organic, Free Range or LEAF marque accredited suppliers - LEAF accreditation ensures farming methods protect the soil and environment from artificial chemicals and follow high animal welfare standards.
- Sustainable procurement prioritises the support of local growers and businesses, by sourcing the majority of food from within 25 miles. Food supplied from further afield is fair trade and ethical, guaranteeing that producers get a fair price for their goods.

### Menu planning

- Menus planned to incorporate:
  - seasonal produce and correct portions
  - healthy foods
  - significant proportion of plant-based options
  - all dietary requirements
- Staff, athlete and visitor numbers are anticipated in order to plan menus, stock control and food provision to minimise food waste

### Food waste management

- Food donation/ re-use opportunities should be identified for unused catering and non-perishable items.

- Single use crockery and packaging is eliminated from delivery of the catering programmes across the event. Remember to evaluate the use of compostable tableware and packaging taking into account the ability to segregate and compost (see waste management section)
- Food waste segregation system is in place

## 2. During event delivery

### Check compliance

- Check compliance against your food charter and other aspects of legal compliance
  - hard copy of the food safety management system (and records folder) in every kitchen
  - caterers and any concessions are individually vetted and checked by the local authority on site to ensure they comply.
  - Review menu provision as per planning
- Ensure caterer is recording required reporting metrics

### Check waste

- Ensure no disposable crockery and cutlery
- Review portion control to avoid waste food
- Ensure perishable food is handled to prolong its freshness
- Ensure product packaging is minimised and aligns with waste disposal facilities available
- Ensure waste is segregated into recycling waste streams

### Food donation scheme

- Facilitate food donation scheme to minimise waste and maximise community value

# World Athletics: Sustainable Event Management System Best Practice Guidance

## 3. Post event wash up

- Review achievement of your food provision from data supplied by caterer and food donation scheme
  - List of food provision
  - Quantity of food waste disposed of
  - Number of covers served in restaurants
- Review and document food management against targets and KPIs as part of post event review meetings and report

# 7. Water management

An awareness of all water provision including those on and off the field of play is imperative to running successful events. Water provision in light of the effects of climate change is a hugely contentious global issue with drought and flooding events ever increasingly affecting both developed and developing nations. Much of the world exists with limited clean drinking water and sanitation facilities. World Athletics recognises the value of this precious commodity and will endeavour to conserve and protect our water resources. This extends to the habitats and species around our waters.

Sustainable water management includes reducing water wastage, re-use of grey water, eliminating potential of pollution from oil and fuels, chemical cleaning products and solid waste.

Operationally, your event should aim to:

- Leave no trace on the aquatic environments on or around the field of play (rivers, lakes, coastal environment etc)

- Enact water conservation techniques wherever possible

- Provide filtered (mains) drinking water facilities

This is implemented across the event planning cycle as follows:

**1. During event planning**

- Review the use and disposal options to create a supply and disposal plan that minimises environment impact, accounting for:

  - CLEAR WATER: Potable drinking water

  - BLUE WATER: Clean water used for washing and irrigation (not for drinking)

  - GREY WATER: Water from washing and cleaning, with no organic contamination

  - BLACK WATER: Catering sullage and sewage

- Ensure all legal compliance regulations are known, adhered to and if necessary, obtain the relevant discharge consents and licences

- Selecting the right option:

  - Where possible, use mains water suppliers and sanitation rather than transporting in temporary infrastructure

  - Where temporary infrastructure is required, aim to minimise transport miles and maximise efficiency of equipment

  - Regularly inspect water infrastructure to ensure integrity and, where necessary, efficiently repair damage/ leaks

  - Identify and implement water saving products and services

  - Identify opportunities to implement usage of rainwater/blue or grey water solutions. e.g., irrigation, washing

  - Cold water hand washing facilities are sufficient for sanitation facilities and save on energy used to heat water

- Protecting the environment

  - Where needed, identify cleaning products that do not harm the environment

  - Understand drainage and potential sources of contaminated spillage, protecting surface drains

- Plan for drinking water refill stations to support elimination of single use plastics (see waste)

- Ensure suppliers understand data reporting requirements – make these contractual requirements

**World Athletics: Sustainable Event Management System Best Practice Guidance**

**2. During event delivery**

- Incidents and compliance

  o Ensure there is a drainage plan on site as part of Event safety/ emergency team in case of incident

  o Ensure all event team staff are trained on spill response – check training records

  o Throughout installation and duration of the event, ensure there are no leaks in any temporary water provision

  o Have adequate spill kits on site to address any spills

  o Check eco-friendly cleaning supplies and any chemicals in use are approved and any run-off is minimised

  o Pass on water conservation messaging to the athletes, suppliers and staff to ensure taps and any hoses are not left running

  o Report and record any incidents or near misses.

**3. Post event wash up**

- Ensure data is provided (contractual requirement) on total water consumption and wastewater disposal – mains and temporary

- Review equipment with water saving devices and those without/ not supplied

- Review any incidents, identify causes and identify effective measures to eliminate incidents at next event – share best practice across World Athletics Events

- Review delivery against targets and identify areas for improvement

## 8. Travel planning

Travel is the second largest contributor of greenhouse gases (GHGs) such as carbon dioxide, globally. It is also a major factor on local air quality in cities and towns. Athletics creates a significant trave carbon footprint e.g., training, competition or meetings/ conferences etc. Whilst travel is fundamental to uniting people through sport, travel-related carbon emissions represent one of the main environmental impacts associated with sport.

Event organisers should endeavour to choose venues with good public transportation links in recognition of this. Visitors to events should be encouraged to help reduce emissions by choosing sustainable modes of transport. A transport list for the offices and all event cities, should be compiled for reference including information links.

Development and implementation of a sustainable travel plan will ensure all event staff and teams are making sustainable travel choices. To ensure delivery of a lowered carbon footprint, travel - a key contributor of greenhouse gases, needs to be well controlled and monitored. Sustainable travel choices will, additionally, help lower the implications to air quality, which city-based events can contribute to. In line with the World Athletics sustainability strategy, a robust travel policy serves to educate and empower event organisers and wider stakeholders to travel, where necessary, more sustainably.

Promotion of the travel hierarchy will not only present the opportunity to showcase lower carbon travel but, in the case of active travel, inspire all our stakeholders to make active choices in everyday living. In a world with increasing obesity in many countries, the simple choices like walking to work or school promotes the active lifestyle needed to get and keep current and future generations fit and healthy.

The aim of a sustainable travel policy is to create a clear process/ policy on travel bookings that aims to:

- Make travellers aware of their environmental impact. Travel is a major source of emissions and travellers should understand the impact of their actions and travel patterns;
- reduce the number of people travelling;
- choose the "greenest" travel option by adhering to the transport hierarchy for decisions on transportation;
- reduce carbon impact of events;
- choose suppliers that, demonstrably, share values;
- preferentially select low carbon options at all stages of travel, including airlines, airports, hotels and transfers;
- facilitate robust carbon reporting for all event travel bookings
- offsets remaining carbon impact of event travel
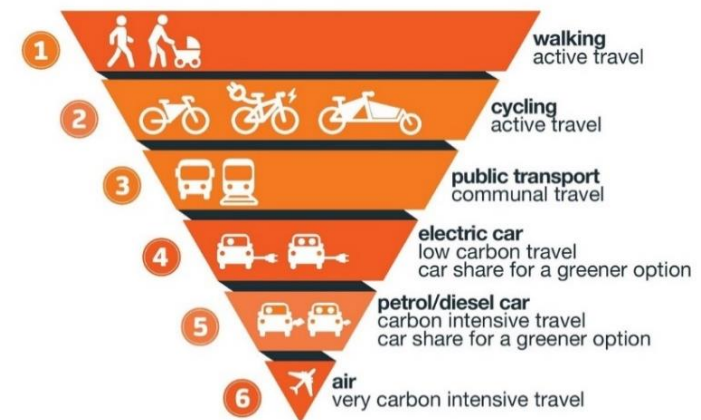
## Travel best practice

**The following good practice guidance should be followed:**

### Avoid travel

There is a significant proportion of travel that may actually be avoidable. The use of collaborative communications, training and networking platforms have revolutionised our need to travel for some meetings, workshops, seminars and just in general to an office. However, there will be circumstances where travel is needed for site visits or actual events. In these cases, the travel hierarchy should be implemented.

### Active travel

Active travel choices should always be our first choice. As a sporting event promoting healthy living we should 'walk the walk' and engage with active travel at every opportunity. Providing visitors with a "walking map" highlighting the time between points of interest and the healthy aspects, calories burned, can be an engaging way to encourage walkers.

The provision of bikes or encourage the use of bike schemes in cities where they are available.

### Public transport

A variety of public transport options are easily accessible and available in all event cities. Public transport should be used wherever possible.

### Car Travel

Carpooling/shared travel should always be the first choice if public transport is not practicable

Where cars are provided:

- Lower carbon choices such as hybrids and electric vehicles should be accessed where available.

- In cases where low carbon options are unavailable smaller cars are generally a more efficient choice.

- Driving styles should be efficient in terms of fuel efficiency or emissions. Think maximum distance using finite resources – sufficient tire pressure, stick to the speed limit, avoid un-used roof boxes, guidance can be provided if needed

### Air Travel

Travelling Business Class almost doubles your carbon footprint based on the space that is taken up for a business class seat. Limiting business class flights can significantly decrease the organisation's travel carbon impact.

Flights under 5 hours will be considered short haul. Staff and team members should travel in economy for all short haul flights.

For all other flights, economy travel should be the first choice.

### Fans and visitors

Promote and communicate sustainable travel options to fans and visitors to the events as well as meetings at the World Athletics offices. You can also identify local or relevant carbon offsetting schemes for your fans and visitors to take responsibility and offset their own travel.

Make this choice easy for them with a simple calculator where they can input the distance travelled, the type of transport used and through a simple emissions calculator the emissions is calculated and then provide a link to offset this through a certified offset scheme.

# World Athletics: Sustainable Event Management System Best Practice Guidance

This best practice is implemented across the event planning cycle as follows:

## 1. During event planning

- Develop overall travel plan, adhering to the travel hierarchy, for event staff to minimise the carbon impact of event staff travel
  - Critically evaluate need to travel and use collaborative meeting platforms, video, and other media to avoid unnecessary travel
  - Where travel is needed, select carbon efficient travel e.g. economy class flights, public transport from airport etc
- Promote active travel and public transport links to stakeholders, including fans & visitors, athletes, partners through relevant communications platforms and communicate all options/ timetables to stakeholders
- Use ticketing process to communicate to fans/ spectators and capture travel data and information at point of ticket sale
- Identify and communicate a carbon offset program (relevant to the event, where possible)
  - Lead by example, offsetting carbon impact
  - communicate to all stakeholders, encouraging them to offset their travel related carbon impact.
- Work with local government and operators to ensure sufficient public transport provision

## 2. During event delivery

- Provide opportunities to encourage public transport provision e.g., free coffee with bus/ train ticket
- Conduct visitor surveys to determine travel options and distances to evaluate carbon impact, reasons for travel choices and effectiveness of communication plan
- Collect other types of travel data from transport providers (ensure included in original procurement agreements), car parks and cycle parks

## 3. Event wash up and review

- Review data collected to evaluate success of plan. E.g:
  - Number of people on public transport
  - Number of cars on site
  - Number utilising bike storage provision
  - Total visitors to event
- Engage ticketing, communications as well as transport providers in post event review meeting and report
- Identify areas for improvement

## Example of public transport links to the World Athletics office

| Type | Organisation | Weblink |
|------|--------------|---------|
| Bus | Compagnie des Autobus de Monaco | https://www.cam.mc/en |
| Bateau bus | Compagnie des Autobus de Monaco | https://monaco-navigation.com/bateau-bus-tarif-monaco.html |
| Train | | https://www.visitmonaco.com/en/7547/access-by-rail |
| Electric Bike | Monabike | https://monabike.mc/ |
| Taxi/ Electric Taxi | Taxi Monaco (App) | https://apps.apple.com/gb/app/taxi-monaco/id1032394857 https://www.taximonaco.com/ |
| Car Sharing | Mobee | http://www.mobee.mc/en/ |

## 9. Accommodation

A reduction in environmental impact and increase in social impact can be achieved through the choice of the goods and services it selects – through a sustainable procurement process.

Accommodation is one such service and the selection should be reviewed with this in mind, with impacts typically around energy management, waste production, food provision, local staffing and staff diversity, health and wellbeing. However, these may seem difficult choices on the outside but there are a number of certification schemes for 'green hotels'. Whilst self-catering is less likely to be assessed to a certification scheme, it is likely that self-catering provision will be less energy intensive for longer periods of time due to laundry, heating/ cooling communal areas, etc particularly for multi-occupancy.

When choosing accommodation all aspects of the provision should be considered. Within the hotel environment more aspects are under the control of the provider leaving just choice to your event team logistical coordinators.

This best practice is implemented across the event planning cycle as follows:

1. **During event planning**

- Develop accommodation plan covering all staff, maximising efficiency in number of room nights
- Research and select accommodation considering:
  - o any green standards, certification or marks. [http://www.greenhotelier.org/know-how-guides/know-how-guide-to-sustainable-hotel-certification-schemes/](http://www.greenhotelier.org/know-how-guides/know-how-guide-to-sustainable-hotel-certification-schemes/)
  - o proximity to the venue to limit need for cars/ taxis and enable effective use of either public transport, walking or cycling.
  - o Hotels with sustainable food standards
  - o Hotels with high employment standards for their staff (there maybe local certification schemes for this?)
- Selected accommodation should be made aware that no bottled water should be supplied – unless filtered, potable water cannot be provided.
- Additional sustainability requirements can be stipulated in hotel negotiations/ contracts. E.g. disposable shower kits and single use sachets should be removed, a reduced cleaning schedule implemented and no single use plastics provided.

# World Athletics: Sustainable Event Management System Best Practice Guidance

**2. During event delivery**

- Communicate your sustainability commitments to event staff members and athletes, including a list of traveller tips, to include:
  - turn off lights, TV and other equipment including phone/ iPad chargers when not in use and when they leave their room
  - a list of the most sustainable restaurants, cafes etc including meat-free options nearby and sustainable modes of transport should be included.
  - Energy/ temperature management: "comfortable" room temperature, turn off a/c.
- Reduce amount of laundry necessary by washing clothing together (ensure branded clothing is named beforehand), and use a sustainable laundry service provider (limited use of chemicals etc.)

- Encourage staff, athletes to put towels and sheets for laundry only when necessary

**3. Event wash up and review**

- Collate total number room nights at different types of accommodation
- Collect data relating to methods of transport utilised through duration of event to report on the effectiveness of the accommodation choice in reducing carbon impact from staff travel
- Carry out post event review meeting capturing achievements and lessons to be learned

## 10.  Carbon Neutrality

Climate change driven by accelerated global carbon emissions is a global issue affecting every person on the planet with impacts including ocean acidification, disruption of the food chain, 'extreme' weather events, home and habitat destruction and sea level rise.

World Athletics has recognised the importance of climate action and the impact this has on athletics, human health and wellbeing. Athletics, in particular its events, produce a significant carbon footprint. However, they also have the opportunity to embrace, utilise and showcase innovative technology to change energy sources to renewables.  Significant carbon emissions and, therefore, carbon mitigation steps, should focus on:

1. Travel
2. Energy Consumption
3. Resources
4. Food and Beverage
5. Waste

This best practice is implemented across the event planning cycle as follows:

**1.  During event planning**

- Identify top line carbon emissions to help prioritise actions to reduce emissions
- Build a carbon reduction plan that details your specific objectives, targets (driven by baseline data where data exists), KPI's and actions, also listing monitoring and reporting requirements
- Identify and commit to a relevant carbon offset program to achieve net zero carbon emissions for specified scope
- Ticketing programme incorporates link to chosen offset program, encouraging visitors to offset the carbon impact of their travel to the event

- Brief/ educate LOC on carbon reduction plan and best practices, ensuring that everyone is clear of the targets and their roles and responsibilities
- Ensure that carbon monitoring requirements are detailed in all bid, tender and contractual documentation
- Travel and transport policy (including monitoring and reporting requirements and processes) is finalised before bookings are made
- Engage with host city/ venues to leverage partnerships and existing initiatives that can help achieve targets and provide a communication platform for host cities/ venues
- Showcase innovative carbon reduction/ zero carbon technology through collaborative partnerships
- Engage all suppliers and contractors with carbon reduction goals and get their buy in to minimise their impact
- Healthy and public transport options are communicated to all stakeholders

- Develop communication and engagement plan to campaign around carbon neutrality, raise awareness of your event's commitments and share best practice to drive actions across stakeholders.

**2.  During event delivery**

- All staff are educated on specific actions and initiatives, regular checks to be completed to reduce energy consumption and their responsibilities
- Ensure signage (BOH and FOH) encourages all stakeholders to demonstrate best practices to reduce energy consumption (e.g. turning off lights, unplugging devices, turning off equipment overnight….)
- Event director, or designated staff member, ensures that all lighting/ equipment/ generators etc are, where possible, turned off before leaving event site each evening

**3.   During event wash up and review**

- Post event 'wash up' meetings with all partners, contractors, suppliers to ensure all data has been submitted to event organisers and share achievements and lessons to drive continual improvements
- Any areas for improvement are fed into and documented (along with actions) during the internal post event review meeting and incorporated into end of event report

## 11. Air Quality

Air pollution poses a major threat to both health and climate. Recent data from the World Health Organisation shows that 9 out of 10 people breathe air containing high levels of pollutants with more than 90% of air pollution related deaths occurring in low- and middle-income countries, mainly in Asia and Africa. It is estimated that air pollution kills around 7 million people every year from exposure to fine particles in polluted air that penetrate deep into the lungs and cardiovascular system, causing diseases including stroke, heart disease, lung cancer, chronic obstructive pulmonary diseases and respiratory infections, including pneumonia.

Air quality is closely linked to earth's climate and ecosystems globally. Many of the drivers of air pollution (i.e., combustion of fossil fuels) are also sources of high CO2 emissions. Some air pollutants such as ozone 24 and black carbon are short-lived climate pollutants that greatly contribute to climate change and affect agricultural productivity.

Actions and policies to reduce air pollution represent a "win-win" strategy for both climate and health, lowering the burden of disease attributable to air pollution, as well as contributing to the near- and long-term mitigation of climate change.

World Athletics owned World Athletics Series (WAS) events and World Athletics sanctioned events often cause significant local traffic disruption which, in turn, can elevate air quality issues. Through intelligent planning and integration of initiatives to monitor and/ or improve air quality, World Athletics can promote and protect a healthy environment for athletes, the World Athletics family, fans and the local community.

There are four areas to consider when planning your event:

1. Its location
2. Reducing the impact of traffic
3. Food preparation
4. Sources of energy that will be used

This best practice is implemented across the event planning cycle as follows:

**1. During event planning**

- Location

  Your choice of location will have the largest influence on the air quality of your event. Three actions to consider during the selection process:
  - Find a website to check the Air Quality Index (AQI) of your proposed locations. Choose an area that has an average AQI rating lower than 50.
  - Avoid roads, industrial and agricultural processing plants.
  - Choose areas on higher ground as they tend to have less pollution levels. Similarly, areas surrounded by trees and vegetation offer protection from local emissions.

- Establish air quality monitoring system
  - Contact World Athletics for advice and guidance on air quality monitoring. They may be able to support the monitoring through their global work.

- Traffic

  Some strategies you can use to ensure your event benefits from less traffic and that its impact is minimised:
  - Time your event to avoid peak traffic hours to produce less congestion.
  - Ban parking in or near the event zone. Making it less convenient for cars to park will greatly reduce emissions and encourage visitors to explore public transport alternatives.
  - Introduce road tariffs for all vehicles, or those that are most polluting, to help create a low emission zone or clean air zone. The higher the emissions, the higher the tariff.
  - Ban the most polluting vehicles or all internal combustion engine vehicles. Banning internal combustion engine (ICE) vehicles

while allowing electric alternatives will reward visitors making environmental choices and incentivise future purchases of electric or hybrid technology.

- o To make the greatest impact on air quality at your event, close the zone to all vehicles. Banning all vehicles allows you to showcase the difference a clean-air environment can make for visitors and also promotes a healthy lifestyle and active travel options.

- Food preparation

Food preparation can have a large impact on local air quality. The more people that attend your events, the greater the potential risk. Five ways you can limit emissions produced by cooking:

- o Pre-cook as much as possible off-site to reduce cooking time.

- o Place catering areas at the edge of events, away from spectators seating and athlete areas.

- o Avoid solid fuel or coal cooking.

- o Use filters on extraction units. Ensure extraction units direct exhausts away from competitors and spectators.

- o Supply clean energy so caterers don't have to rely on diesel generators for power.

- Sources of energy to be used

Inevitably, your events will need a source of power. Your energy needs, along with the method you use to obtain that electricity, can have a huge impact on local air quality. The sources of electricity available are split between energy that is produced offsite and energy produced onsite. Offsite energy is often referred to as Mains Electricity which includes Mains Renewable or Mains Fossil; onsite energy is often referred to as temporary power.

- o Offsite: Mains Renewable is electricity purchased from the national or local grid that comes from wind, solar or tidal energy. The key benefits: sources of renewable energy have a negligible impact on air quality. If the country you are operating in doesn't supply renewable energy, you may be able to purchase renewable energy credits as an alternative.

- o Offsite: Mains Fossil. In most countries mains electricity is produced from burning fossil fuels such as coal. Although these release carbon dioxide into the atmosphere, mains electricity is much more efficient than using generators. Local air quality is improved as power stations are rarely seen near events.

- o Onsite: HVO. Hydro Treated Vegetable Oil fuel can be made from both virgin and waste oils. Benefits: it's a colourless and odourless fuel of an even quality that has an identical chemical composition with fossil diesel, is widely available in Europe (and increasingly available in North America) and can reduce greenhouse gas emissions by up to 90%, significantly reducing your operational footprint. Downside: it is significantly more expensive than red diesel due to demand.

- o Onsite: FAME - WVO. FAME is an acronym for "Fatty Acid Methyl Esters" and describes a range of renewable fuels. FAME WVOs fuels are made from Waste Vegetable Oils. Benefits: it's non-toxic & non contaminative, widely available in Europe (and increasingly available in North America) and reduces your event's carbon impact by using waste products. Downside: inexperience in using biodiesel can lead to generator problems.

- o Onsite: FAME - Virgin Fuel, or fuels made from virgin vegetable oils, crops grown specifically to be made into fuels. Benefits: it's non-toxic & non contaminative and widely available in Europe (and increasingly available in North America). Downsides: Inexperience in using biodiesel can lead to generator problems

and can have many damaging impacts, depending on how it is produced.

- ○ Onsite: FAME - Blended. A fuel that is a combination of Red Diesel and a FAME. It's better for the environment than pure red diesel but its impact on air quality is still similar to red diesel.

- ○ Onsite: Red Diesel. Red Diesel is just regular diesel with dye added to it because it is a lower cost diesel intended for agricultural or non-vehicle applications. It is widely available and easy to use in generators but has the worst impact on air quality and the environment in comparison to the other options.

**2. During event delivery**

- Monitoring air quality
  - ○ Ensure someone is responsible for monitoring the air quality for the athletes during an event and have a plan in place to take action to protect athlete and spectators' health should air quality level exceed agreed thresholds
  - ○ Ensure the temporary power provider is monitoring and maintaining the filters and exhaust from the generators to eliminate any black smoke or similar
  - ○ Ensure all traffic measures are implemented

- Road races – course marshal
  - ○ Work with sponsors and partners to provide low emission, electric or hydrogen cars as course marshals for road races to eliminate any unnecessary emissions for the athletes and spectators

- Establish a low emission zone around the stadium or race area.
  - ○ Work with the local authority or host city to establish a temporary/ pilot low emission zone around the stadium or race area. Using this as a pilot to drive low carbon transport across

the city or areas which are kept emission free for outdoor sport and recreation

**3. During event wash up and review**

- ○ Collect the air quality monitoring data and review this during the post event 'wash up' meeting with the host city/ venue
- ○ Identify options to leave air quality monitoring units in situ for future events and for sharing information across the city
- ○ Review the effectiveness of the measures that were taken and encourage the host city to adopt these for improving the health and wellbeing of city inhabitants creating permanent low emission zones
- ○ Ensure any areas for improvement are fed into and documented (along with actions) during the internal post event review meeting and incorporated into end of event report

With an informal network of more than half a billion runners around the world, World Athletics is in a unique position to promote global awareness of the health impacts of air pollution which is why Local Environment and Air Quality is one of the six pillars of our Sustainability Strategy announced in April 2020. Learn more about the World Athletics Air Quality project here.

## 12. Diversity, Accessibility and Inclusion

Irrespective of geography, politics, religion, everyone has equal rights to being able to participate in athletics without fear of discrimination, verbal or physical abuse, in an environment conducive to sporting achievement, at all levels. Discrimination has no place in our world, in sport or in athletics.

As an event organiser, you have a responsibility to prevent discrimination in all forms, throughout the event, and to provide a platform for anyone that have been subjected to discrimination at or associated with your event, or believe they have witnessed discrimination to raise the issue and be assured that the issue will be dealt with seriously. World Athletics will provide best practice guidelines and exercise influence through Member Federations to ensure that running, jumping and throwing can be universally enjoyed.

Ensuring all events are accessible and athletics is "open to everyone" is critical. Attracting all spectrums of society at all levels, whether regional, national, international and global is testimony to the power of sport to unify. It is important that, particularly for international/ global events, staff are aware and respectful of cultural sensitivities.

The following checklist should help ensure all aspects of accessibility are covered and best practice is followed.

This best practice is implemented across the event planning cycle as follows:

### 4. During event planning

- Ensure all legal compliance regulations are known and adhered to
- Equality and diversity HR policy helps to prevent discrimination and provides a platform for staff that have been subjected to any form of discrimination, or believe they have witnessed discrimination, to raise the issue. Diversity, accessibility and inclusion is core to all recruitment: including event staffing, technical officials, contractors and volunteers
  - The following none characteristics are termed 'protected characteristics' by the Equality Act (UK) and should be covered within a robust Equality and diversity policy: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- Implement a programme to engage and inspire local disadvantaged community groups. E.g. ticket allocations, "chat with champions"….
- Website and/ or booking service has accessibility features and offer different forms of access, e.g. minicom?
  - Booking form has the ability to disclose specific individual requirements
- Information about facilities available at the venue (including facilities and arrangements for disabled people) has been published, to include information for:
  - Wheelchair users/ those with restricted mobility
  - Visually impaired/ blind
  - Deaf and hard of hearing
- Standard accessibility phrases and logos are included in publicity material
- All public areas are wheelchair accessible
- There is provision for disabled parking of suitable dimensions and markings at the venue
- Identification of dedicated seating areas for wheelchair users and confirmation whether seating is provided for personal assistants
- All visitors can safely and easily travel around the venue
  - Are surfaces firm and free from obstacles?
  - Have single steps of more than 13mm got ramps or lifts?
  - Are there regular rest stops for those with restricted mobility?
  - Is flooring slip-resistant?
- Is there availability of a mobility map to indicate best routes, specific access features, sanitary facility provisions? Do the maps have braille? Are visitor maps available in large print?
- Emergency procedures are in place for evacuation/refuge of people with a range of abilities.
- Staff/stewards are briefed on these
- Video content (at venue and media output) has subtitles

**5. During event delivery**

- All staff, volunteers, contractors etc are briefed on local cultural and sensitivities to ensure that all are respectful throughout their time at the event.
- All staff and volunteers are briefed on the accessibility plan and are clear of their responsibilities
- Staff/volunteers are available to guide visitors if necessary?
- Signage complies with guidance, at a height convenient to all users
- Programme of regular checks and audits is in place to ensure that accessibility plan is working correctly and effectively. Any non-compliance is reported, recorded with remedial action taken as required.
- Seating arrangements allow access for wheelchair user, facilitating ease of movement to accessible facilities

**6. During event wash up and review**

- Collate feedback (positive and constructive) from staff, volunteers and the public through course of event

Any areas for improvement are fed into and documented (along with actions) during the post event review meeting and report

## 13. Health & Safety and Wellbeing

Event organisers are responsible for ensuring that overall safety at the event is maintained throughout all stages of the event so that, as far as reasonably practicable, all event attendees, including employees, event staff, contractors, suppliers, athletes, visitors and fans are not exposed to risks to their health and safety.

All event organisers have duties concerning event health and safety, including:

- having health and safety policies and arrangements in place to control risks
- planning to ensure the policy is put into place
- ensuring co-operation and proper co-ordination of work activities
- providing employees and others with relevant information on any risks to their health and safety
- ensuring the competence of event staff to undertake their role safely
- monitoring health and safety performance and compliance
- auditing and reviewing health and safety performance

### Health and Safety documentation

The *Event Safety Plan* should include:

An *Event Management Plan*: providing comprehensive event overview and a framework for embedding safe practices across event delivery

A *Risk Assessment*: highlighting any potential hazards that may affect the event, control measures to eliminate/ minimise risk

An *Emergency Action Plan*: to facilitate effective and efficient response to health and safety risk(s) and/ or other emergencies that may occur.

Developing an Event Safety Plan as part of the planning and preparation is vital to ensuring the right health and safety procedures are in place and, also, may be required in the event of a legal dispute arising from an incident.

Effective management and monitoring of health and safety risks must be in place throughout the event, including build up, load in, event delivery, breakdown and load out. This will include:

### Management

Having appropriate management systems in place for each phase of the event to make sure health and safety risks are controlled. While the numbers onsite during the event period will be significantly greater, the need for safety management during build up, load-in, breakdown and load-out is just as important.

### Co-ordination

Ensure co-operation and proper co-ordination of all work activities across the event site.

### Information

Provide event employees and others, including contractors, with relevant information on any risks to their health and safety identified by your risk assessment/s. All contractors will need to do the same for their employees.

### Competence

Staff should be competent to undertake their role safely. There should also be an appropriate level of competent supervision, proportionate to the risk, nature of the work and the personnel involved.

### Monitoring and review

Agreed methods for controlling risks should be checked and tested to make sure they are working and being followed. The event risk assessment should set out the frequency of checks, allocate responsibility, and detail methodology.

As an event organiser, you also have a responsibility for safeguarding the wellbeing, behaviour and culture of your workforce, officials, athletes and

wider event attendees, requiring a focus on supporting them to ensure they are healthy and safe throughout their engagement with the event.

This best practice is implemented across the event planning cycle as follows:

**1. During event planning**

- Ensure knowledge of, and compliance to, all health and safety regulations
- Event organisers have all relevant insurances in place to cover the event and hold copies of relevant 3rd party insurance certificates.
- Safety Advisory Group (SAG) established consisting of representatives from local authorities, LOC, emergency services, event organisers and other relevant bodies.
- All health and safety documentation is complete
- All contractors/ suppliers are aware of their health and safety responsibilities
- The project plan facilitates a co-operative and co-ordinated program of work throughout build up, load in, event delivery, load out and breakdown
- The project plan ensures adequate breaks, rests and compliance to all relevant 'working time' legislation and your own employment policies.
- An athlete wellbeing pack is put together and distributed, in addition to standard joining instructions/ event information, containing information specifically promoting athlete wellbeing. This could include:
  - Environmental factors, such as weather conditions, altitude, humidity, air quality, effect of jet lag….
  - Wellbeing support available during the event and how to access
  - Importance of pre-participation medical evaluations (PPME)
  - Availability of, and access to, training facilities
  - Drug screening procedures

**2. During event delivery**

- All personnel receive health and safety training, including a site induction and briefing, prior to them commencing work on event

- Daily meetings are scheduled to ensure clarity around current phase of work, key daily activities/schedule, environmental considerations and any elevated health and safety considerations
- Health and Safety information relevant to event attendees is available for all with clear signage across venue, as appropriate
- Programme of regular health and safety checks/ audits is in place to ensure *Event Safety Plan* is working correctly and effectively. Any non-compliance is reported, recorded with remedial action taken, as required.
- Athlete wellbeing support is readily available
- Implement a programme of Periodic Health Evaluations (PHE) to safeguard athlete health
- Engage local athletics community to deliver on site activations that raise awareness of the health benefits of regular physical activity and opportunities to participate in athletics to enhance a healthy lifestyle.
  - E.g. "Have a go" sessions, run gait analysis, yoga for athletes

**3. During event wash up and review**

- Collate output from all health and safety checks/ audits, including any non-compliance issues for review and reporting to drive continual improvements
- Anonymous data relating to uptake of athlete wellbeing support is collated.
- SAG de-brief is held to capture all lessons learnt

# 14.    Digital, IP Rights and Data Protection

## Data Protection

The digital transformation is forcing companies to be responsible when it comes to the sustainable use of data. In the digital world, product sustainability means that a product is good for the environment, for the user and concerns both hardware and software. For example, a data breach (risk or actual) from a surveillance camera system can bring psychological or even physical harm. With reference to software, privacy sustainability should lie even more at the core of its design process. Users give their data to apps and providers to have a service, trusting these providers and they do not expect their data to be exploited unethically. Dispersing, accidentally or otherwise, users' personal data in the digital world with little or no control affects the wellbeing of individuals and society.

The General Data Protection Regulation (GDPR) sets out seven principles for the lawful processing of personal data:

1. Lawfulness, fairness and transparency
2. Purpose limitation
3. Data minimisation
4. Accuracy
5. Storage limitations
6. Integrity and confidentiality
7. Accountability

All event organisers should be committed to protecting confidential and personal information, including that of event staff and third parties. Event organisers also need to demonstrate a dedication to ensuring compliance with applicable privacy laws and regulations around the globe, regularly monitoring for changes in privacy laws and regulations, adjusting policies and procedures when appropriate and to continually monitor regulatory and legal requirements to support compliance.

## *Intellectual* **Property**

Intellectual property (or IP) refers to creative work which can be treated as an asset or physical property. Intellectual property rights fall principally into four main areas:

- Copyright - applies to recorded artistic and literary works and gives the author specific rights in relation to the work, prohibits unauthorised actions, and allows the author to take legal action against instances of infringement or plagiarism.
- Trademarks – are intended to prevent confusion in the marketplace. A trademark can be a name, word, slogan, design, symbol or other unique device that identifies a product or organisation. It is quite literally 'a mark under which you trade'.
- Design Rights - apply to physical products: the appearance of a product, in particular the shape, texture, colour, materials used, contours and ornamentation.
- Patents - apply to industrial processes and inventions and protect against the unauthorised implementation of the invention.

To protect both your event IP and to avoid any breach of IP law through event delivery (for example, through unlicensed use of copyrighted music), it is essential to comply with all relevant entertainment licencing legislation and to obtain all necessary licences/ permits.

This best practice is implemented across the event planning cycle as follows:

# World Athletics: Sustainable Event Management System Best Practice Guidance

## 1. During event planning

- All public entertainment legislation and licencing requirements are understood and adhered with, ensuring legal compliance.
- You should obtain legal advice to protect your own/ the event's brand by ensuring all relevant trademarks are in place
- All parties privy to private and confidential information have signed NDA's protecting all confidential and proprietary information
- Systems and processes are in place, compliant to GDPR and other, local, data protection laws, to ensure security of personal information

## 2. During event delivery

- Staff and suppliers deliver entertainment program according to parameters set out in event licences/ permits.
- Any non-compliance issues are reported, recorded and action is taken to remedy.

## 3. During event wash up and review

- Post event review captures and records any non-compliance issues and recommendations for process improvements

## 15. Monitoring and Reporting

Monitoring, progress reviews and open reporting will be critical to the on-going successful implementation of the sustainability strategy and will drive greater achievement. Across your business activities, demonstrating a clear commitment to transparency and integrity, facilitates the building, protection and maintenance of brand reputation. World Athletics' annual report, including independently audited financial statements in line with the International Financial Reporting Standards, are part of ongoing efforts to deliver greater transparency. Sustainability reporting is an increasingly established process and can be delivered as part of wider corporate reports (where applicable) or as a standalone report. Athletics events should produce an event report as best practice to assess progress, identify action areas to focus on and drive continual improvement.

The metrics to measure and track progress against achieving the targets will need to be collected across event stakeholders, including event staff, local organising committee, suppliers and host venues. The proposed metrics should be reviewed and aligned to information and data that is readily available or can relatively easily be collected.

The purpose of the monitoring is to identify priorities, level of progress and barriers to achieving the targets. Monitoring KPIs should be identified accordingly.

This best practice is implemented across the event planning cycle as follows:

### 1. During event planning

- Develop a comprehensive list of objectives, targets and measurable KPIs and distribute to all team members for clarity
- Integrate monitoring and reporting requirements into all procurement and contractual documentation and processes
- Ensure that all relevant parties and personnel are clear of their responsibilities, in respect of monitoring and reporting
- Implement all monitoring programmes from the outset of the event planning to capture all activities
- Where applicable, attach final payment for contractors/ suppliers to delivery of post event report/ contractual data
- Construct a visitor survey (and allocate resource to conducting visitor surveys)

### 2. During event delivery

- Ensure all suppliers and contractors are aware of their reporting requirements and information is being collected, identify any gaps and actions that are required to capture robust data sets across the monitoring programme
- Conduct visitor surveys and event audits where required to capture relevant data e.g., number of cars, visitors coming by bicycle, air quality readings

### 3. During event wash up and review

- Collect, process and interpret data across all stakeholders
- Post event feedback meeting
- Produce end of event report, encapsulating all the monitoring data, demonstrating achievements against the pre-event objectives and providing transparent data and recommendations to drive continual improvements
- Event report contains specific reference to partner sustainability achievements, demonstrating alignment with sustainability goals and strength/ power of collaborative partnerships.
- End of event report shared with event partners (inc venues, partners, media etc)

## 16.  Communications

All event personnel have a responsibility to lead by example by understanding and delivering the best practice approach. This requires the ability to communicate the sustainability commitment amongst colleagues as well as to partners, suppliers and fans.

If there is any uncertainty as to proposed courses of action, that ideas presented are not practical, that additional support is needed to look into alternatives, or if there are ideas about what more can be done, then please flag this up with the event director/ sustainability team.

### Communication aims

The aims around communicating the sustainability commitment and best practice are as follows:

| Stakeholders | Communication aims |
|---|---|
| Staff/ Athletes | • Ensure understanding of the issues/focus areas<br>• Ability to deliver according to guidance<br>• Ability to talk in the right language externally to fans, partners, sponsors<br>• Ability to clearly demonstrate commitment/ best practice |
| Suppliers/Contractors | • Recognise and understand how we expect support of the commitment<br>• Align messages with sustainability commitment<br>• Support and deliver activities at events according to our best practice<br>• Clear briefings for temporary staff and event time contractors |
| Sponsors/Partners | • Recognise and understand how we expect support of the commitment<br>• Align messages with sustainability commitment<br>• Support and deliver activities at events according to our best practice<br>• Accelerate our activations and bring scalability to our initiatives<br>• Extend our influence |
| Event Visitors | • Clearly see efforts taken to mitigate environmental impact and maximise local economic and social impact<br>• Understand their role without being 'told off' |
| Fans | • Be inspired and understand how they can act<br>• Influence behaviour and gather support and create a 'movement' |
| Host Cities | • Accelerate and scale our activation programmes<br>• Spotlight existing sustainability initiatives/ commitments within the city<br>• Extend our influence<br>• Set benchmarks and standards and adopt initiatives for other future events in the City/ locations |
| Wider Audience | • Be inspired and understand how they can take action<br>• Influence behaviour and gather support and create a scalable 'movement'<br>• Extend our Influence<br>• Drive change and innovation through the running industry |

# World Athletics: Sustainable Event Management System Best Practice Guidance

## Communication methods for different stakeholder groups.

| Stakeholders | Operational Guidance (intranet, app?) | Procurement Code/Contracts | Onsite Messaging Back of House/Front of House | Social Media [World Athletics] | Website/ intranet | Industry Events | Publications/Print Media | Through Partners |
|---|---|---|---|---|---|---|---|---|
| Staff | ● | ● | ● | ● | | | | |
| Temporary Event Staff & Volunteers | ● | ● | ● | | | | | |
| Athletes | ● | ● | ● | ● | | | | ● |
| Suppliers | ● | ● | ● | ● | ● | | | |
| Local Organising Committee | ● | ● | ● | ● | | | | |
| Event Visitors | | | ● | ● | ● | | ● | ● |
| Fans | | | | ● | ● | | ● | ● |
| Sponsors/Partners | ● | ● | ● | ● | | | ● | ● |
| Member Federations | | | ● | ● | ● | ● | ● | ● |
| Host Cities/ Venues | | | ● | ● | ● | ● | ● | ● |
| Wider Audience/Athletics Industry/Sport | | | | ● | ● | ● | ● | ● |

This best practice is implemented across the event planning cycle as follows:

**1. During event planning**

- Integrate sustainability messaging into and throughout the event communication plan to drive awareness and action around the events' sustainability commitments and achievements

- Communication plan engages stakeholders, delivering against the sustainability communication aims

- Distribute information to inform and empower stakeholders to make sustainable decisions to reduce their impact throughout their engagement with the event. E.g. travel choices, food choices…

- Media monitoring and reporting established

**2. During event delivery**

- Onsite assets are utilised to reinforce opportunities to minimise impact
- Digital campaign engages stakeholders and provides platform for sharing individual sustainability actions and achievements whilst at the event
- Media monitoring is implemented

**3. During event wash up and review**

- Post event media report evaluates effectiveness of the communication strategy and achievement against the sustainability communication aims.