

London 2012
Pre-Games Sustainability Report
April 2012



Delivering change



Contents

1 Introduction

1.1	Statement from the Chair of LOCOG	7
1.2	Statement from the Chief Executive of LOCOG	8
1.3	Statement from the Chair of the London 2012 Sustainability Ambassadors Group	11
1.4	Our vision for a sustainable Games	13
1.5	About London 2012	14
1.6	About the report	16

2 London 2012 sustainability themes

2.1	Introduction	23
2.2	Climate change	23
2.3	Waste	23
2.4	Biodiversity	23
2.5	Inclusion	24
2.6	Healthy living	24

3 Building the stage

3.1	The Olympic Delivery Authority	26
3.2	Carbon	31
3.3	Water	36
3.4	Waste	39
3.5	Materials	41
3.6	Biodiversity	45

3.7	Land, water, noise and air	47
3.8	Transport (enabling and construction works)	52
3.9	Sustainability performance of the Olympic and Paralympic Village	53
3.10	Sustainability performance of non-Olympic Park venues	55
3.11	Equality, Inclusion, Employment and Skills	56
3.12	Healthy living – healthy working	65
4	Getting to the Games	
4.1	London 2012's role and responsibility	68
4.2	Public transport Games	69
4.3	London 2012 related transport improvements	74
4.4	Travel management	79
4.5	Walking and cycling	82
4.6	Games Family transport	87
5	Staging the Games	
5.1	LOCOG's role and responsibility	96
5.2	Sustainability management	99
5.3	Low carbon Games	112
5.4	Zero waste Games	132
5.5	Food Vision	144
5.6	Procurement, licensing and sponsorship	154
5.7	Embed sustainability in planning and delivery	173
5.8	Diversity and Inclusion	197
5.9	Employment and skills	205
5.10	Promote sustainable living	214
5.11	Create knowledge legacy	226

6	Managing the programme	
6.1	Governance structure	230
6.2	Stakeholders and partnerships	233
7	Leaving a legacy	
7.1	LOCOG's legacy contribution	263
7.2	The future of the Olympic Park	270
7.3	London's legacy	278
7.4	UK legacy	286
8	Assurance and Global Reporting Initiative Index	
8.1	Independent assurance statement	294
8.2	Global Reporting Initiative Index	296
	Appendices	
	Appendix 1 – Supporting policies, strategies and plans	316
	Appendix 2 – Supplemental environmental information	325



1 Introduction

1.1

Statement from the Chair of LOCOG

Looking forward to the Games this year, London 2012 has a unique opportunity to showcase sustainability on an unprecedented scale. This is a unique and precious opportunity to demonstrate our leadership on sustainability. It's a platform for us to inspire billions around the world, brought together under the banner of the Olympic and Paralympic Games, regardless of nationality or cultures. What we've achieved to date proves that we can harness the Olympic spirit and drive sustainability forward with people who wouldn't otherwise be involved.

London 2012's relentless pursuit of sustainability has been part of every bold and challenging decision we have made, in the development of the Olympic Park and the staging of the Games. This year we're proud to be the first Olympic and Paralympic Games to be recognised for meeting the sustainable event management standard BS 8901.

In 2012 as we wrap up construction, preparation and planning and move into staging the Games, London 2012 is setting new standards. We're establishing world records right now that will raise sustainability standards and benefit entire industries from construction to event management.

Tens of thousands of people have already helped to deliver a more sustainable Games. The coming months will be critical to realising our ambition to host the world's first truly sustainable Olympic and Paralympic Games. During 2012 we will look to everyone to deliver our vision to use the power of the Games to inspire change and secure a lasting legacy that thrives well beyond the Games.



Seb Coe

Chair, London 2012 Organising Committee (LOCOG)



Seb Coe visits children at Oak Lodge School in Wandsworth to launch a special week of Olympic and Paralympic talks in state schools and colleges, December 2011

'The most sustainable Olympic Stadium ever built.'

1.2

Statement from the Chief Executive of LOCOG

Staging the Games is a massive and complex undertaking in its own right, let alone trying to do so in a way that meets our ambitious sustainability goals. The past year has seen huge and rapid growth in our organisation, both in terms of direct staff and also in the mass recruitment of volunteer Games Makers. Our partners too, in Government, the Greater London Authority, our commercial sponsors and many others, have been gearing up, and we are increasingly feeling the eyes of the world turning their attention towards London 2012.

As any CEO of a large organisation will recognise, remaining true to sustainability principles and commitments across such a challenging and fast-moving landscape is no easy task. We have faced direct scrutiny on many fronts and encountered technical issues across various topics that have required us to make some hard choices.

In considering sustainability in its full sense, there is rarely an obvious right answer. What I can say with confidence, however, is that sustainability is firmly part of the mix in the decisions we do make. In many respects we are trying to address sustainability in areas that have not been considered before, especially in the context of major events and their supporting industries. It is therefore important that we share the learnings of what has worked well and what has not been so successful.

This Pre-Games Sustainability Report is written with these points in mind. It is a long report simply because there is so much ground to cover – sustainability is a central part of our work as the Organising Committee but it is equally important to all our delivery partners, whose work is also detailed here. We want to convey here the sense of scale at which we are working, the comprehensiveness of the sustainability programme we are implementing, the partnerships involved and the benefits and knowledge all this is bringing.

London 2012 programme highlights

Taking the London 2012 programme as a whole, I would pick six major highlights that demonstrate where we and our partners have been able to set new standards for sustainability:

- 1 The Olympic Park: The most sustainable Olympic Stadium ever built was completed on time and budget and to high sustainability standards. The Park itself is the largest new urban parkland in Europe for 150 years. It is already developing a mature landscape, and the cleaned up and reprofiled river valley is providing both new wildlife habitat and significant flood alleviation – early examples of lasting legacy benefits.
- 2 Carbon management: London 2012 is the first summer Olympic and Paralympic Games to measure its carbon footprint over the entire project term. By using the outcomes of the footprinting assessment to inform decision-making, we've radically improved our ability to avoid, reduce and substitute carbon emissions associated with delivering the Games.

- 3 **Sustainable transport:** Our commitment to delivering a public transport Games means nine million ticket holders will experience sustainable events like never before from the way they travel. Our Active Travel programme, launched in October 2011, aims to achieve one million extra journeys by walking and cycling in London each day of the Games.
- 4 **Food Vision:** London 2012 is the first Games to specify stringent sustainability requirements for its catering operations. All our caterers are signed up to the Food Vision standards and are ready to serve 14 million sustainably sourced meals. Meanwhile, the excellent work of the Food Legacy Group is extending the Food Vision approach to other sectors and organisations beyond the Games.
- 5 **Waste:** Our commitment to delivering a zero waste to landfill Games is another first for the Games and has required detailed planning, as set out in our recently published Zero Waste Games Vision. The work of the Olympic Delivery Authority (ODA) on the Olympic Park construction has set a very high bar, achieving 98.5 per cent and 99 per cent rates of re-use and recycling of materials in demolition and construction respectively.
- 6 **Standards:** In 2011 LOCOG became the first Organising Committee to be certified to the British Standard 8901: Specification for a Sustainability Management Systems for Events. The standard was inspired by the London 2012 bid and is proof of how deeply sustainability has been embedded into our organisation. Achieving the standard enhances our ability to deliver sustainability across all the areas that matter to stakeholders.

Facing up to challenges

Underpinning most of these achievements has been a rigorous approach to procurement, exemplified through the application of our innovative Sustainable Sourcing Code. Inevitably, given the range and number of contracts we have to put in place, it is impractical to expect to be able to assure standards across the entirety of our extended supply chain.

This is why we introduced our own Complaints and Dispute Resolution Mechanism as a complement to the sourcing code. In early 2012 we have had to invoke the mechanism following allegations about poor working conditions at three overseas factories manufacturing London 2012 merchandise. While our independent investigations have been taking place, we have established a ground-breaking agreement with the Trades Union Congress and the Playfair 2012 Campaign that will deliver a package of measures in partnership with some of our Licensees and their manufacturing sites to introduce fairer working conditions. This will create a valuable learning legacy for future Games.

In the summer of 2011 we embarked on a series of 42 test events delivered across 26 venues in London as part of our 'London Prepares' series. These have been a vital part of our Games Readiness planning and have equally helped identify sustainability challenges in dealing with live event situations, and the oversight of installation and breakdown of temporary venue structures.

The test events have also enabled us to review and finalise the requirements for power at our venues. This has heightened the need for a thorough energy conservation plan if we are to achieve our revised carbon saving target, and we acknowledge the recommendations of the Commission for a Sustainable London 2012 in this respect.

Our integrated approach to sustainability has usually achieved strong alignment with financial goals and we have seen significant business benefits through enhanced sponsorship deals, material specifications and post-Games re-use considerations. Sometimes, however, we have had to make a conscious business decision to spend more to meet sustainability concerns. One example of this was the decision to fit particulate filters to a number of temporary power generators, where the potential impacts of emissions and noise on workforce, local residents and/or schools merited the extra cost. I am proud that we have taken this step and I hope it will prove an important step forward for the temporary power market.

Another major challenge over the last period has been scaling up our workforce. It involves mass mobilisation on an unprecedented scale in this country. I am therefore delighted that sustainability has been so strongly featured in the training programme for all our Games Makers (paid staff, volunteers and contractors), and that this extended to the sourcing and materials for our uniforms that were launched last November.

Looking forward to the Games

Following our takeover of the Olympic Park and other venues from the ODA in January 2012, everyone's focus is now on delivering the Games. This year is when we will all experience what a truly sustainable Games looks and feels like.



Paul Deighton
Chief Executive, London 2012 Organising Committee (LOCOG)



Paul Deighton with athletes from the Young Ambassadors Programme at Vale Royal Sports Partnership

1.3

Statement from the Chair of the London 2012 Sustainability Ambassadors Group

Invite 14,700 of the world's finest athletes to compete together, watched by millions of spectators from all around the world in the presence of the world's most demanding media. Locate the whole show in one of the most under-developed areas of your capital city, on some of the most contaminated and derelict land it's possible to find. Undertake to make sure all the buildings and all the infrastructure required, and all the services provided to stage such a jamboree, meet the highest possible sustainability standards. Give yourselves just seven years to marshal all the money needed, employ the best possible staff, procure billions of pounds worth of goods and services and mobilise thousands of volunteers – with sustainability at the heart of the entire operation – and that's the London 2012 Olympic Games and Paralympic Games!

People charged with writing reports like this can't really say it, for fear of sounding self-satisfied or even arrogant, but the scale of ambition involved in delivering what will undoubtedly be the world's most sustainable Games to date is gob-smacking. As the Olympic Park emerges in front of our eyes, and some of the venues are put to serious use for the very first time, I think people are at last starting to understand what's really entailed in hosting the summer Olympic and Paralympic Games.

Back in 2005, I was part of the team that presented the sustainability case for London to the International Olympic Committee, based on WWF's Vision of a One Planet Olympics – I was a Trustee of WWF UK at the time. I now chair a small group of Sustainability Ambassadors for the 2012 Games (see page 215), all of whom have an equal enthusiasm for the ideals of the Olympic Games and Paralympic Games and for the cause of sustainability.

As such, we're several degrees removed from the sharp end of actually delivering on that original vision, with all the ups and downs involved. And there have of course been some difficult moments along the way – on the renewable energy target, for instance, when it became impossible to proceed with the original plans for a wind turbine. But out of that disappointment emerged the East London Community Retrofit project (involving 2,800 homes and 12 schools), which may well provide a more durable benefit for the local community than the original plans would have done.

That 'legacy' story has been front of mind pretty much from the start. There's both the tangible legacy (of the Queen Elizabeth Olympic Park, the housing provided by the Olympic and Paralympic Village, and the permanent venues), as well as the 'learning legacy' from one of the largest ever civil engineering projects. The ODAs 'Lessons Learned' initiative (in partnership with the UK Green Building Council) is an exemplar of its kind.

Much of the innovation involved here will remain invisible to the vast majority of people. It's not easy enthusing people about new 'footprinting' methodologies or new management systems (for managing major events of this kind), about rigorous assurance processes (the Commission for a Sustainable London 2012 is the first independent assurance body there has ever been for the Games, and has done an excellent job), about the minutiae of initiatives like the London 2012 Food Vision, or even about the work done on skills, inclusion, equality and diversity – which is just as much part of an integrated sustainability vision as the concrete poured (with much less CO₂ emitted!) or the biodiversity benefits provided.

Procurement has been another hot potato, with thousands of companies involved providing all the goods and services for the Games. LOCOG's recent decision to introduce additional measures to help protect workers in Chinese factories producing some of the toys and merchandise for the Games demonstrates just how 'live' these supply chain challenges are. Every policy crafted in theory eventually gets tested in the furnace of operational practice – and leadership here demands constant vigilance, as well as a readiness to adapt and improve.

Never a dull moment – for both the ODA and for LOCOG – over the whole seven years! But it's such a good story that emerges, as this report spells out with as much detail as any stakeholder might reasonably require! Don't let the detail obscure the big picture, for that's where the inspirational legacy really lies.



Jonathon Porritt

Jonathon Porritt is Founder Director of [Forum for the Future](#)



Jonathon Porritt (third from right) and five other London 2012 Sustainability Ambassadors visit the Olympic Park, November 2011

1.4

Our vision for a sustainable Games

The most spectacular sporting event in the world has the power to bring together the aspirations of the finest athletes on earth and the efforts of hundreds of thousands of individuals who create the stage for their performances. It has the power to revitalise communities and shoulder the hopes and dreams of billions of people around the world who will be watching with bated breath. Our vision is to use the power of the Games to inspire lasting change.

‘We are harnessing the incredible power of the Games by working with our partners, volunteers and communities to create a transformational shift in sustainability.’

For six weeks in the summer of 2012, the eyes of the world will be on London. But for seven years before, and for many years afterwards, we will have changed and will be changing the way we impact on people, industry and the planet.

The Games are rejuvenating previously neglected communities in London, inspiring healthier, happier lifestyles across the UK and beyond, changing the way people everywhere perceive disability, and inspiring an entire generation to participate in sport. By building the stage and staging the Games, the construction, catering, hospitality and events industries will showcase the value of sustainability and embed it wholeheartedly into what they do. We are harnessing the incredible power of the Games by working with our partners, volunteers and communities to create a transformational shift in sustainability.



Olympic Park, aerial view looking south towards Canary Wharf, December 2011

1.5

About London 2012

London 2012 partners

London 2012 is the UK-wide programme bringing together a broad spectrum of partners to deliver the Olympic and Paralympic Games.

Two organisations are at the centre of delivery:

- The Olympic Delivery Authority (ODA) has built the new venues and infrastructure for the Games, and ensured that they will be used after the Games. The ODA is a public body, accountable to the Secretary of State for Culture, Media and Sport, and funded through council tax, National Lottery and regeneration funding.
- The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) is responsible for planning and staging the Games. LOCOG is a private company limited by guarantee, and we raise the vast majority of our funding from the sale of tickets and merchandise, sponsorship, broadcasting revenues and contributions from the International Olympic Committee.

LOCOG is ultimately accountable to the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) for the overall delivery of the Olympic and Paralympic programme in 2012, but we rely upon the commitments made across the London 2012 programme by our delivery partners:

- Olympic Delivery Authority
- Transport delivery partners including Transport for London (TfL)
- Department for Culture, Media and Sport (DCMS) – Government Olympic Executive (GOE), working with the Cabinet Office, Home Office and Olympic Security Directorate (OSD)
- The Mayor of London, the Greater London Authority (GLA) and London Boroughs
- The British Olympic Association (BOA) and British Paralympic Association (BPA)
- The International Olympic Committee (IOC) and the International Paralympic Committee (IPC)
- London Legacy Development Corporation (LLDC) (formerly known as the Olympic Park Legacy Company)
- The Royal Parks

London 2012's evolution

LOCOG and the ODA were formally established in 2005 and 2006 respectively. However, they are at very different stages in their lifecycle.

The ODA has played an extremely prominent role to date, as it has been responsible for the demolition, remediation, design and construction work on the Olympic Park and other new permanent installations for the 2012 Games. The construction phase is complete, with all venues finished on time and to budget.

In contrast, LOCOG remained a small organisation throughout the period up to and just beyond the Beijing 2008 Games. LOCOG's focus to this point has been on building the organisational structures, the commercial programme and developing the brand. Since 2008, LOCOG has embarked on a phase of rapid growth, with staff numbers doubling each year and set to peak at Games time.

London 2012's headquarters are 1 Churchill Place in Canary Wharf.

LOCOG also occupies offices at:

- 10 Upper Bank Street, Canary Wharf
- 25 Canada Square, Canary Wharf
- Three Mills Studios, east London

As LOCOG became increasingly operational during 2011 it also took control of a number of operational sites:

- Several venues on the Olympic Park (Velodrome, Copper Box, Olympic Stadium)
- Logistics Depots and Warehouses (Tilbury, Stevenage, Beckton)
- Marshgate Centre, east London

LOCOG also organised a series of test events at a number of venues as part of its readiness activities and overlay works commenced at several venues (eg: Riverbank Arena, the Hockey venue on the Olympic Park).

1.6

About the report

Our reporting cycle

This is the second of three London 2012 Sustainability Reports that chart our delivery against the London 2012 Sustainability Plan (2009). The final report will be released in the winter of 2012/13.

This report covers the 2011 calendar year, and its focus is on a pre-Games view of our programme. Quantitative data reported here refers to the calendar year 2011. However, we have also included new information relating to activities in the early months of 2012 in order to make this report as up to date as possible for the pre-Games period.

The final report will look at our planning for leaving a legacy and will serve as a supplement to this report.

A new way to report

This work is an important step towards mainstreaming sustainability reporting for events. We are especially keen to receive feedback from readers on this year's report. How does it read? Is it comprehensive, clear and honest? Is it useful for other events? If you would like to comment please email: sustainability@london2012.com

Since 2009 we have been working with the Global Reporting Initiative (GRI) and other international partners to develop an Event Organisers' Sector Supplement for the GRI G3.1 standard. This first version of the EOSS was published in January 2012 and this report is aligned with these new guidelines and has been checked by GRI to be consistent with an application level of A (see also Section 8.2).

The scope of this report

- **Reporting framework:** the London 2012 Sustainability Policy (first issued in 2006) and the London 2012 Sustainability Plan (issued in 2007 and revised in 2009).
- **Scope:** this report was published in April 2012. It is an annual report which relates to the programme-wide activities of the official London 2012 stakeholders. However, the programme-wide format presents a challenge for GRI reporting which is normally predicated on a single reporting organisation. To address this we are treating LOCOG as the principal reporting organisation. This was felt most appropriate as LOCOG is the body specifically responsible for staging the Games and most closely linked to the event sector and the GRI supplement.



London 2012 materiality

We determine materiality using three main categories that have been identified and evaluated over time:

- **Priority themes:** the five headline themes as specified in the London 2012 Sustainability Policy (see Chapter 3).
- **Subjects:** specific topics identified as being relevant to our sustainability performance.
- **Issues:** current matters, that actually or potentially impact our ability to achieve sustainability objectives and that need immediate attention to resolve.

The priority themes form the basis of strategies and action plans for the delivery bodies and official stakeholders. The London 2012 Sustainability Plan is the main point of reference for describing how the London 2012 Sustainability Policy is to be delivered. Subjects and issues are identified through internal management systems arrangements such as risk registers, legislative reviews, audits and stakeholder engagement, including assurance work undertaken by the [Commission for a Sustainable London 2012](#) (see page 233). The key principles guiding our efforts on measurement and reporting are scale, significance, control and influence.

'Our engagement with stakeholders around materiality has focused on defining the set of priority issues, where additional emphasis and information is required in order for them to hold us to account on our sustainability performance.'

During 2011, we conducted a materiality review. Our engagement with stakeholders around materiality has focused on defining the set of priority issues, where additional emphasis and information is required in order for them to hold us to account on our sustainability performance.

The summary of this report outlines the most important elements of our performance on these specific issues for our stakeholders. This report communicates our performance across all of our sustainability issues transparently and comprehensively.

Materiality review process

Our materiality review consulted a representative group of London 2012 stakeholders and the wider public through three main phases of activity:

- 1 **Internal review:** We collated and reviewed all relevant internal sustainability data including London 2012 sustainability themes, subjects and issues and existing impact and risk assessments.
- 2 **External review:** We engaged stakeholders representing our 12 stakeholder groups around a long list of sustainability issues through either a publicly available online survey or in-depth telephone interviews. From this we extracted a short list of issues stakeholders commonly identified as a priority to them.
- 3 **Prioritisation:** We engaged key stakeholders around a short list of sustainability issues through several workshops and conducted an internal review to review the outcomes and prioritise the set of material issues.

See Chapter 6 of this report for further details regarding the London 2012 approach to stakeholder engagement.

Our stakeholders identified six sustainability issues to prioritise in communications and engagement:

- **Carbon:** Using carbon footprinting as a tool to deliver a low-carbon Games.
- **Employment in business:** Using the Games as a platform for showcasing the economic benefit of sustainability.
- **Promoting sustainable living:** How sustainability will be made a visible part of the Games.
- **Travel and transport:** Provision of more sustainable travel and transport solutions.
- **Waste:** Delivering a zero waste (to landfill) Games.
- **Olympic Park:** Regenerating the communities of east London.

These issues are covered in the Summary Report and are highlighted through case studies and stakeholder perspectives throughout the rest of this report.

Governance

This report is provided by LOCOG on behalf of the London 2012 Sustainability Group, co-chaired by the Executive Director for Planning and Environment of the Greater London Authority and the Sustainability Director of the Department of the Environment, Food and Rural Affairs. Please see Section 6.1 for further information on London 2012's governance structure.

Report themes and structure

The Olympic Board agreed five priority themes which were felt to be most pertinent to London 2012 and its stakeholders. These themes are explained in brief in Chapter 2:

- Climate change
- Waste
- Biodiversity
- Inclusion
- Healthy living

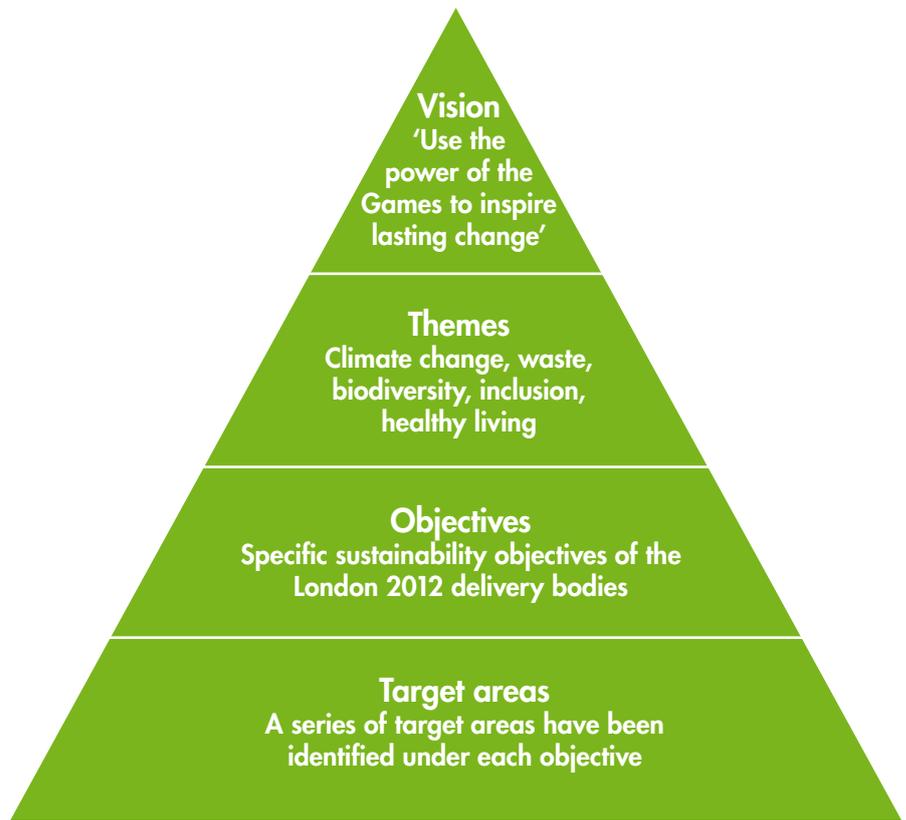
The report is structured according to the three core phases of delivery – building the stage, staging the Games and leaving a legacy.

The focus of this report is on the conclusion of the first phase and implementation of the second and sets the scene for the third; the third will be covered in more detail in the final report.

2007–2011 Building the stage	2011–2012 Staging the Games	2013+ Building a lasting and sustainable legacy
Led by the ODA, it focuses on how sustainability has influenced the design and construction of the Olympic Park and other permanent venues and infrastructure	Led by LOCOG, it focuses on preparing for and staging the events that are the Olympic and Paralympic Games	The 2012 Games must secure an ambitious and enduring physical and social legacy for the Olympic Park area and around the UK

For greater clarity, the chapters on Building the stage (Chapter 3) and Staging the Games (Chapter 5) have been structured around specific sustainability objectives developed by ODA and LOCOG as this captures cross-cutting issues more effectively and helps to make the links for the reader.

As a result of stakeholder feedback we have also included a specific chapter on Games transport and travel (Chapter 4).



Report structure



2 London 2012 sustainability themes

2.1 Introduction

The five London 2012 sustainability themes provide a framework for our strategic plans to deliver a truly sustainable Games.

The vision and rationale for the five themes are summarised below. In the following chapters, we detail the work done in 2011 that addresses these themes and meets our commitments as set out in the [London 2012 Sustainability Plan](#).

Within and cutting across each of these themes are the set of six sustainability issues which our stakeholders have identified as priorities for communications and engagement; these issues are highlighted throughout the report where relevant. See Section 1.6 of this report for more information on these priority issues.

2.2 Climate change

'To deliver a low carbon Games and showcase how we are adapting to a world increasingly affected by climate change.'

Most activities associated with building and hosting the London 2012 Games incur a 'carbon cost'. Our challenge is to understand how these emissions arise, work to minimise them, mitigate their impact and plan for adapting to the effects of climate change so that our buildings, infrastructure and lifestyles are fit for the long term.

2.3 Waste

'To deliver a zero waste Games, through exemplary resource management practices and by promoting long-term behavioural change.'

London 2012 seeks to optimise the opportunities to design out waste, while maximising the re-use and recycling of material arising during demolition, remediation and construction of the venues, as well as during the Games themselves. The Games and the lead-up to them present an opportunity to inspire change in waste management practices in the events and construction sectors.

2.4 Biodiversity

'To conserve biodiversity, create new urban green spaces and bring people closer to nature through sport and culture.'

London 2012 is committed to ensuring that the Games play their part by taking a responsible attitude to the management of natural resources, through direct enhancements to the valuable ecology of the Lower Lea Valley and London 2012 venues in the capital and across the UK, and by promoting the value of the natural environment and conservation throughout the UK and international sport sectors.

2.5

Inclusion

'To host the most inclusive Games to date by promoting access, celebrating diversity and facilitating the physical, economic and social regeneration of the Lower Lea Valley and surrounding communities.'

The London 2012 Games will be everyone's Games. London's bid was founded on a celebration of the diversity of London's and the UK's population. London 2012 is committed to making sure that everyone can participate in, and benefit from, the Games and their legacy. This is a unique opportunity for the UK to demonstrate its rich diversity and social cohesion to an international audience and to promote the values of openness, respect and fair play.

2.6

Healthy living

'To inspire people across the UK to take up sport and develop more active, healthy and sustainable lifestyles.'

Living healthy lifestyles, within the resources of the planet, is an essential element of working towards a one planet 2012. Some of the greatest health benefits that we can achieve are those that are within our own control: by eating well, engaging in physical activity and living in a healthy environment, we can improve our quality of life, our well-being and our happiness. London 2012 is committed to maximising the health benefits that the Games programme will bring – to spectators, to our workforce, to the whole of the UK.



3 Building the stage

'The ODA's mission is "to deliver venues, facilities, infrastructure and transport on time and in a way that maximises the delivery of a sustainable legacy within the available budget".'

Here we outline the actions that have been taken, and the progress made, during the building of the Olympic Park and other venues by the ODA.

3.1

The Olympic Delivery Authority

The ODA is responsible for the following:

– **Olympic Park**

The master plan for the Olympic Park, the design and construction of the Park for the Games and for the immediate post-Games legacy in 2013.

– **Enabling works**

The site clearance and the demolition of on-site buildings and structures, the remediation of contaminated land, the building of river walls and earthwork movements across the site.

– **Infrastructure and utilities**

The design and construction of the roads, bridges and utility services within the Olympic Park.

– **Venues**

The design and construction, and the post-Games deconstruction and transformation to legacy mode, of the new permanent and some temporary venues associated with the London 2012 Games, and for permanent works at existing venues.

– **Transport**

Establishing the infrastructure to transport athletes, officials and spectators to the Games. Coordinating improvements and upgrades to public transport systems and roads that serve the Games.

– **Olympic and Paralympic Village**

The residential units will house athletes during the Games. After the Games, the Village will be transformed into a mixed tenure residential neighbourhood, incorporating a range of affordable housing options.

Sustainability priorities

Following London's successful bid to host the 2012 Games in July 2005, the ODA developed the Sustainable Development Strategy (SDS), which was published in January 2007. The SDS reflected best practice in construction, while also taking into account:

- London 2012 bid commitments
- the five key sustainability aims outlined in the London 2012 Sustainability Policy (first published in July 2006)
- 2004 Olympic and legacy planning permissions
- regional and national policy

The ODA has successfully embedded sustainability using the following 12 themes of the SDS:

Sustainable Development Strategy (SDS) themes

Carbon – minimise carbon emissions associated with the Olympic Park and venues.

Water – optimise opportunities for efficient water use, re-use and recycling.

Waste – implement reduction of waste through design, while maximising the re-use and recycling of materials during demolition, remediation and construction.

Materials – identify, source and use environmentally and socially responsible materials.

Biodiversity – protect and enhance the biodiversity and ecology of the Lower Lea Valley, and other venue locations.

Environmental impacts – optimise positive and minimise adverse impacts on land, water, noise and air quality.

Supporting communities – create new, safe, mixed-use public space, housing and facilities appropriate to the demographics and character of the Lower Lea Valley; make them adaptable to future climates.

Transport and mobility – prioritise walking, cycling and the use of public transport to and within the Olympic Park and venues.

Access – create a highly accessible Olympic Park and venues through the use of inclusive design.

Employment and business – create new employment and business opportunities locally, regionally and nationally.

Health and well-being – provide healthy lifestyle opportunities in the design and construction of the Olympic Park and venues.

Inclusion – involve, communicate, and consult effectively with stakeholders and the diverse communities surrounding the Olympic Park and venues.

Socio-economic priority themes

During 2011 the ODA has continued to address the five socio-economic priority themes set out in the SDS, which include:

- supporting communities
- access
- employment and business
- health and well-being
- inclusion

This has primarily been achieved through the Equality, Inclusion and Employment and Skills programme. Performance in 2011 is covered in detail on page 56.

A review of transport and mobility, including sustainable transport across London 2012 as a whole, is presented in Chapter 4.

2011 overview

Completion and handover of the venues was the primary focus in 2011. The Velodrome was the first of the venues to have construction finished and be passed on to LOCOG in January, with the remaining venues handed over throughout 2011.

Construction of the main venues and infrastructure was complete by 27 July 2011, one year ahead of the Games, marking the successful completion of the 'Big Build', on schedule and within budget.

The Olympic and Paralympic Village and the Olympic Park itself were handed over to LOCOG in January 2012, shortly followed by The Royal Artillery Barracks, Eton Manor and the Water Polo Arena.

The ODA construction programme is on track to deliver all of the environmental requirements of the SDS, except for the renewable energy target. Measures to compensate for this target are detailed in Section 3.2 on page 31.

Table 1 Progress overview

Priority theme indicators	Target	Status (as of December 2011)
Carbon		
Carbon reduction	50%	58%
Renewable energy	20% ¹	10%
BREEAM		
BREEAM ² – Olympic Park permanent venues	Excellent in legacy	On track to achieve Excellent ³
BREEAM – Lee Valley White Water Centre	Very Good in legacy	On track to achieve Very Good
BREEAM – Retail and Academy	Very Good in legacy	On track to achieve Very Good
BREEAM – Polyclinic	Excellent in legacy	On track to achieve Excellent
Water		
Water reduction	40%	60%
Sustainable Urban Drainage Systems compliance	Compliant	Conditions discharged
Waste		
Re-used or recycled (demolition)	90%	98.5%
Re-used, recycled or recovered (construction)	90%	99%
Materials		
Recycled aggregate	25%	42%
Recycled content (Waste Resource Action Programme net waste tool)	20%	34%
Responsibly sourced materials	80%	86%
Timber from sustainable sources	100%	100%
Unhealthy/barred materials	0% non-compliance	0%

1 During 2011 the renewable energy target was adjusted in planning from 20 per cent down to 9 per cent through a Section 73 amendment, discussed further in Section 3.2.

2 BREEAM – Building Research Establishment Environmental Assessment Method.

3 The Aquatics Centre, Velodrome, Copper Box (formerly known as the Handball Arena) and Eton Manor have all achieved BREEAM Excellent. The Olympic Stadium and the Main Press Centre are on track to achieve Excellent in legacy.

Priority theme indicators	Target	Status (as of December 2011)
Biodiversity		
Habitat creation and area covered (hectares)	45	25ha for Games >45ha for legacy
Habitat creation nest/roost boxes	675	568 for Games >675 in legacy
Land, air, water and noise		
CEEQUAL ⁴ – 20 projects	Very Good	On track to achieve and exceed Very Good ⁵
Considerate constructors scheme	4 or more in each section	4 or more in each section
Transport		
Sustainable transport (deliver 50% by rail/water)	50%	67%

4 CEEQUAL – Civil Engineering Environmental Quality and Assessment Award Scheme.

5 13 projects have achieved Excellent, 1 off-Park project has achieved Very Good (construction only award), and the remaining 6 are on track to achieve Excellent or Very Good.



3.2

Carbon

Overview

The ODA aimed to achieve a 50 per cent reduction in carbon emissions for the built environment by 2013 (representing the post-Games operational carbon footprint of the venues).

With the handover of venues to LOCOG, the 2011 estimate reflects the ODA's final carbon baseline, using installed, commissioned and audited performance information from legacy venues. The method for calculating this baseline can be found on the [Learning Legacy website](#) as a 'Champion Product', entitled 'Implementation Guidance to Project Teams: Energy'. The 2011 estimate shows that the ODA is on track to exceed the 50 per cent carbon reduction target, with a predicted 58 per cent reduction against the baseline.

The regulated emissions in the ODA methodology are based on Part L of the Building Regulations (Conservation of fuel and power), which have become increasingly demanding during the period of construction with a jump in standards from Part L 2006 to Part L 2010. However, the ODA's methodology has ensured that all of the venues have easily exceeded Part L 2010 standards by setting out a 'Mean, Green, Lean' Strategy, detailed in the Learning Legacy paper on the Energy Strategy.

'The ODA is on track to exceed the 50 per cent carbon reduction target, with a predicted 58 per cent reduction against the baseline.'

Through efficiency alone (ie: not including the low carbon heat and power supply), the ODA has achieved a 17 per cent reduction in operational carbon footprint on the combined regulated and non-regulated emissions (including additional energy demands such as lighting in the Parklands). A further 29 per cent saving has been made from low carbon heat and power which is delivered to venues from the Kings Yard Energy Centre.

Kings Yard began operating in 2010 and is connected to the venues through a district heating and cooling network. All permanent venues and the Olympic and Paralympic Village receive heat from this centre, while the Main Press Centre and the Copper Box also receive cooling. These two venues, in particular, are located close to the Energy Centre to ensure that the cooling network remains efficient. Furthermore, the clever design of the Velodrome means it is almost entirely naturally ventilated resulting in a negligible cooling load. The network also links to another Energy Centre in Stratford that supports Westfield Stratford City shopping centre and provides further resilience and back-up to the system. The Energy Centre has been future proofed to allow for growth to support the new developments on the Park in legacy, which will all be connected to the district heating network.

Following the decision in 2010 not to proceed with the large scale 2MW wind turbine in the north of the Park (detailed in last year's sustainability report), the ODA was unable to meet the 20 per cent renewable energy sub-target. However, new measures were implemented to compensate for the loss and a total of 10.8 per cent renewable energy has now been confirmed.

During 2011, the 3MW_{th} biomass boiler at the Energy Centre became operational and seven small vertical wind turbines were installed which incorporate a halo LED lighting configuration below. These can be spotted on the concourse next to the Aquatics Centre. The provision of photovoltaic (PV) panels on the Main Press Centre (MPC) and the Multi-Storey Car Park (MSCP) also received planning permission in 2011. The MPC array was installed in early 2012 and the MSCP canopy array will form part of the transformation works post-Games.



Photovoltaic panels, combined with a living roof and a 'bug hotel' on the Olympic Park

East London Community Retrofit Project

The shortfall from the renewable energy meant the ODA needed to consider various options to compensate for around 1,000 tonnes of carbon per annum. After looking at the cost and carbon return on further renewable energy, both on and off the Park, it was clear that the budget would go much further if invested in energy efficiency measures in the local community. A decision was therefore made during 2011 to partner with the Greater London Authority (GLA) and fund a programme in the host boroughs connected to the Olympic Park. The community project has been designed to over-compensate for the shortfall, increasing the final predicted carbon reduction to 58 per cent.

The ODA entered into a grant-funding agreement with the GLA in September 2011 so that they could manage the project using the Mayor's RE:NEW framework. The GLA is working closely with the host boroughs to retrofit around 2,800 domestic properties across Hackney, Waltham Forest, Tower Hamlets and Newham. Twelve schools have also been selected by the host boroughs to receive retrofitted works under the Mayor's RE:FIT framework. The works for both programmes will include a mix of measures such as energy efficient lighting and controls; heating controls; draught proofing; insulation; smart meters; and even water efficiency fittings.

The project is being promoted as part of the London 2012 Inspire programme which aims to support special projects that have been inspired by the London 2012 Games in the areas of sustainability, education, volunteering, business, sport or culture.

Figure 1 2011 Energy statement CO₂ saving breakdown

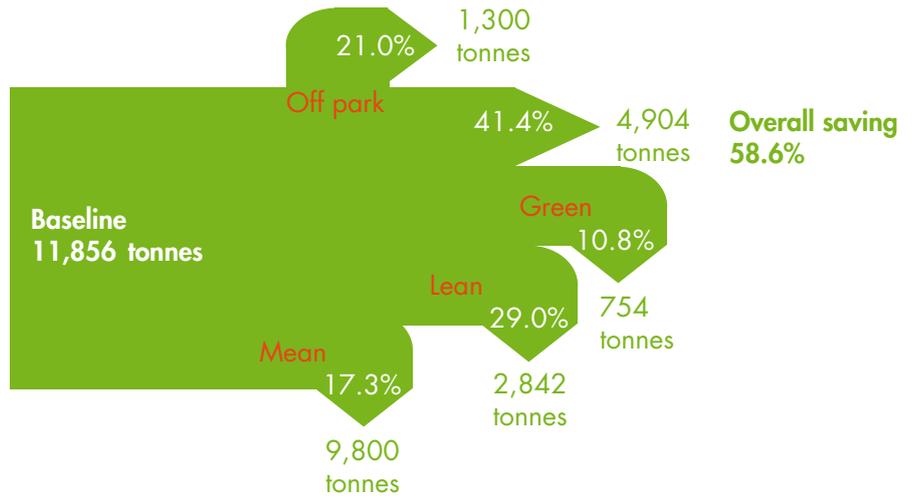
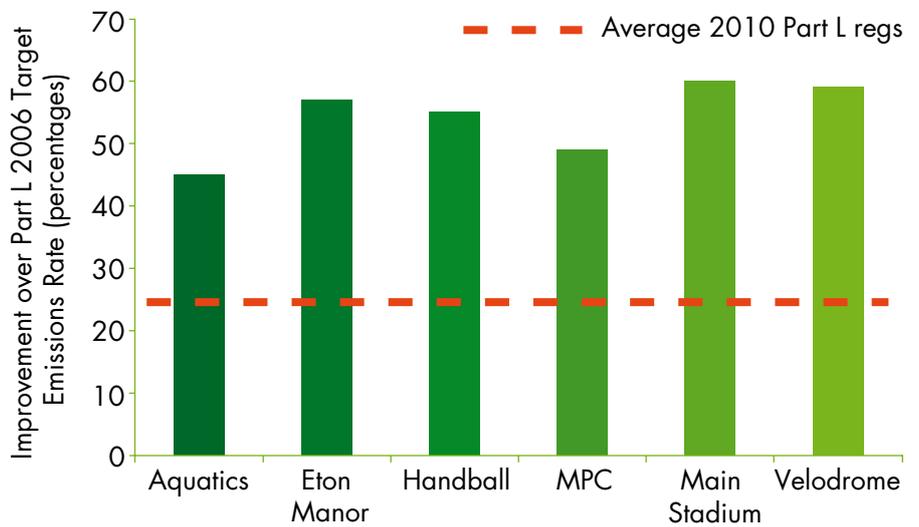


Figure 2 Venue CO₂ savings compared to Part L 2006 and 2010 TERs



Knowledge transfer: Learning legacy for future projects

Main Press Centre

The photovoltaic panels on the Main Press Centre (MPC) were designed to be integrated into the living roof structure so as not to impact the ecological value of the roof. Photovoltaics (PVs) and living roofs are rarely combined. The idea for the design originated in a workshop on biodiversity, living roof design and renewable energy, involving the ODA, the contractor and specialists in renewable energy and living roof design.

While performance data from the MPC will increase understanding of how these two technologies work together, the benefits of the roof are evident. The roof will deliver a predicted carbon saving of 30 tonnes of CO₂ per annum while providing a brownfield habitat that is designed to attract invertebrate species and is particularly attractive to the black redstart bird, which is a target species on the Park.

Although these two sustainability priorities seemed at first to conflict, it became evident through the workshop that there could actually be some positive synergies between the two. By providing a 'patchwork' of PVs it is anticipated that they could enhance the ecological value of the roof by providing sheltering habitats, and by creating a micro-climate effect the living roof could also improve the efficiency of the PV panels which like stable environmental conditions.

Future projects should pay attention to the success of this installation and consider where these two sustainability provisions can be incorporated to improve the performance of both.

Sourced from London 2012 Learning Legacy: The Energy Strategy

3.3

Water

Overview

The ODA set a target to achieve a 40 per cent reduction in the demand for potable water, compared to current industry practice, for all permanent venues.

The strategy for reducing potable water on the Olympic Park included reducing demand through water efficiency and non-potable substitution. The method for calculating the baseline is available as a 'Champion Product' on the [Learning Legacy website](#), entitled 'Implementation Guidance to Project Teams: Water'. By following this implementation guidance, all of the venues have delivered water efficiency results ahead of industry standards, including the new regulations brought in as Part G of the 2010 Building Regulation amendments. WRAP has produced a [case study on water efficiency](#) on the Olympic Park which can be found on its website alongside water efficient procurement advice that is very similar to the process undertaken by the ODA.

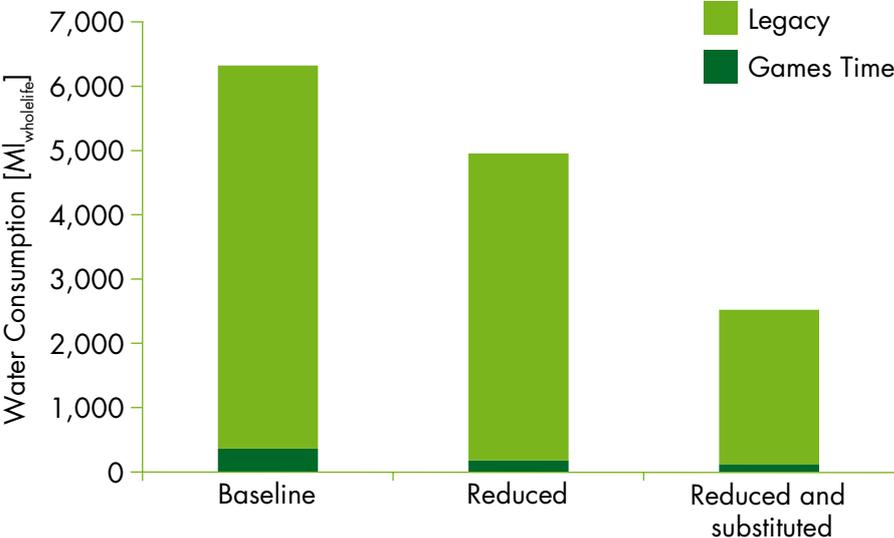
The Parklands team, in particular, performed exceptionally well with highly efficient irrigation water demands through:

- planting, particularly drought resistant species;
- irrigation infrastructure, eg: drip irrigation; and
- control instrumentation, to enable effective irrigation decision making in practice.

Although the venues achieved between 30 to 50 per cent water efficiency and the Parklands team more than 60 per cent efficiency, there are still several large water consumers on the Park that do not benefit from traditional efficiency measures, such as the artificial hockey pitch turf and the Energy Centre, which bring the overall demand reduction in legacy down to 20 per cent, calculated against a 2006 baseline. A further 40 per cent demand substitution is also expected, either through individual project measures such as rainwater harvesting or filter backwash at the Aquatics Centre, or through the Olympic Park non-potable water network, benefits that will continue after the Games.

Figure 3 demonstrates the Olympic Park is on track to exceed the planning target of a 40 per cent overall reduction in potable water consumption.

Figure 3 Water footprint breakdown for the Olympic Park



Construction of the Old Ford Water Recycling Plant (WRP) was completed in December 2011. It is undergoing an extensive testing as part of the commissioning process and several venues have already begun taking water from the WRP. The Old Ford WRP will provide drought resilience for the new Parklands as the source of water from the Northern Outfall Sewer does not conflict with ecological or drinking water supplies.

Knowledge transfer: Learning legacy for future projects

Old Ford Water Recycling Plant and non-potable network

The largest non-potable supply network in the UK has been installed at the Olympic Park. The ODA worked closely with Thames Water on the delivery of the project, which will reduce the potable footprint of the Park by 40 per cent.

The new system works by delivering reclaimed wastewater from the Northern Outfall Sewer for use in irrigation, WC and urinal flushing, and at the Energy Centre for process water. Its innovative treatment process uses membrane bioreactor technology, which has not previously been trialled on this scale for a community project in the UK.

The network was delivered by the ODA and the treatment plant by Thames Water, who will own and operate the asset. Both parties worked closely with regulators to develop new and appropriate standards for this type of direct non-potable water re-use.

With increasing water demands in London and a serious drought expected in March 2012, the research that Thames Water is undertaking at Old Ford will help inform future projects of the role that direct re-use of non-potable water might play as a solution to water stress in the UK.

Case study: Water strategy – non-potable water network and water demand reduction measures



Old Ford Water Recycling Plant

3.4

Waste

Overview

The ODA aimed to achieve 90 per cent re-use and recycling of waste through the demolition phase, as well as optimising the opportunities to design out waste, and maximise the re-use, recycling and recovery of waste through the construction phase.

Demolition and disassembly

BioRegional carried out the pre-demolition surveys on the Olympic Park and identified a total of 34 buildings containing reclaimable steel. Of these 34 buildings, nine were reclaimed for re-use, including six by third parties and three by the owners.

To maximise opportunities for re-use, an inventory of available materials was made available to the design teams on the Olympic Park. For example:

- processed concrete for gabion baskets
- reclaimed cobbles and granite kerbstones
- yellow stock bricks and sandstone paving
- broken roof tiles to create invertebrate habitats

The ODA has exceeded its target in this area by achieving 98.5 per cent re-use and recycling of demolition material. A case study on 'Demolition Waste Management on the Olympic Park' is available on the ODA's [Learning Legacy website](#).

Design and construction

From design through to construction a strategy was implemented at the top of the hierarchy that required designers and contractors to identify opportunities to design out waste through the completion of a Waste Minimisation Action (WMA) Plan.

The WMA set out five key principles:

- **Design for re-use and recovery:** the re-use of materials or components already on site (including soils, demolition materials and existing structures) is fundamental to achieving materials resource efficiency. Other actions include the use of 'new' materials that contain a high percentage of recycled material or materials recovered from other sites, such as recycled aggregates and architectural salvage.
- **Design for off-site construction:** the benefits of off-site prefabrication in the construction industry are well documented and include: reduced waste; improved quality with less need for re-work; improved health and safety on site; reduced construction timescales; and lower risks to programmes.
- **Design for material optimisation:** this principle draws on a number of 'good practice' areas to consider so that less material is used in the design, or less waste is produced in the construction process. Examples of optimisation techniques are minimisation of excavation, simplification and standardisation of materials and component choices, and dimensional coordination.

- **Design for waste efficient procurement:** identify how design specifications, construction methods and work sequences could lead to the generation of waste on site, and identify opportunities to reduce this waste. This may involve designing structural elements that can be constructed efficiently, simplifying the range of materials to be used on site, and encouraging early contractor involvement.
- **Design for deconstruction and flexibility:** consider how materials can be recovered effectively during the life of a building or structure when maintenance and refurbishment is undertaken or when it comes to the end of its life. For example, by avoiding the use of materials or techniques that prevent future recycling or expansion.

Further detail on this can be found in the case study 'Designing out waste on the Olympic Park' on the ODA's [Learning Legacy website](#).

Construction waste management

In 2008, the ODA committed to recover, re-use or recycle 90 per cent of the waste created through construction of the Olympic Park. The ODA has exceeded this target by achieving 99 per cent.

This target was achieved through:

- provision of a Park-wide waste management framework, which all contractors were required to use;
- an on-site waste consolidation centre to maximise opportunities for recycling;
- incentivising contractors to maximise segregation at source, to make subsequent re-use or recycling easier;
- in 2010, a re-use strategy was implemented whereby the re-use of construction materials was facilitated between project teams and local community and arts projects.

For further information refer to the [Learning Legacy](#) case study 'Construction waste management on the Olympic Park'.



Before



After

Waste packaging for seating was eliminated by using collapsible packaging crates to deliver the seats for the Stadium (80,000) to site. Once delivered, the crates were broken down and sent back to the factory to be filled with more seats



Case study: Re-use

The ODA engaged BioRegional to work with the waste management contractor to develop a strategy for the re-use of surplus construction materials within the Park and local boroughs. This was developed in liaison with the Environment Agency to ensure it represented best practice waste management and respected duty of care responsibilities.

During 2011, the ODA also worked with an external non-profit organisation which developed and launched a re-use website, 'Save It'.

There have been several significant successful transactions, such as 40 fibreglass concrete moulds from the Aquatics Centre training pool to an adventure playground, 2,000 galvanised metal discs that were used during the delivery of the air conditioning units of the Main Press Centre to local artists, off-cuts of communication pipes to the Children's Scrap Project in Hackney, and surplus stationery and furniture to a centre for children with special needs in West Ham. The site has subsequently been adopted by several large construction projects.

3.5

Materials

Overview

The use of environmentally and socially responsible materials in the construction of the Olympic Park and venues was a key aim for the ODA.

Responsible sourcing

– Timber

The ODA set a target to maximise the use of legal and sustainable timber. To achieve this target, the ODA created a Timber Management Plan. A key element of this plan was the establishment of a Timber Supplier Panel (a panel of approved suppliers of legal and sustainable timber products), which all contractors on the Olympic Park were contractually required to use. On the Olympic and Paralympic Village only FSC timber was permitted which reflected that this was initially a private development and therefore followed the contractor's policy.

To date, all timber used for the construction of the Olympic Park and venues has met this commitment and the ODA has received FSC and PEFC certification in March 2012.

Other key materials – Framework contracts were set up by the ODA for the supply of key materials. These included the supply of loose bulk aggregate and concrete by suppliers certified to BES 6001 and ISO 14001. This initial procurement helped towards the delivery of the responsible sourcing target.

Responsible sourcing of the copper cladding on the Copper Box

The supply route for the copper cladding used on the facade of the Copper Box was subject to a robust auditing procedure. This was to ensure the mining, manufacture and delivery processes to the Olympic Park met responsible sourcing requirements. In total, 65 per cent of the copper is recycled content (from production scraps) and the remaining 35 per cent is primary material from a mine certified to ISO 14001.

Through early discussions with the supplier, it was agreed that the copper that was destined for the Park would be given a specific batch number. The supplier stamped this batch number along the edge of the copper coils to show its origin and the batch number was also shown on the delivery ticket.

See [learning legacy case study](#).



The Eton Manor sports complex is the only timber frame building on the Olympic Park, constructed of glulam beams

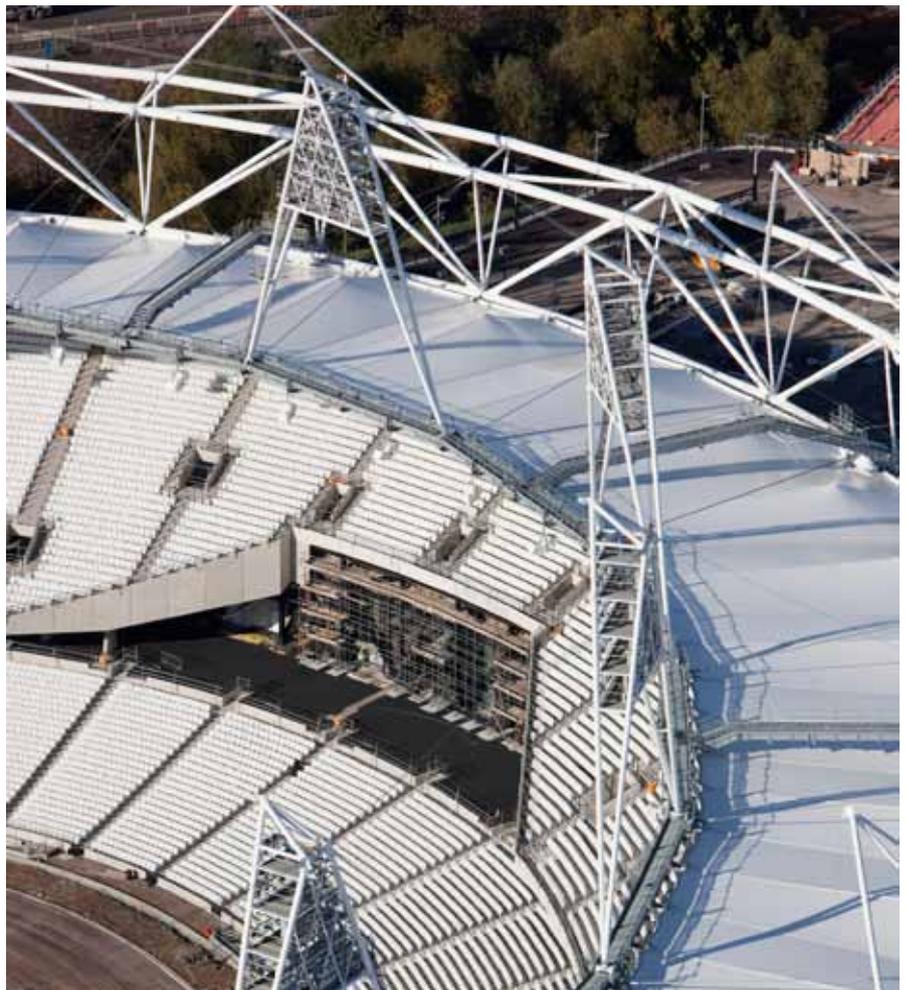
– Recycled content

In 2011 the ODA exceeded its target to achieve a level of 25 per cent recycled aggregate, by weight, for the permanent venues and associated Olympic Park-wide infrastructure, reaching a total of 42 per cent recycled aggregate. The ODA's appointment of a Park-wide framework supplier of bulk loose aggregates and concrete supported the delivery of this target.

The ODA has also exceeded its target of 20 per cent recycled content, by value of construction materials. Performance was around 34 per cent at the end of 2011, which has been assessed by each project completing a NetWaste WRAP Toolkit. Toolkit pro-formas are available at wrap.org.uk. This target has led to innovative materials being used, including kerbing made from recycled plastic.

– Healthy materials

During the construction programme, the Olympic Board introduced policies requiring restrictions on the use of polyvinylchloride (PVC) and hydrofluorocarbons (HFCs). A healthy coatings assessment was also developed to assess the proposed coatings, including paints, waterproofing and anti-graffiti coatings.



The upper compression ring of the Olympic Stadium main roof truss consists of 2,600 tonnes of surplus gas pipes. This also reduced the embodied energy of the Olympic Stadium by avoiding the need to manufacture new steel

Knowledge transfer: Learning legacy for future projects

All Games works

PVC traditionally contains chemicals (cadmium, lead and phthalates) which can be harmful to human health during production and disposal. Taking this into consideration, the ODA implemented a PVC Policy to improve the environmental impacts of the PVC manufacturing process.

This policy required projects to use alternative materials. Recycled content and re-usability was also prioritised to minimise the production of PVC. This was in the form of take-back schemes from suppliers.

Where PVC could not be designed out, 70 per cent of PVC used was phthalate-free, which stimulated the PVC market to develop a phthalate-free material. The remaining 30 per cent used a product containing phthalates in order to meet operational and fire retardant requirements.

The ODA's PVC Policy applied to all projects and suppliers, and was used to help identify suitable alternatives. In some cases, such as the Basketball Arena which was procured before the implementation of the PVC Policy, suitable products were not available at the time of procurement. In this instance justification had to be sought from the Government Olympic Executive (GOE).

In future projects, it is recommended that designers engage early with the supply chain in order to identify alternatives to PVC and encourage suppliers to develop such alternatives.

Sourced from the London 2012 Learning Legacy Micro Report: PVC

3.6 Biodiversity

Overview

The ODA aspired to protect and enhance the biodiversity and ecology of the Lower Lea Valley and other venue locations. It has transformed former industrial land into 100 hectares of parklands to create the largest new urban park for more than a century. Forty-five hectares are being installed for legacy, with 25ha already installed for Games-time. Overall this will include:

- 1.8ha of reedbeds suitable for roosting and breeding birds, otters and vole;
- 20ha of species-rich grassland suitable for invertebrates, flower beetles, ground bugs and bees;
- five hectares of brownfield habitats including log walls, stone-filled baskets and native tall herbs suitable for lizards, birds, moths and linnets;
- 11ha of broadleaved woodland and hedgerows;
- 0.9ha of wet woodland – a rare habitat type for amphibians, snakes and birds;
- 4,000m² of ‘living roof’ space for birds and rare insects;
- four new ponds, at least 50m² in size;
- four sites for common lizards;
- four wetland and grassland habitats.

This new habitat is being installed according to the ODA’s Biodiversity Action Plan (BAP).

Habitat creation

Habitat creation on the Olympic Park site has progressed significantly over 2011. The design of the Park incorporates all habitat and wildlife features listed within the BAP and builds ecology into an accessible and usable space for the community. Delivery of the biodiversity targets is limited to 25ha at Games time by the need to provide facilities and access during the Games. After the Games, there will be a period of transformation of the Park, during which time the remaining habitat will be installed. This will mature to meet the standard required to be designated a Borough Grade Site of Importance for Nature Conservation (SBI).

Targets relating to priority species were incorporated into the Park's habitat creation plans. These include specific wildlife installations such as kingfisher and sand martin nest banks, otter holts and a total of 675 bat roost and bird nest boxes. This target has been delivered by projects being allocated a number of nest boxes in their contracts, and working collaboratively to move allocations to new locations, as required, to meet functional requirements. This target is on track to be achieved in legacy transformation.

More details can be found in the case study 'Delivering the Olympic Park Biodiversity Action Plan' and other papers on the Parklands and biodiversity on the [Learning Legacy](#) website.



Acacia trees in the London 2012 Gardens, with the Stadium, March 2012

3.7

Land, water, noise and air

Overview

The ODA aimed to optimise positive and minimise adverse impacts on land, water, noise and air quality.

The Olympic Park site was heavily contaminated following decades of historical industrial land-use. Waterways were poorly maintained, invasive species were abundant and the Lower Lea Valley remained at risk from fluvial flooding. In order to address these issues, the ODA has implemented environmental improvement on a huge scale.

Contaminated land

A 'Global Remediation Strategy' was implemented for cleaning and processing the contaminated soil on the Olympic Park site. This initiative, based on legacy use, was a major undertaking. Two soil handling areas were established for thorough testing, treating and cleaning. After testing, the soil was made available for re-use, some required treatment (including bioremediation) and the remainder was cleaned at one of five soil washing plants. More than two million tonnes of soil was handled in this way, with one million tonnes requiring treatment before re-use on site. Through this process it was possible to re-use more than 80 per cent of the soil on site.

There has also been an extensive treatment programme to eradicate a number of invasive, non-native species, including Japanese knotweed, floating pennywort, giant hogweed and Himalayan balsam.

Waterways

The ODA has worked with its contractors and British Waterways to deliver enhancements to more than eight kilometres of waterways in and around the Olympic Park site.

Highlights

- A new state-of-the-art Three Mills Lock has been delivered at Prescott Channel.
- A dredging programme has removed 60,000 tonnes of silt, gravel, rubble and dumped material.
- Repair and reinstatement works have been applied to several kilometres of river wall.
- Accessibility and biodiversity have been generally improved and enhanced.
- Groundwater treatment systems and cut-off walls have been installed to reduce impact from historically-contaminated groundwater.



In addition, the Olympic Park landform and infrastructure has been designed to withstand a one-in-a-hundred-years flood event. This was achieved through ensuring all permanent structures were included in the Park-wide flood assessment, which modelled the cumulative effects of the designs on flood risk. The number of properties in the catchment at risk of flooding during an extreme flood event has been significantly reduced through the creation of the wetlands bowl in the north of the Park, the widening of Waterworks River in the south of the Park, and the extension of the culverted Channelsea River.

Air

The ODA recognised that an important element of its environmental management approach would require monitoring air quality on site.

To minimise emissions of dust, particulates and other pollutants during the construction phase, the ODA published a Code of Construction Practice, which set out best practice measures to be implemented on site. These measures included:

- All contractors must use ultra low sulphur diesel, supplied by the on-Park fuel provider.
- All vehicles and plant must comply with relevant legislative emissions standards, including the London Low Emission Zone.

To ensure that these measures were adequate, the ODA implemented a comprehensive site-wide air quality monitoring programme, comprising continuous PM10 (particulate matter with diameter less than 10microns) monitors, with an automatic alert triggered if the levels exceeded a pre-defined ceiling. These were complemented by directional 'sticky pad monitors', which were used to assess long-term trends in nuisance dust levels.

In addition, weekly monitoring reports were sent to all contractors on the Park, and monthly interpretative air quality monitoring reports were prepared for submission to local authority environment protection departments, the Environment Agency and the Health Protection Agency. Non-technical summaries of the monitoring results were also uploaded on the community section of the [London 2012 website](#).

This continual monitoring demonstrated that the PM10 levels stayed within acceptable limits.

Noise

The ODA committed to update noise modelling as the Park designs developed, and to take into account the main sources of ambient noise such as road, rail and aircraft.

Noise modelling and soundscape design has been carried out for each of the venues and for infrastructure. This is included within the RIBA Stage E design reviews, which took into consideration surrounding ambient effects, such as transport routes and other factors such as existing buildings and infrastructure. These assessments were reviewed to ensure that they met the appropriate planning requirements and that sufficient design controls were in place.

The assessments have subsequently been incorporated into the Noise Management Plans for each asset. These are being produced by LOCOG in close association with the ODA and are an integral part of the licence applications for each venue.

Throughout the construction phase an extensive network of noise monitoring equipment was established and fitted with text alert facilities to ensure that the construction works did not exceed the agreed planning thresholds. Weekly and monthly reports were generated out of this monitoring and shared with stakeholders. The results show that during the main construction phase the Olympic Park did not exceed the levels set out within the Code of Construction Practice at any property for the period of days whereby it would be necessary to provide insulation to the affected properties.

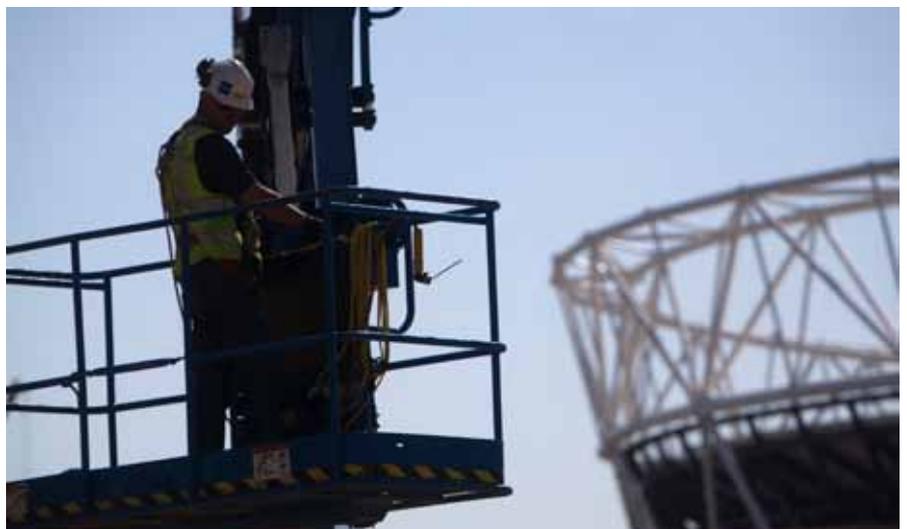
To date, there have been no legal notices served on any of the ODA Principal Contractors for breaching their Section 61 consents by any of the host boroughs.

External verification – assessment schemes

BREEAM: The ODA aimed to achieve a BREEAM Excellent rating for all Olympic Park venues. The Aquatics Centre, Velodrome, Copper Box (formerly known as the Handball Arena) and Eton Manor have all achieved BREEAM Excellent. The Olympic Stadium and the Main Press Centre are on track to achieve Excellent in legacy.

CEEQUAL: The ODA committed to apply the Civil Engineering Environmental Quality Assessment and Award Scheme (CEEQUAL) to infrastructure projects to help manage environmental issues during design, enabling and construction works. A total of 18 permanent infrastructure projects on the Olympic Park and the Olympic and Paralympic Village Multi-Storey Car Park are being assessed for a CEEQUAL Whole Project Award. Of these, 12 projects have been ratified and have achieved Excellent, the remaining six are on track to achieve Excellent or Very Good. Two off-Park venues (Lee Valley White Water Centre and Eton Dorney) have been assessed under a construction-only award and have achieved Excellent and Very Good respectively.

Considerate Constructors Scheme: The ODA also committed to apply the Considerate Constructors Scheme (CCS). Principal contractors were required to register with the scheme and achieve a score of at least four in each of the eight sections. Olympic Park projects achieved some exemplary scores, exceeding this target, including CCS Silver and Gold awards for a number of projects.



Work at height from a cherry picker in the Olympic Park, June 2009

3.8

Transport (enabling and construction works)

Overview

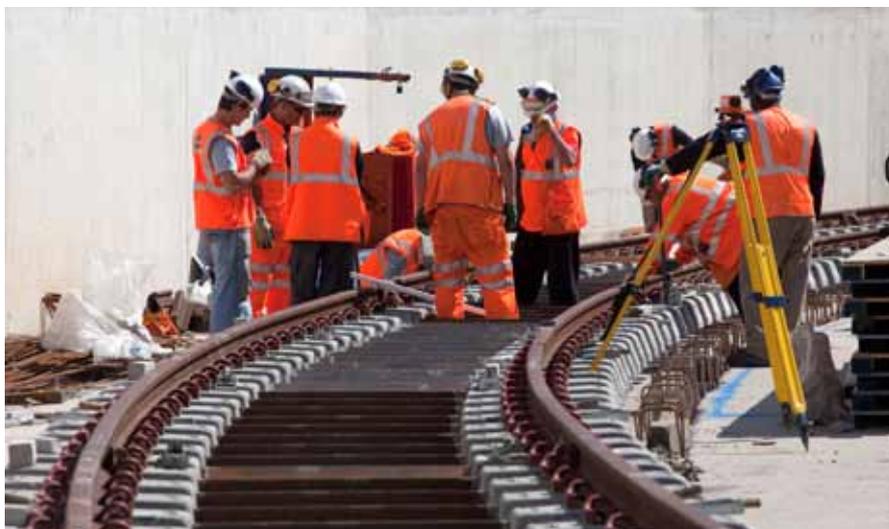
The ODA set a target for at least 50 per cent of materials, by weight, to be transported to the Park by sustainable means during construction. At December 2011, the cumulative percentage achieved was 67 per cent.

This was accomplished by the use of rail transportation, with some materials also being transported by water. While there were increased road movements during 2011, due to the decommissioning of the rail head to allow the construction of the warm-up track and the closure of the wharf, the overall target was still met.

The following measures also significantly reduced the amount of road transportation used, but are not included in the sustainable transport figure:

- The re-use on site of material processed by the soil hospital and the re-use of demolition materials reduced the tonnage of new material needing to be delivered to site, and the amount of waste needing to be transported off site.
- The designing out of waste and materials before construction commenced also reduced the amount of construction material needing to be transported to site.

Although not tracked as part of the above target, the wharf was also used to transport waste off site by barge. Transport is covered in wider detail in Chapter 4 (see page 68).



Construction of the extension to the Docklands Light Railway, July 2009

3.9

Sustainability performance of the Olympic and Paralympic Village

The construction of the Olympic and Paralympic Village has been managed by Lend Lease, and many of the sustainability targets have been applied slightly differently compared to the Olympic Park because of the residential nature of the development. Some of these targets comprise the Code for Sustainable Homes, which actually pushed the SDS targets further in some instances.

The Code addresses many sustainable construction issues through the following nine categories:

- Energy and carbon emissions
- Water
- Materials
- Surface water run-off
- Waste
- Pollution
- Health and well-being
- Management
- Ecology

The Village is on track to achieve its target of Level 4 of the Code, the largest single project to do so, and has already achieved a design stage certification of 75 per cent for all of its plots. The final certification of Code Level 4 will take place post-Games during transformation of the Village.

'In total, the baseline for the Village was reduced by 13,840 tonnes of CO₂ per annum when compared to Building Regulations.'

The development is highly energy efficient, with an average improvement over Part L Building Regulations of 83 per cent, when the carbon efficiency of the Combined Cooling, Heating and Power plant is included. At least 10 per cent of this improvement in energy efficiency is due to the high levels of insulation. In total, the baseline for the Village was reduced by 13,840 tonnes of CO₂ per annum when compared to Building Regulations.

One of the main successes from applying the Code to the Village is related to the scale of the development and the challenge of gathering so much evidence to support Code requirements. This was achieved through the development and use of an external assessment system, negotiated between BRE Global and the National House-Building Council (NHBC), who formed the Code Assessors. The assessment involved the upload and organised filing of all evidence by NHBC onto an online database that BRE Global could then access remotely. This avoided the need to submit hard copies of all evidence, along with the inherent inefficiencies this entails, and is likely to inform future Code assessment procedures.

Highlights

- More than 1,000 tonnes of soil affected by Japanese knotweed treated on site. This is an invasive species controlled under specific legislation (Wildlife and Countryside Act 1981).
- Legal and sustainable timber certified by the Forest Stewardship Council (FSC).
- *In situ* concrete certified to BES6001 'Very Good' standard. This is a new responsible sourcing standard developed by BRE for materials other than timber. It contributes to the achievement of certain credits for Code for Sustainable Homes and BREEAM assessments.
- Plots are on track to achieve at least 20 per cent recycled content, by their value.



Aerial view of the Athletes' Village

3.10

Sustainability performance of non-Olympic Park venues

Lee Valley White Water Centre, Hertfordshire



The project faced a number of challenges in delivering and building a sustainable white water course, particularly in regards to energy consumption. The operation of the white water course requires a lot of energy – based on Olympic Games flow rates, 15m³ of water is pumped up 5.5m in vertical height each second.

Key elements of the white water course were therefore designed to provide significant sustainability benefits when measured against other similar courses:

- The course design reduces the height to which water must be pumped (5.5m compared to a height of 9m in the Athens 2004 Games) resulting in a significant reduction in energy consumption.
- An intermediate level course is incorporated into the design, allowing for a more flexible legacy usage of the facility.
- Water for the canoe course is supplied from an on-site groundwater supply borehole, delivering water of suitable quality without requiring treatment to drinking water standards.
- A rainwater harvesting system has been installed to supply the toilet facilities, further reducing demand on potable water supplies.
- By revising the remedial design to incorporate a clay capping layer, the Tier One contractor was able to minimise the removal of excavated materials to landfill.
- The Tier One proposed and implemented driven cast in situ piles, which displace rather than excavate materials, therefore avoiding approximately 1,800 tonnes of contaminated material destined for landfill.



Eton Dorney

Enhancements to the Eton Dorney rowing lake have been delivered in two phases. Phase one was completed in December 2010. These works comprised the removal of an existing bridge, the construction of a new finish line bridge, a new cut through bridge, improvements to the site access arrangements and the installation of new services. The project achieved a construction-only CEEQUAL score of Very Good. The project also achieved 100 per cent construction waste diversion from landfill.

The phase two design and build contract has been awarded and construction works commenced in September 2011. These works comprise installation of a temporary bridge over the River Thames and footpath improvement works. The bridge is from, and will be returned to, the hire market.



The Royal Artillery Barracks

Works commenced on The Royal Artillery Barracks in April 2011. The venue has been designed to be lightweight and demountable so it can be re-used elsewhere. The 50m and 10m shooting ranges have been combined for the first time, resulting in a significant saving in materials. Both the 25m and the combined 50/10m range are being considered for re-use at the Glasgow 2014 Commonwealth Games. The design is modular and all steel sections used in the primary structural elements are based on standard steel sizes to enable re-use. A large percentage of the frame is from existing stock and has been used elsewhere.



Weymouth and Portland

The enhancement work at Weymouth and Portland involved the construction of 250m of new slipways and ramps, a new pier with two yacht-lifting cranes, a new pontoon with 70 berths and a 200m breakwater to protect the enhanced facilities.

The project reclaimed 18,000 square metres of land in front of the venue, using 80,000 tonnes of local Portland stone. A number of stakeholder events and community events were held, prior to the planning application and throughout the consultation works. Two newsletters were issued and the construction hotline established. There were no complaints via the hotline.

Construction was programmed to avoid disrupting populations of over-wintering birds around the local coastline. All of the sustainability targets were achieved or exceeded for Weymouth and Portland, and the project achieved a CEEQUAL Excellent.

3.11

Equality, Inclusion, Employment and Skills

Overview

The momentum provided by the Games and the substantial investment in the Lower Lea Valley offered a great opportunity to help reduce historic and long-standing inequalities. In July 2007, therefore, the ODA published its overarching diversity strategy, based on bid commitments and in consultation with a range of stakeholders. The aim for the ODA was to create and build an Olympic Park and legacy that is inclusive for people of all cultures, faiths and ages, and is fully accessible to disabled people with a wide range of impairments.

The commitments set out in the diversity strategy were ambitious, but pragmatic. Equality and inclusion are emergent issues in the construction industry and practices to address them are in early stages of development. The ODA has therefore worked with partner organisations to encourage women, black, Asian and minority ethnic people, and disabled people, to train and apply for jobs in construction and other areas where they have traditionally been under-represented.

By setting benchmarks and targets, a clear and common understanding was set for determining sound performance in Equality, Inclusion, Employment and Skills (EIES). This was seen particularly in recruitment, retention and diversifying the Tier One Contractors' supply chain, thus contributing not only to the physical regeneration of east London, but also the economic and social regeneration.

The Equality and Inclusion function was originally part of the Finance and Corporate Services Directorate. The function was moved to the Construction Directorate in 2008, to have more productive impact and synergies with the ODA's other priority themes, and throughout its construction programme. This reinforced the focus of the ODA's approach – to work through and with contractors, to achieve change in equality and inclusion practice.

At the end of the Big Build, the ODA has completed and achieved three out of six of the objectives of the Equality, Inclusion, Employment and Skills programme, with a fourth on track:

- Employment and skills opportunities: exceeded.
- Targeted community engagement: achieved.
- Integration and capability: achieved.
- Inclusive design: on track to achieve once the remaining construction works have completed in May 2012.

Two objectives have not been achieved: business opportunities and workforce representation.

- Business opportunities: this area closed out early at the end of 2009, as the ODA drove down programme costs.
- Equality and Inclusion: benchmarks for the contractors' workforce with regard to gender and disability equality, specifically the proportion of women and disabled people, remained unmet. Despite many successful and ongoing interventions up to close out, it was unlikely that these areas would improve significantly.

Performance at a glance

The following table sets out the final cumulative performance at the end of the Big Build against targets and benchmarks for Equality, Inclusion, Employment and Skills:

Table 2 Equalities, inclusion, employment and skills performance

KPIs – Olympic Park Workforce	ODA Benchmark	Final status (December 2011)	RAG
Contractor Workforce		29,750	
Host Boroughs	15%	17.5%	Green
Other London Borough		30.5%	
Total London		48%	
Trainees	4%	13%	Green
Previously unemployed	7%	10.2%	Green
London Living Wage		81%	
Women	11%	4%	Red
BAME	15%	15%	Green
Disabled	3%	1.1%	Red
KPIs – Athletes Village Workforce	ODA Benchmark	Final status (December 2011)	RAG
Contractor Workforce		16,584	
Host Boroughs	15%	27.2%	Green
Other London Borough		38.5%	
Total London		65.7%	
Trainees	4%	18%	Green
Previously unemployed	7%	10.5%	Green
London Living Wage		81%	
Women	11%	3%	Red
BAME	15%	13.3%	Red
Disabled	3%	0.5%	Red
JSF/Women into Construction/ National Skills Academy for Construction KPI's	Target	Final status (July 2011)	RAG
Overall training interventions	2,250	3,559	Green
National Skills Academy for Construction – KPI's	100%	151%	Green
Apprenticeships (original/ stretch target)	350	457	Green
JSF/Women into Construction/ National Skills Academy for Construction KPIs	Aspiration	Final status (June 2011)	RAG
Job Skills Future brokerage placements	N/A	1,580	N/A
Women into Construction – jobs brokerage	40 per annum	1,078 total	N/A
Women into Construction – work placement	50 per annum	83 total	N/A
Ex-offenders into work placements and training opportunities	80	13	N/A

A total of 25,864 people have experienced working for five or more days on the Olympic Park since measurement began in April 2008. A total of 13,749 people have worked on the Village since measurement began in April 2010.

Inclusive design

The ODA's objectives were for the Olympic Park, venues and transport to be:

- inclusive
- responsive
- flexible
- convenient
- accommodating
- welcoming
- realistic

The majority of projects met the ODA's Inclusive Design Standards (IDS). At the time of completion of the Big Build, several outstanding challenges remained around a small number of individual projects:

- Lee Valley White Water Centre close out reports were required before the venue opened to the public.
- Work continued on an accessible entrance to the South Plaza of the Park.
- Landscaping pathways needed clarity around accessible signage.

All of the outstanding matters had action plans in place to address them and it was therefore envisaged that inclusive design objectives would be achieved before programme completion.

The ODA has worked to ensure that the views of people from all equality target groups were considered within the planning, design and construction of the venues, Park and infrastructure. To this end, the ODA established the Built Environment Access Panel (BEAP) and the Access and Inclusion Forum (AIF) to provide the project teams with advice and feedback on their design proposals. The BEAP members were technical experts in inclusive design and helped in interpreting good practice standards. The AIF members brought experiential advice of disability, age, gender, faith and specific impairment requirements.

Both the BEAP and AIF were asked to comment on the design proposals for the Olympic Park and venues throughout the design process. Feedback from these groups helped the ODA to ensure that its strategic activities were on track and consistent with its equality objectives.

Knowledge transfer: Learning legacy for future events

Key inclusive design lessons learned for future large-scale events

The commitment to accessibility within the London 2012 Games bid and the early adoption of inclusive design principles gave the ODA a head start in achieving its inclusive design aims.

There is a large diversity of people living in the host boroughs. To ensure that the widest group of people can enjoy the venues and Park during and after the Games, the concept of inclusive design had to mean more than designing for disabled people. The award-winning Inclusive Design Strategy and Standards therefore embedded the inclusive design principles throughout the design and build programme.

Having a Built Environment Access Panel (BEAP) was very helpful, as it provided expert interpretation of good practice and pragmatism. This was crucial in dealing with the complex design issues that can arise on large projects such as the London 2012 build programme.

In addition, buy-in at board level for the importance of addressing equality and inclusion issues, as well as recognition of the vital role good design can play in creating the solution, helped to achieve the objectives set.

One example of a shift in thinking for designers and contractors, as a direct result of the ODA's work, was to influence change in seating terminology. Previously, the provision of accessible seating was referred to as 'seat kill', due to reduced capacity resulting from such measures. Now designers use more positive language and describe accessible seating as providing seats that are within reach of a wide range of spectators.

Employment and skills opportunities

The ODA committed to increasing skills and providing learning opportunities, particularly within the current challenging economic climate.

This area contained a number of work streams:

- Pre-employment
- Recruitment
- Post-placement support
- Young people and schools
- Progression and post-employment
- Professional skills
- Equality

The Big Build phase on the Olympic Park began when there was a skills shortage in a construction industry with an ageing workforce. The ODA's plan was to boost the workforce supply by equipping people, particularly from the local area, with skills and qualifications that stood them a better chance of succeeding when job opportunities arose. The Olympic Park was, at the time, the largest construction programme in the country and would add to an increasing demand for skilled workers. To this end, a total number of workers required was forecast, and was set at a peak of 20,000 workers in 2010. In addition, targets were put in place to drive up the number of people gaining training while in employment, and the number of apprentices working at London 2012.

During the three years between agreeing the targets and the employment and skills plans being completed, the UK entered its worst economic downturn since the 1930s. This affected the majority of contractors working on the Olympic Park, causing some to freeze all recruitment and training. This would in turn have had a knock-on effect on achieving targets, if the employment and skills managers had not been able to adapt the programmes accordingly.

Because of this downturn there was a greater focus on helping people remain in employment across the Park, and a stronger focus on up-skilling the existing workforce, rather than bringing a huge number of new recruits into the industry, as was previously planned. The outputs and achievements should be viewed in this context.

The Jobs Skills Futures Brokerage was the mechanism for getting the right people into work at the right time, as well as improving and increasing the skills levels so that workers on the Olympic Park were likely to gain sustainable employment by working with the contractors supplying their needs.

Highlights

- The Jobs Skills Futures (JSF) brokerage successfully placed 1,580 people into jobs over the course of the programme, 74 per cent of whom were from the host boroughs.
- The JSF brokerage effectively targeted under-represented groups and local people and exceeded the ODA benchmarks for equality and inclusion.
- The Women into Construction project brokered 270 women into employment, with 83 women experiencing work placements.
- A total of 674 women received employment support and 195 of these were personally assisted in developing their skills.
- The London 2012 Apprenticeship programme exceeded its 350 target with 457 verified apprentices achieved.

Knowledge transfer: Learning legacy for future events

The National Skills Academy for Construction (NSAfc) status

London 2012 has been a catalyst for setting new industry standards in recruitment and training. A major factor in delivering such standards was the ODA being awarded National Skills Academy for Construction (NSAfc) status. This gave the ODA's training provision credibility, while demonstrating a clear commitment to training and development of the workforce across the London 2012 build programme.

The Skills Academy was a demand-led training model, which meant the ODA and its contractors determined the required skills. Specific targets and requirements were developed at project level, ensuring that training responded to the skills needs of each venue.

A factor in the success of the project was due to the employment and skills managers being already integrated into the venue project teams, enabling them to build relationships throughout the supply chain.

The NSAfc funding contributed to resourcing the ODA's Employment and Skills Management System. NSAfc status benefited six of the Olympic Park venues and projects:

- Olympic Stadium
- Aquatics Centre
- International Broadcast Centre/Main Press Centre (IBC/MPC)
- Velodrome
- Infrastructure (structures, bridges and highways)
- Specialist areas (ie: embracing all other projects not explicitly covered above including Park-wide logistics and all temporary venues)

The Olympic and Paralympic Village achieved NSAfc status in 2009.

Business opportunities

The ODA's objective was to ensure that the procurement of all works and goods were transparent, fair and open to small and medium enterprises (SMEs), in particular those owned by BAME people, women and disabled people.

The London 2012 Games have provided a catalyst to the UK's economy. Around £6.4 billion in direct contracts have been awarded by the ODA, benefitting businesses across the country through the supply chains of Tier One contractors.

At the same time, business opportunities was one of the most challenging areas set out in the ODA's diversity strategy and single equality scheme. Its ambition involved changing the contractors' supply chain where there was a level of existing delivery structures already in place.

Local and diverse SMEs were interested in gaining new contracts arising from London 2012 work. However, neither the ODA nor its Tier One contractors were able to guarantee successful outcomes for minority owned businesses competing for contracts. CompeteFor and its supporting services offered SMEs and minority owned businesses the opportunity to bid for contracts that in the past they may not have been aware of. Therefore, SMEs in particular were encouraged to register and publish a full profile on CompeteFor to improve their chances of being shortlisted. Much of the outreach activity carried out was in support of this goal.

The Business Outreach function was closed out at the end of December 2009 as part of the demobilisation process. While nationally SMEs were successful in winning business in the tiered supply chain, the value to be gained by the local economy was constantly under challenge. After demobilisation, local businesses were no longer supported in this area through the ODA. However, the East London Business Alliance and Business Links continued to work with local SMEs.

Businesses were required to use the CompeteFor programme to access support on how to compete for contracts. CompeteFor activity was reported separately by the GLA.

Table 3 Diversity statistics – CompeteFor opportunities, ODA Corporate Procurement. October 2007 – May 2011

		Overall registrations	ODA corporate procurement shortlisted	ODA corporate procurement awarded contracts
BAME owned	London	7,358 (17.8%)	2,116 (25.3%)	108 (17.4%)
	All regions	12,323 (8.6%)	3,211 (12.6%)	138 (9.7%)
Women owned	London	8,415 (20.3%)	2,328 (27.8%)	179 (28.8%)
	All regions	26,394 (18.3%)	6,070 (23.8%)	383 (26.8%)
Disabled owned	London	698 (1.7%)	188 (2.2%)	16 (2.6%)
	All regions	1,957 (1.4%)	425 (1.7%)	42 (2.9%)
LGBT owned	London	840 (2.0%)	217 (2.6%)	17 (2.7%)
	All regions	1,795 (1.2%)	386 (1.5%)	26 (1.8%)
All businesses	London	41,418 (28.8%)	8,366 (32.9%)	622 (43.5%)
	All regions	144,003	25,453	1,430

Targeted community engagement

The ODA sought to ensure a sustainable legacy in full participation with the London 2012 programme. The aim was to include Londoners, especially those from the host boroughs, with a deliberate focus on providing a voice to targeted groups of traditionally excluded people.

The ODA concentrated on sharing knowledge and experience with audiences who were able to take this work forward with a particular focus in two areas:

- Supporting events which promoted employment opportunities for apprentices and women.
- Providing opportunities for communities and stakeholders to hear about progress on the Park through tours and meeting people working on the Park.

From 2009 to 2011, the ODA supported the LOCOG targeted community engagement programme, which established groups across different diversity strands such as women, disabled people, deaf people and black Londoners. The members of the group were asked to be local ambassadors, informing their own specific communities around London 2012 opportunities.

Engagement took place principally in the five host boroughs and as the build progressed the ambassadors spoke to wider audiences. Over the last three and a half years, the team have engaged various community groups and events including:

- Newham Festival
- Newham Charity Run
- Disability Pentathlon
- St Hilda's Apprentice for Me
- BTEG (Black Training and Enterprise Group) Apprentice Project
- London Youth Getting Ready
- BOSCO: voluntary sector provider reaching disadvantaged and excluded young men from Bermondsey
- Employment events across the five boroughs
- Women in Manual Trades Expo
- Women Into Science, Engineering and Construction: Manchester

As the build programme developed there were challenges around meeting stakeholders' expectations in light of a reduction in available team resources. As a result, a reduced level of activity was carried out toward the end of 2010. However, with all targeted events, activity to support employment remained a priority.

Stakeholder management: London 2012 Inclusion Group

The London 2012 Inclusion Group was set up in October 2008. Its aim was to demonstrate public participation and the ODA's accountability for the delivery of equality schemes and strategy. The group membership, which amounted to over 70 invitees, was made up of individuals and organisations; local, regional and national stakeholders; and representatives of an oversight body and partner organisations.

The group helped to inform developments of equality and inclusion, through the development of the single equality scheme. It also contributed to consultation and community engagement activities and met regularly to monitor and review the ODA's progress, influence approaches and share information with their respective stakeholders.

The members of the group reflected each equality strand to ensure that best practice in equality and inclusion was adopted. Positive approaches to age, disability, gender and transgender, race, religion and belief, and sexual orientation were promoted throughout the work.

The members of the group have now been asked to join the LOCOG Diversity Forum to ensure they remain in touch with Games-time developments. There are therefore no transition arrangements as the activity has been closed down.

3.12

Healthy living – healthy working

Overview

The ODA seeks to use design to eliminate health and safety risks associated with the construction, maintenance and use of the Olympic Park and venues. It also looks to enhance the health of those working on the site now, and those using the facilities in the future. This programme has run since design work began, and was heightened during the major construction activities of the Big Build. The Olympic Park and Village are largely complete, and were handed over to LOCOG early in 2012.

The ODA adopted explicit and published targets in order to prevent fatalities, encourage a historically low accident rate, and ensure that all site workers had access to good occupational health care. This was achieved through effective leadership, working in partnership with the supply chain and extensive worker engagement. The ODA's strategy and methods were mapped out in the Health, Safety and Environment Standard, first published in 2006 and updated annually.

As of the end of 2011, the Olympic Park construction programme has achieved the best health and safety record ever in the UK. This is anecdotally supported by the Climate Survey, which canvassed the views of over 6,000 site workers over three years. The results of this confirmed that the overwhelming majority of construction workers recognised that their projects were the safest they had ever worked on, with the best health service they had used.

Highlights

- The accident rate at year end was 0.16 per cent for the whole programme (0.13 per cent for the year 2011 – representing 770,000 hours worked for every reportable accident). This is approximately one-third of the construction industry average reported in the best year for accident statistics on record (2010/11), and lower than the all-UK employment record. There have been no fatalities on the programme.
- The ODA has had 27 periods of a million man-hours without a reportable accident.
- To the end of 2011, 74 million hours have been spent working on the Olympic Park, Olympic and Paralympic Village and other venues.
- There have been more than 40,000 health checks undertaken, and only three workers have been excluded from working on the site because of a pre-existing health condition. There has been only one case of reportable ill health (dermatitis), as the holistic health programme has focused on each worker, their well-being and the work and workplace they are exposed to. Safety Critical Medicals and Drugs and Alcohol testing have been among the measures adopted to maintain a safe site. All projects have had access to ill health prevention (occupational hygiene) support throughout the works.
- Health and well-being standards and good practices developed in the Olympic Park have been independently evaluated by a number of research teams, and are being shared as part of the legacy learning process.
- The health and safety performance throughout the construction works has been recognised as industry-leading, and has won numerous awards including the Astor Trophy (occupational health, RoSPA), the Sword of Honour (safety management, British Safety Council) and Health and Safety Project of the Year (Constructing Excellence).



Parklands area in the north of the Olympic Park looking towards the Velodrome and Basketball, September 2011



4 Getting to the Games

4.1

London 2012's role and responsibility

London 2012 predicts that 10 million spectators will attend the Games, with a workforce of around 200,000, and tens of thousands of athletes, officials and dignitaries. This huge influx of people will transform London and will be an unprecedented test of the city's transport networks, in addition to the rest of the UK. Delivering sustainable and accessible transport during the Games is therefore a priority issue.

Travelling by foot, cycle and public transport is a significant step towards minimising the negative environmental impact of the Games. It can also contribute towards London 2012's sustainability objectives. Our aim is to maximise the long-term transport legacy benefits for London and the UK as a whole. These include not only the lasting physical improvement to transport infrastructure but also the educational and inspirational role that the Games can play to change visitors' behaviours towards using more sustainable modes of transport in the future.

Only essential transport infrastructure has been built where it's needed for the Games and where it will provide a legacy benefit, or where it was already planned. Temporary arrangements have been made where there was no obvious legacy benefit from building permanent infrastructure.

Transport for the Olympic Games and Paralympic Games is delivered through a partnership between LOCOG's Transport team, the ODA's Transport team and Transport for London (TfL), who are working closely together supported by a number of delivery partners including:

- Department for Transport
- Highways Agency
- Network Rail
- Train Operating Companies
- London & Continental Railways (LCR) including HS1 Limited
- other transport providers including London boroughs and local authorities and transport operators across the UK

Commitments at a glance

The London 2012 Transport Plan, the second edition of which was published in June 2011, sets out five key transport objectives for London 2012 to deliver:

- Provide safe, secure, inclusive, fast and reliable transport for the Games Family client groups.
- Provide frequent, reliable, friendly, inclusive, accessible, environmentally-friendly and simple transport for spectators and visitors from all around the UK and overseas.
- Leave positive lasting benefits and facilitate the regeneration of east London.
- Keep London and the rest of the UK moving during the Games and thus make it a positive experience to host the Games.
- Achieve maximum value for money for every pound spent on transport.

4.2

Public transport Games

Overview

London 2012 will be the first truly public transport Games. Our commitment is to enable all ticketed spectators to travel to venues using public transport, or by walking or cycling¹. The vast majority of Games workforce (London 2012 paid staff, volunteers and contractors) will also be travelling to and from their workplace by public transport.

To achieve this goal the focus of the Olympic Park planning and design process has been on providing and promoting access via low carbon and sustainable transport. Travel is minimised through the location of the Olympic Park near a major transport hub and the positioning of other venues in clusters.

Ticket holders will receive a Games Travelcard to use on public transport within London zones 1–9 and discounted fares have been negotiated with train operating companies and national coach operators for travel within the UK on the day of their event.

Transport modes

The UK's public transport infrastructure has been improved to accommodate the increased demand during Games time and to help meet our aim of a truly public transport Games. Improvements include increased capacity, new trains, cleaner, safer and well-staffed stations and better accessibility. A breakdown of predicted spectator transport by mode for London venues is provided below.

¹ (Transport Plan – Second Edition; para 3.18) Blue Badge holders will be the only exception to this.

Table 4 Olympic Games – predicted spectator transport by mode for London venues

Zone	Rail Underground and DLR	Coach	Local bus	Park-and-ride	Taxi	River services	Walk	Cycle
Olympic Park	78%	7%	2%	7%	1%	1%	2%	2%
River Zone	80%	5%	5%	0%	1%	5%	2%	2%
Central Zone	82%	5%	5%	0%	2%	1%	3%	2%
ExCeL	85%	4%	2%	4%	1%	0%	2%	2%

Table 5 Olympic Games – predicted spectator transport by station for Olympic Park

Station	Mode	Line	Arrivals	Departures
Stratford Regional	Rail	Jubilee	15%	15%
Stratford Regional	Rail	Central	18%	18%
Stratford Regional	Rail	Overground	2%	2%
Stratford Regional	Rail	NXEA	10%	10%
Stratford Regional	Rail	DLR	3%	1.5%
Stratford International	Rail	Javelin	14%	14%
Stratford International	Rail	DLR	0%	1.5%
West Ham	Rail	District	15%	15%
West Ham	Rail	Jubilee	0%	0%
West Ham	Rail	DLR	0%	0%
West Ham	Rail	c2c	2%	2%
Olympic Park Spectator Transport Mall	Direct Coach	N/A	7%	7%
Local Bus Interchanges	Local Bus	N/A	2%	2%
N/A	Walk	N/A	2%	2%
N/A	Cycle	N/A	2%	2%
Olympic Park River Pier	River	N/A	1%	1%
Olympic Park Spectator Transport Mall	Park-and-ride	N/A	7%	7%
N/A	Taxi	N/A	1%	1%
N/A	Blue Badge Parking	N/A	1%	1%

Table 6 Paralympic Games – predicted spectator transport by mode for London venues

Zone	Rail Underground and DLR	Coach	Local bus	Park-and-ride	Taxi	River services	Walk	Cycle
Olympic Park	70%	14%	2%	7%	2%	1%	2%	2%
River Zone	70%	10%	8%	0%	2%	5%	3%	2%
ExCeL	73%	15%	2%	3%	3%	0%	2%	2%

To test and inform the readiness of the transport system for the London 2012 Games a number of studies have been undertaken. One such significant transport readiness event was the Westfield Opening Observation Exercise. It was a large-scale project based around two events linked to the opening of Westfield Shopping Centre in Stratford, east London, which is located next to the Olympic Park. The study allowed observation of the transportation system under high passenger volumes and generated large data sets, all of which were analysed and interpreted, the results of which have been fed into Games-time transport operations. See Table 7.

Table 7 Visitor transport modes to the opening of Westfield Shopping Centre in Stratford

	Underground	Rail	DLR	Bus	Car	Walk
Spectator transport by Mode	37%	26%	18%	14%	3%	2%

Source: UEL visitor survey, September 2011

Travelling to and from Europe

As the Official International Rail Services Provider, Eurostar will be providing arrival and departure services at St Pancras International for those competing and working at the Games who are travelling to London on its trains. It will also be carrying many spectators from mainland Europe to and from the Games.

In the UK, Eurostar services will stop at St Pancras International in London as well as Ashford International and Ebbsfleet International in Kent during the Games.

Southeastern Highspeed will operate a 'Javelin' service from St Pancras International and Ebbsfleet International to Stratford International, offering Eurostar travellers a convenient and flexible connecting service to the Olympic Park. Journey times from St Pancras International and Ebbsfleet International to Stratford International will be only seven minutes.

We are actively encouraging and promoting the use of Eurostar's services to the Games Family and to our Authorised Ticket Resellers in France, Belgium, the Netherlands and Germany.

Eurostar launched its advanced booking process in June 2011 with special return fares offered on trains to London from its principal European hubs of Paris and Brussels to encourage use of its services during the Games.

Impacts of the Olympic Transport Plan

An environmental report containing a Strategic Environmental Assessment (SEA) of the Transport Plan for the London 2012 Olympic and Paralympic Games was published in February 2011. This is in accordance with the Environmental Assessment of Plans and Programmes Regulations 2004 (SI 2004 No 1633).

This assessment did not identify any significant adverse effects that would be likely to arise from the operation of the measures contained within the Transport Plan. This is primarily because the Plan's proposed measures were based on maximising the use of existing infrastructure and services, therefore minimising the environmental impact. In addition, the length of time that the Transport Plan will be operational means that all effects will be temporary in nature.

Overall the SEA concluded that, temporarily, the Games should have a minor beneficial effect on air quality, but acknowledged that there could be some small adverse effects in specific locations. Environmental assessment work is continuing in accordance with detailed development of the London 2012 Surface Projects, including the Olympic and Paralympic Route Networks and travel demand management arrangements.

London 2012 has also continued to review its carbon footprint as the project has developed. Following the publication of the second edition of the Transport Plan, a carbon footprint study was undertaken in order to assess the carbon emissions from spectator transport journeys to and from the Games. The study was based on transport modelling and considered the arrangements as set out in the Transport Plan. The spectator carbon emissions study has forecast a 60 per cent reduction in carbon emissions from spectator journeys within the UK to and from the Games, based on a comparison between business as usual versus the Transport Plan scenario.

Carbon footprint studies have been undertaken to determine the potential for reducing the carbon impact of London 2012 transport plans. In 2011 these included:

- measuring spectator journey-related carbon emissions, and the impact of the Transport Plan in achieving more than a 60 per cent reduction in emissions from UK journeys;
- assessing the park-and-ride arrangements for Weymouth and Portland; this is expected to achieve a 77 per cent reduction in spectator journey-related carbon emissions; and
- updating the carbon footprint of transport infrastructure construction at West Ham station.

Reducing congestion, improving air quality and minimising carbon emissions for visitor travel to difficult-to-access venues: a case study of Weymouth and Portland

Carbon footprinting is a key way for London 2012 to measure its environmental impacts. Providing low-carbon public travel options is one way in which London 2012 is helping to reduce the environmental impact from spectators around the UK.

The limited public transport infrastructure in Weymouth and Portland, the venue for the Olympic and Paralympic Sailing competitions, along with the high number of non-ticketed spectators these events are likely to attract combined with a road network that already suffers summer congestion, presents particular challenges for transport planning.

Most people currently access Weymouth and Portland by car. If this happens at Games time, the increase in carbon footprint would be significant: almost 30,000 tonnes of additional emissions from vehicles, along with congestion and impacts on air quality.

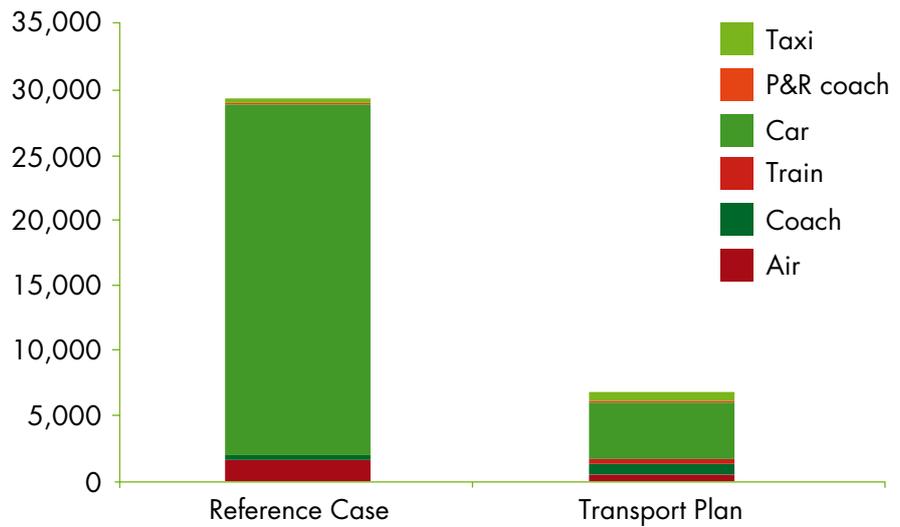
To tackle this, London 2012 is encouraging widespread use of national rail services, scheduled and chartered coaches, and walking and cycling for local and overnight visitors. Park-and-ride, park-and-cycle and park-and-walk services will be provided for car users. The target reduction in carbon delivered through these measures is more than three-quarters, down to 7,000 tonnes of carbon dioxide.

This is a challenging target that will require a massive shift from private car use to public transport (rail, in particular). Measures to encourage this switch include:

- event schedules which make best use of off-peak rail capacity
- discounted national rail tickets
- additional rail and coach services to Weymouth and Portland
- demand management of private vehicles within the town
- promotion of public transport alternatives to private car use

To try and reduce the carbon impact of visitor travel further still, the ODA has partnered with BP Target Neutral who are offering all spectators the opportunity to offset their emissions. These high quality carbon offsets are compliant with the ICROA Code of Best Practice and meet the standards set out in UK's recently published standard on carbon neutrality.

Figure 4: Weymouth spectator travel within the UK. Business as usual reference case compared to potential reduction scenario (tCO₂e)



4.3

London 2012 related transport improvements

Overview

Significant investment has been made to improve the public transport infrastructure in and around London, which is already delivering an early legacy benefit.

Outside London, enhanced crowd safety measures and improved access and egress infrastructure has been installed at the City of Coventry Stadium venue, and the installation of improved accessibility facilities is underway at Weymouth rail station. The Games has also been the catalyst for the completion of the Weymouth Relief Road and the Weymouth Transport Package, both delivering significant long term enhancements to the local road network in West Dorset.

Rail

Eighty per cent of spectators to the Olympic Park are expected to travel to and from events by rail. Estimated spectator numbers at the closest stations to the Olympic Park are:

- Stratford: 15,000 spectators an hour
- Stratford International: 12,000 spectators an hour
- West Ham: 10,000 spectators an hour

£199 million has been invested in the improvement of Stratford Regional station by the ODA. The project was completed in 2011 and improvements include capacity enhancements, additional and extended platforms, new lifts and entrances.

Investment in the North and East London Lines by TfL, the ODA, Department for Transport, Network Rail and the Stratford City Implementation Group in particular, has enabled the development of a vital passenger and arterial freight route for use during the Games and after. This includes the new London Overground link between Dalston Junction and Highbury and Islington, which opened in February 2011 several months ahead of schedule, and the North London Railway infrastructure project, a three-year, £550m upgrade which was completed in May 2011. The London Overground link will deliver up to double the number of trains as before.

TfL has funded a fleet of 57 new air-conditioned trains, and a station refurbishment programme that has delivered cleaner, safer and well-staffed stations with better access, new information, help points, lighting and CCTV. This provides an early transport legacy for Londoners that will be used for many years after the Games.

London Underground

To increase capacity and improve routes leading to the Olympic Park, the ODA was required to manage a programme with stakeholders to upgrade lines, infrastructure and rolling stock. The bulk of this has now been introduced, with concentrated investment at Stratford Station, which will handle close to half of all spectators to the Olympic Park.

The station has benefited from more than £125 million of upgrades and enhancements, with capacity trebled to accommodate 120,000 people during the morning peaks in 2012, when more than 200 trains will pass through the station each hour.

West Ham station is expected to accommodate 15 to 20 per cent of visitors to the Olympic Park on the busiest days of the Games. The capacity at West Ham station was increased using permanent and temporary solutions. The old station only had the capacity to cope with about half of the expected demand.



Hackney Wick Station, May 2011

During the 2012 Games Green Park will be a key station as it will enable passengers to change to the Jubilee line for access to the Olympic Park, Wembley and North Greenwich, as well as accessing Games venues and Live Sites in central London parks. A transformation of Green Park station is now completed, with three new lifts already providing step-free access to the platforms, and an attractive new ramped entrance with views of the park now operational.

A smart electricity metering programme commenced in 2011 with meters installed at 120 London Underground stations. These will enable monitoring and targeting of energy consumption and effective reduction measures. The programme will continue through 2012 and 2013 when full coverage of all stations and depots will be achieved. During 2012 there will be a programme to deliver greater energy efficiency from Stratford station with the installation of controls to enable more efficient use of lighting.

DLR upgrades

The Docklands Light Railway (DLR) has been extended from Canning Town to Stratford International to improve accessibility on London's transport network for people with restricted mobility. The £211m extension includes four new stations and connects five London 2012 Olympic and Paralympic venues. The DLR extension completed a £500m upgrade of the DLR, which will bring a 50 per cent increase in capacity across the network. The new line will also provide a legacy of more direct access to London's wider rail network for large numbers of people in the Lower Lea Valley and help permanent regeneration in the area.



Stratford Station northern ticket hall, May 2011

Bus and coach

A network of coaches will run from towns and cities throughout the UK to ExCeL, Greenwich Park (on cross-country day) and the Olympic Park in London. The ODA is working closely with the appointed coach operators to ensure services offer an inclusive experience for all customers. In partnership with TfL, bus and coach operators, the ODA and LOCOG have been working to maximise the availability of these more sustainable transport options.

Buses and coaches are the most suitable and sustainable transport solution for many journeys. Services on offer will include:

- direct coach services to the Olympic Park, Ebbsfleet, ExCeL, Greenwich Park and Weymouth and Portland venues;
- a strategic park-and-ride to the Olympic Park;
- venue local park-and-ride to minimise congestion;
- venue accessible shuttle services, including to nearby rail stations; and
- enhanced local bus services.

To ensure spectator bus and coach options are a lower carbon journey option, a significant majority of the combined fleet will be less than five years old. All buses and coaches are required to meet the Euro IV standard or better for particulates (PM10). Mid-life vehicles will undergo a thorough refurbishment and where necessary will be retro fitted with diesel particulate filters (DPFs) to minimise air pollution during Games time and in legacy. All vehicles will be compliant with the London Low Emission Zone (LEZ) and London 2012 Low Emission Venues Policy (see below and for information on Games Family buses and coaches).

ODA Transport will oversee the operation of an additional fleet of buses and coaches exclusively for spectator transport at the Games. The fleet will be a mix of vehicle types, optimised for each application. Coaches will operate the longer distance park-and-ride routes and the national coach network, while accessible low floor double deck buses equipped with ramps will operate the shorter distance park-and-ride and station shuttle services. Vehicles will be fitted with the DriveGreen system allowing for the monitoring of driving standards and the determinants of increased fuel consumption. They will also operate on a four-minute maximum idling time before switching the engine off and drivers are fully trained in safe driving standards and in the use of DriveGreen.

A specific carbon footprint assessment of the park-and-ride arrangements for Weymouth has demonstrated the efficiency and effectiveness of park-and-ride in minimising congestion (see page 73).

Taxis and private hire vehicles

Taxis and private hire vehicles (PHV) provide a level of flexibility not offered by other transport modes. In particular, they provide an accessible travel alternative for those with special needs and impairments. The ODA has worked closely with the trade and licensing authorities to integrate taxis and PHVs into Games transport operations, providing drop-off and pick-up locations at all Games venues. To ensure the most efficient routes to the venues are selected, the ODA has been working with the taxi and PHV industry. The ODA is producing a Taxi and PHV Handbook for the industry to use during the Games, containing essential information about the venues, including maps to the drop-off and pick-up zones.

River services

Transport by water is an important element of Games transport, which offers a more sustainable option. Greenwich Park, North Greenwich Arena and The Royal Artillery Barracks will all be served by river services.

The ODA has contributed to TfL-led pier enhancements at Tower Pier for central London venues and to improvements at Greenwich Pier for Greenwich Park. TfL has undertaken work to build a roof and install a lighting system to improve Greenwich Pier so it can welcome visitors to Games events held in Greenwich. The roofing system is being designed and built in the UK, while the new lighting system will use the latest low energy technology and offer passengers a safer environment when it is dark.

Canals and waterways – a canal boat shuttle service is to operate from Limehouse Basin to Old Ford Lock offering a spectator experience of the London waterways. This is planned to deliver customers to the western entrance of the Olympic Park, stopping off at the purpose-built landing at Old Ford Lock.

Accessibility and public transport

Inclusive transport means helping everyone with their travel to the Games. Accessibility has been integrated throughout all transport planning, demand forecasting, infrastructure improvements and venue transport operations.

Wherever possible, persons with restricted mobility (PRM) will be encouraged to use public transport. However, the infrastructure in London presents many accessibility challenges for public transport. An estimated nine per cent of spectators will have difficulty using stairs and one per cent will not be able to use stairs at all.

To facilitate this increase in demand and to meet accessibility requirements, significant capacity enhancement works have been undertaken at key transport nodes. Access improvement works at over 90 national rail stations will be completed by Games time. Some of these have been completed by the ODA in partnership with train operating companies and the Department for Transport's 'Access for All' programme, including access ramps, platform seating, lifts and accessible toilets. Access works have been accelerated at key Games venue stations including Slough for the Eton Dorney venue.

By July 2012, 65 London Underground stations, including Green Park and Southfields, will be step-free from street to platform, and a further five will provide step-free interchange. However, a number of London Underground stations were identified as potential hotspots, where mitigations were needed to cope with wheelchair and PRM demand. Further demand assessments have therefore been undertaken at these locations, along with the impact of proposed mitigations.

A two-week trial of Manual Boarding Ramps (MBRs) to support the movement of wheelchair users during the Games period was successfully completed at Earl's Court and Fulham Broadway stations in November 2011. The final list of stations where MBRs will be deployed is currently being finalised. Temporary platform humps² are being installed at Earl's Court and permanent platform humps will be installed at King's Cross (Piccadilly line) and Green Park (Piccadilly and Jubilee lines) providing wheelchair access to trains.

In addition, all park-and-ride sites will provide pre-booked accessible parking spaces and the shuttle services will be suitable for disabled spectators. These services are free for Blue Badge holders or members of an equivalent national scheme.

4.4

Travel management

Overview

Travel Demand Management (TDM) is a key part of the success of transport during the Games. The ODA has developed a TDM programme for London 2012 to target key groups of travellers during the Games, including commuters, visitors to London, businesses and the freight industry.

Transport will be a particular consideration during the Games not just for spectators and those directly involved in the Games but also for businesses in London and near venues elsewhere in the UK.

The TDM programme is multi-faceted and includes [Travel Advice for Businesses](#) and [Traveller Information Services](#).

² A platform hump is a raised section of the platform which greatly reduces this step and enables disabled people to board the train.

Traffic management and parking

Local area traffic management plans are being developed to manage the requirements of various stakeholders near to the venues. The Mayor's agreement with utilities providers (including Thames Water) specifies that only emergency works will take place on the highways during Games time, in order to minimise disruption to traffic flow and associated impacts on sustainability.

Informal engagement on parking plans around the Olympic Park, Wimbledon, Hampden Park and Old Trafford has been completed, and a statutory consultation on the necessary traffic orders for these elements is now being carried out. In addition, engagement on integrated traffic management showing the Olympic Route Network (ORN), last mile and local area traffic management and parking measures around Greenwich Park and the Bloomsbury media transport hub has also taken place.

Travel information

The spectator journey planner (SJP) on the London 2012 website enables spectators to plan their journeys. The site allows spectators to select their preferred travel options, including accessible travel, and directs users to booking facilities for the selected journey.

Keeping London and co-Host Cities moving at Games time

London 2012 and TfL are working with businesses to provide them with the tools they need to plan staff travel and deliveries during the Games. Further information is provided at [Travel Advice for Business](#) and detailed travel information and 'hotspot' maps are available at [Get Ahead of the Games](#).

The Get Ahead of the Games campaign, comprising a new advertising campaign, website and social media activity, launched on 30 January 2012 to communicate directly with the travelling public. Get Ahead of the Games explains how, at certain times and in certain locations, there will be 'hotspots' where London and the UK's road and rail networks will be much busier than usual. It also encourages the public to look at their travel options at Games time including walking and cycling where practical.



Walking and cycling for TDM

In addition to being practical and attractive ways to travel to Games venues, walking and cycling are crucial to managing demand on the public transport and road network during Games time. Both play an important role in the transport of Games visitors and also for non-Games related journeys.

Through working with businesses across the capital to encourage alternative forms of transport, the Travel Advice for Businesses programme is encouraging walking and cycling for short journeys. A panel of consultants is promoting active travel for commuting and business trips, while self-help material and infrastructure support is available to small- and medium-sized businesses. E-newsletters promote active travel as preferred ways to get to work, and a business toolkit sets out to organisations how they can encourage employees to walk or cycle more.

The Spectator Journey Planner (SJP) has a cycle journey planner function, enabling people to plan their route, ending at the cycle park next to their venue. The public transport element of the SJP will include all known walking links including walks from venue stations and within large venues. Work is underway to develop functionality advising people seeking to make certain journeys by public transport that it may be quicker to walk.

4.5

Walking and cycling

Overview

Around a quarter of all UK car journeys are less than two miles, which means many of these could be made by walking and cycling instead. Walking and cycling provide the benefit of increased health through regular exercise and have major roles in delivering the London 2012 promise to deliver a truly sustainable Games.

When London won the bid to host the 2012 Olympic and Paralympic Games, we committed to getting 100 per cent of spectators to Games venues by foot, cycle or public transport. We have developed the [London 2012 Active Travel programme](#) (ATP) to help deliver this promise which has now evolved to influence more than spectator travel but also to inspire all ages to walk and cycle in the lead up to the Games, during the Games and afterwards.

The programme is UK-wide with a London focus and is being delivered jointly by [Transport for London](#) (TfL) and London 2012.

At the core of the programme is the belief that by working in partnership we are able to draw together, support and promote activity linked to the Games from a variety of stakeholders in London and across the UK (for example, [Transport for London](#), [Sustrans](#), [Walk England](#), [NHS London](#), [Ramblers](#), [Natural England](#)).

The Active Travel programme has the following objectives:

- Encouraging more locally-led active travel projects prior to the Games through the London 2012 Inspire programme.
- Maximising the number of spectators and workforce walking/cycling to the Games.
- Increasing the level of walking and cycling of those travelling at Games time (background demand).
- Ensuring a positive legacy is maintained post-Games.

The programme was officially launched, along with the announcement of eight 2012 Games Walking and Cycling Routes, at Palatine Road, Hackney, in October 2011.

Progress at a glance

- Over 60 new Games-inspired projects established to encourage walking and cycling across the UK.
- 75km of walking and cycling routes improved around the Olympic Park and River Zone venues and 227 new signs installed to aid navigation.
- One in ten employees based at the Olympic Park walk and cycle to work (November 2010).
- 7,000 cycle parking spaces confirmed for Games time at the Olympic Park alone.

Upgrading routes and facilities

The ODA has invested over £11 million in upgrading walking and cycling routes leading to Games venues both inside and outside the capital. The most significant improvements have been made around the Olympic Park and River Zone areas, where over 75km of walking and cycling routes have been upgraded. In total, 113 schemes have been completed across eight key routes, including resurfacing, improving access, adding dropped kerbs, widening paths and improving road crossings. TfL led on the delivery alongside local authorities and other organisations such as British Waterways and Lea Valley Regional Parks Authority. These routes are known as the 2012 Games Walking and Cycling Routes. Wayfinding and signage, including 37 Legible London monoliths for pedestrians and cyclists, will be completed on these routes by spring 2012.

As well as providing a better environment for spectators travelling to Games venues, these routes have been built with legacy in mind, connecting with existing networks so people can continue to enjoy using them long after the Games are over.

'The ODA has invested over £11 million in upgrading walking and cycling routes leading to Games venues both inside and outside the capital.'

The London 2012 Active Travel programme will promote the enhanced routes, as well as encourage more walking and cycling in the lead up to, during and after the Games.



An example of one of the improved walking and cycling routes at Palatine Road, Hackney

Other infrastructure

The eastern extension of TfL's Cycle Hire Scheme was launched in March 2012, with an additional 2,300 bikes and 4,800 docking points now available.

As well as the eastern expansion, an extra 1,500 docking points are being installed in the original central zone and 600 new points have been provided in a spur west to the Westfield London Shopping Centre.

TfL's Cycle Hire Scheme now covers 65km² and stretches from Shepherd's Bush in the west of the capital, through central London and east to the fringes of the Olympic Park. In total more than 8,000 bikes will now be available from over 570 docking stations and 15,000 docking points.

Engagement

Working with local people is crucial to the delivery and success of the Active Travel programme and more and more people have become involved through the London 2012 Inspire programme. Over 60 new walking and cycling projects have been awarded the London 2012 Inspire mark. Examples include:

- Active Travel Champions: Sustrans project seeking volunteer champions to help people become more active by walking or cycling for their everyday journeys to work, school or within a community.
- All Ability Cycling Club: an informal club offering members an independent cycling experience whatever their age or ability.
- Big Wow: a month-long walking event involving every London borough to encourage children to walk to school. Over 5,000 children from 200 schools took part in October 2011.
- Getting Walking for the Games: a series of walks by the Ramblers exploring areas around Games venues.
- Walk the Torch Challenge: an online challenge by Walk England. People to log the miles they walk to reach the goal of 8,000, the number of miles travelled by the Torch during the Olympic Torch Relay.

Games time

Hosting the Games offers a fantastic opportunity to encourage those who wouldn't usually consider walking or cycling to give it a go, particularly as public transport in London will be far busier than usual and journey times may be longer. Games-time deliverables focus on encouraging walking and cycling to manage travel demand as well as providing an enhanced experience for spectators.

Spectators

To encourage spectators to walk and cycle, we will provide the following through the Active Travel programme:

- **Secure, staffed cycle parking for spectators and workforce at every competition venue.** Cycle parking will be operated by a range of organisations including LOCOG, TfL and ODA.
- **Free 'keep you going' cycle maintenance service** at certain venues over the Games period for spectators and staff. This was trialled at a test event in 2011 and proved very popular. Further information on which venues will have this service will be listed on the London 2012 travel pages from spring 2012.
- **Guided cycle rides and led walks** from areas across London and more widely to a number of competition venues. These will be led by trained staff and mainly aimed at inexperienced cyclists and families. The led walks and rides will be A to B-style transport walks to guide spectators by foot and bike from a variety of locations to the cycle parking hubs at Games venues.
- **Games-time messaging** through spectator guides, workforce handbooks, spectator travel web pages, SJP and activities on the Olympic Park to promote Inspire projects.



Cyclists enjoying the new cycle routes, 2011

- **Routes to venues.** Recommended walking and cycling routes have been identified for all competition venues and, where appropriate, plotted onto venue travel information maps and through the cycle journey planner. Route identification is a dynamic process and maps will be updated as new security requirements (resulting in route closures), traffic management arrangements (eg: restricted turns) and other temporary overlay at venues are introduced.
- **London cycle guides for the Olympic Park and surrounding area.** Version 1 is out now and aims to promote use of the £10m investment in enhancing eight 2012 Games Walking and Cycling Routes. Version 2 will include Games overlay, route diversions and temporary cycle parking locations for spectators and workforce and is due for publication in June 2012

Workforce and volunteers

The London 2012 Active Travel programme is not just about encouraging others to walk and cycle more – we practise what we preach. At the Olympic Park, 10 per cent of staff walk or cycle to work (November 2010) and a number of safer cycling events have been arranged offering a cyclist’s breakfast, cycle maintenance and training.

During Games time, we will mobilise a workforce of about 200,000 people. This offers enormous potential to encourage more staff and volunteers to walk and cycle. During their training, Games Makers will be briefed about our commitment towards encouraging walking and cycling, and all event invitations will include information on how to access venues by foot and cycle, including links to journey planners and locations of cycle parking.



Mark Foster cycling with children and followed by London 2012 mascots Wenlock and Mandeville on an enhanced cycle scheme in Palatine Road, Hackney

4.6

Games Family transport

Overview

LOCOG is responsible for the safe, secure and reliable transportation of the Games Family, including bus and coach services for athletes and team officials, broadcasters and press, and technical officials, and for managing the deployment of approximately 4,000 vehicles provided by BMW Group, the Official Automotive Partner.

Sustainability considerations, including a raft of operational measures designed to optimise efficiency and accessibility and reduce environmental impacts, were central to the procurement and planning for the deployment of fleet vehicles. The Games Family will be encouraged to use public transport and all accredited clients will have free access to the London public transport network during the Games, while remaining aware of the Host City's commitments to achieve minimum journey times for athletes. Options are being explored for transporting the media via public transport during early and late hours to reduce the number of buses operating during the night.

Arrangements have been made for members of the Games Family arriving by air at Heathrow Airport to be transported to London via the express train services. This will greatly reduce the number of car journeys to/from the airport. An arrivals and departure facility will also operate at St Pancras International to support Games Family members travelling via Eurostar.

Other measures include driver training in efficient and sustainable driving, route planning to minimise fuel usage, congestion and air quality impacts, and the use of new vehicle technologies such as diesel/electric hybrid vehicles.

Through modelling and fleet optimisation, LOCOG has also managed to reduce the number of single deck buses and coaches for the Games. Double deck buses will provide a lower carbon transport solution and ease congestion during the Games.

All road vehicles will operate on BP ultimate fuels (including ultra low sulphur diesel) for cleaner emissions and improved fuel efficiency.



Games Family car fleet

As the Official Automotive Partner, BMW Group will provide a diverse range of the latest clean diesel, hybrid and electric cars, as well as motorcycles and bicycles, to the Games. The BMW fleet will be used to transport Games Family officials to their venues, helping to ensure the Games run smoothly.

Average emissions across BMW Group UK's sales-weighted portfolio for 2011 was 143g CO₂/km. Average emissions across BMW Group UK's M1³ vehicle fleet for London 2012 will be significantly below the 120g CO₂/km threshold stipulated by LOCOG as part of its sustainability targets. This average CO₂ figure has been achieved by including within the fleet a range of the latest BMW Group clean diesel, hybrid and electric vehicle technologies. More than two-thirds of the BMW vehicles provided will also be compliant with the forthcoming Euro 6 standards around nitrogen oxides (NO_x) emissions.

Initial details of the fleet were announced in July 2011, with BMW supplying around 4,000 vehicles in addition to 400 bicycles – including electrically-assisted bikes. A proportion of the cars in the fleet will also be adapted for use by disabled drivers, enabling them to be driven by volunteers of different abilities.

The majority of the vehicles will be highly efficient, diesel-powered BMW 3 and 5 Series cars featuring EfficientDynamics technologies. At least a third of the fleet will consist of the BMW 320d EfficientDynamics saloon which delivers combined fuel efficiency of 68.9 mpg and average CO₂ emissions of just 109g/km. The BMW 520d EfficientDynamics is capable of a combined fuel consumption of 62.8 mpg and average CO₂ figure of 119g/km.

In addition, the fleet will include 40 MINI Es which recently took part in the world's largest ever field trial of electric vehicles to date, with over 62 members of the public and 76 pool drivers in the UK covering a combined total of around 250,000 miles. As part of BMW Group's focus on delivering sustainable future mobility, its London 2012 fleet will also include 160 examples of the 1 Series Active E, a second-generation, fully electric vehicle.

³ Vehicles designed for the carriage of passengers and comprising no more than eight seats in addition to the driver's seat.

BMW 5 Series ActiveHybrid cars, which combine a conventional combustion engine with electric drive, will also feature in the London 2012 fleet, alongside innovative electrically-assisted Pedelec bicycles. Motorcycles will also feature in the fleet, fulfilling roles including operational support for the Road race. BMW will supply a number of different models – the R1200RT, R1200GS and F650GS. Some of these vehicles will also be used to escort the Olympic Torch Relay, given BMW's role as Supporting Partner.



BMW will provide the 4,000 or so vehicles which are required at Games time to transport athletes, technical officials, media, LOCOG operational teams, National Olympic Committees, International Sports Federations, the IOC and marketing partners

Fuelling the Games

As the Official Fuel Provider for the Games, BP is fuelling the fleet of official London 2012 vehicles with BP ultimate diesel. Compared with ordinary diesel, BP ultimate diesel delivers up to 26 miles extra per tank in cars – on average 16 miles more – and significantly reduces harmful exhaust emissions: carbon monoxide by an average of 16 per cent, hydrocarbons by eight per cent and NO_x by three per cent. All cars in the official fleet will be provided with Castrol's top lubricant, Edge, which delivers up to 2.5 per cent improvement in fuel efficiency, thereby reducing CO₂ emissions by up to 2.5 per cent.

BP has also developed some of its most advanced biofuel blends in readiness for London 2012 and will showcase these for the first time by fuelling an equivalent of 40 cars in the official Games fleet.

BP's focused biofuels strategy includes investing in the production of ethanol from sugarcane in Brazil and from cellulosic feedstocks, such as dedicated energy grasses, in the US; and the development of advanced fuel molecules, such as biobutanol. BP's biofuels criteria are that they must be:

- low cost: to compete with petrol or diesel with or without fiscal support.
- low carbon: the carbon footprint that is measurable from field to wheel.
- scalable – it is BP's belief that biofuels can replace as much as 20 per cent, if not more, of road transport fuels by 2030; and
- sustainable – economically, socially and environmentally.

Along with providing the fuel for improved fuel efficiency and reduced emissions, BP is the Official Carbon Offset Partner and in 2011 it pledged to offset all the CO₂ emissions of the Games Family fleet and also of spectator journey emissions through the [BP Games website](#).

Athletes and London 2012 partners were invited to register the journeys they are planning to take to London 2012 events. BP Target Neutral will ensure those carbon emissions are offset for free, providing funding for important low-carbon development projects around the world. BP is also offsetting the carbon emissions of some athlete delegations and accredited media (see Section 5.3 for more detail).

Electric vehicle charging infrastructure for the Games and beyond

London 2012 partners EDF Energy, GE and BMW are working together with Transport for London and LOCOG to enable the development of an innovative recharging solution to support the Games Family vehicle fleet.

In 2011, EDF Energy used its expertise to carry out extensive studies to provide a recommendation to LOCOG on what it believes to be the most suitable recharging solution to support the 200 electric vehicles that will form part of BMW's operational Games Family vehicle fleet.

EDF Energy has recommended an advanced recharging solution using GE equipment that it believes will not only support the operational fleet during Games time but could also contribute to a legacy of charging infrastructure to enable motorists to move towards a lower carbon lifestyle.

Never before has a public electric vehicle recharging infrastructure been installed on this scale in the UK, in terms of speed of charging and number of GE charge points available and charging concurrently at a single location. EDF Energy hopes that this project will provide a blueprint for future installations to support both public and fleet vehicle recharging.

Games Family bus and coach fleet operations

There are a number of variables due to the nature of our services. For example, a significant number of vehicles are 'bookable' services therefore their level of usage can only be estimated. We also have to estimate fuel consumption as we are working on predicted average speeds and load factors. As a result, our services are under continual review as we prepare for the Games.

Given these caveats, on average we are assuming vehicles across all types will travel 140 miles per day (including repositioning trips). We have used typical fuel consumption figures to get to an estimated fuel requirement – as shown in Table 8:

Table 8 Fuel consumption

	Olympic Games: total vehicle days	Paralympic Games: total vehicle days	Total vehicle days	Estimated average miles per day	Consumption est m/l	Fuel consumption (litres)
Double deck bus	13,560	2,662	16,222	140	1.5	1,514,053
Single deck bus	7,273	5,719	12,992	140	1.8	1,010,489
Full-size coach	8,618	1,207	9,825	140	2.8	491,250
Midi coach	417	0	417	140	5	11,676

The Coach Charter Programme has estimated that there will be 7,236 vehicle days⁴ for the Olympic Games and 550 vehicle days for the Paralympic Games. An additional 10 per cent has been identified for route learning, on an average of 140 miles a day.

Our directly contracted fleet comprises some 1,240 vehicles in London, Weymouth, Eton Dorney and the five co-Host Cities. In addition there are some 400 vehicles contracted by our Coach Charter Programme for Marketing Partners, Ticketing Partners and Rate Card clients. Finally, there will be around 50 vehicles at peak contracted by London 2012 Ceremonies Ltd (see Section 5.7) for the Ceremonies cast movements for rehearsals and the events.

We have undertaken a significant review of requirements for the directly contracted fleet, which has led to a decreased requirement in single deck buses and coaches for the Olympic Games, and a significant increase in double decks. For the Paralympic Games, the number of single deck buses has increased.

Based on the current data, 75 per cent of vehicles will be less than five years old (ie: manufactured since 2007). To achieve the revised requirement we have had to contract vehicles from a wider pool, so there are some more vehicles from 2001–2006 in the new fleet. However, these all comply with the London Low Emission Zone (they already have or will have particulate traps fitted), and are mid-life vehicles that will have undergone a thorough refurbishment just prior to being deployed for London 2012.

Table 9 Number of vehicles per Euro rating

	Number of vehicles	Percentage of Games Family bus and coach fleet contracted by LOCOG
Euro 2/3 / II/III upgraded with traps to meet Euro 4 / IV LEZ	134	10
Euro 4 / IV	802	63
Euro 5 / V	347	27
Total	1,283	

Note: Table does not cover coaches on the Marketing Partner Coach Programme/ Rate Card (we do not currently have this data).

We have secured two hybrid double deck buses for use in Manchester to transport the media to and from the Football venue. It has proved difficult to secure further hybrid buses due to their committed use in almost all cases to other contracted services, Quality Partnership or other commitments linked to Green Bus funding.

⁴ Vehicle days are the number of vehicles in service each day, added up over the period.

Procuring buses and coaches for the Games

LOCOG requires use of 2,000 buses and coaches to transport London 2012 officials and VIPs during Games time. From a sustainability point of view, it was crucial to contract with companies that could provide the right calibre of vehicles. We required that each vehicle be less than five years old and be a minimum of Euro 4 emission standard. In a market with limited capacity, needing to meet the maximum age and minimum emission standards throughout the fleet represented a significant concern for the procurement team.

To address this challenge, we engaged with industry experts and approached the market early. We communicated our requirements and plans directly via Confederation of Passenger Transport UK (CPT) meetings and indirectly through industry journals. In doing so, the CompeteFor portal was promoted and the number of registered companies from the industry was significantly increased.

Following a rigorous tender process, LOCOG contracted with 44 separate bus and coach providers from across the UK and including micro, small, medium and large businesses.

We set out requirements for more sustainable vehicle emissions standards. However, since completing the project, the Euro 4 emission requirement has become the new London Emission Zone standard. We also identified suppliers who had purchased 'Green buses' by liaising with the Department for Transport (DfT) and were able to include these in the fleet.

Low emission venues

All Games venues will operate according to LOCOG's Low Emission Venue Policy. This sets out specific criteria for emissions standards for all vehicles entering and operating within venues: ie: all Games Family vehicles and other client group and service vehicles accredited to enter venues. The recommended and minimum emission standards were included in a new Appendix B of the revised LOCOG Sustainable Sourcing Code which was published in July 2011. The administration of this policy will be done through the Vehicle Access and Parking Permit system.

The LOCOG policy is complementary to the London-wide Low Emission Zone, which will remain in force throughout the Games, and all Games-related vehicles will be required to comply.

The Olympic and Paralympic Route Networks

The Olympic Route Network (ORN) has been designed to provide reliable journey times for the Games Family. The ORN is made up of a number of roads that link all competition and other key venues. An ORN has been a feature of every Games city since Sydney 2000, in response to transport issues in Atlanta 1996. The ORN and Paralympic Route Network (PRN) were part of London's successful bid to host the 2012 Games and are a requirement of the Host City Contract with the International Olympic Committee (IOC).

In London the main ORN routes represent just one per cent of the road network, and only one third of that (about 30 miles) will have a Games Lane, generally on the offside (and only where another lane in the same direction remains for normal traffic). All except two of the roads forming the ORN will remain open to other traffic. It is estimated that road congestion will be limited to hotspot locations at certain times on certain days and that around 70 per cent of road traffic in Greater London will be unaffected during the Games.

The ODA and TfL have carried out extensive informal public engagement on the ORN and the statutory Traffic Regulation Orders have been formally advertised. The order making programme for the ORN is scheduled for completion in May 2012.

The ORN also extends to some of the Games venues in the south of England, outside London. These routes are being delivered by the ODA. There is only one Games Lane outside London on a small section of the A30 Egham bypass in Surrey, which forms part of the route that athletes and officials will use to get from the Egham Rowing and Canoe Sprint Village at Royal Holloway, University of London to their competitions at Eton Dorney.

Around 80,000 Games Family members will require transport at the Games, including through the ORN. Most will travel in buses, coaches or shared cars. All Games Family members will also be given free travel on public transport in London, and encouraged to use this, walk or cycle as much as possible.

Transport delivery partners have worked hard to mitigate disruption during the Games. Efforts have focused on the improved resilience of the road network to enhance traffic flows, and ensuring that transport infrastructure is completed, in operation and delivery, ahead of the Games. In addition, planned roadworks and utility works on the ORN and most A and B roads in London will be banned during the Games. This, together with the reduction in traffic due to school holidays and use of variable message signs to advise road users of traffic conditions, will significantly reduce the risk of disruption.



5 Staging the Games

5.1

LOCOG's role and responsibility

LOCOG aspires to set new standards of sustainability for the Games and create a powerful knowledge legacy for more sustainable event management. LOCOG is responsible for the overall planning, coordination and delivery of London 2012's Games-time operations. This includes integrating venues, sport, Villages, security, Games services and broadcast functions. Given the nature of many of these activities, sustainability is a key area for consideration and several are material to delivering our sustainability objectives.

'Sustainability is not simply a bolt on, it is embedded into our very constitution or "DNA".'

LOCOG is governed by a set of legally binding documents. We are party to a Host City Contract (HCC) which outlines the obligations and expectations with respect to the planning and organisation of all aspects of the Games. A complementary Joint Venture Agreement (JVA) was also created to set out rules and guidelines relating to our governance, funding and control as well as obligations to our stakeholders. The HCC and the JVA require us to have due regard to the principles of sustainable development, including legacy, in our planning and delivery. This means we are in a unique position – sustainability is not simply a bolt on, it is embedded into our very constitution or 'DNA'.

To ensure an appropriate level of oversight, we continue to compile six-monthly reports for the IOC and IPC on progress against our plans as part of the Coordination Commission visit. The IOC and IPC have consistently praised the quality of our progress, people and plans.

Our approach is to stage the Games through clear leadership and partnership working. We use a rigorous, phased approach to our management of the programme and our partners.

Figure 5 Games timeline



Sustainability is integral to how we do business – we have chosen to focus our activities on those issues that are of greatest relevance and significance to our stakeholders and to the delivery of the Games. Inevitably, as a high-profile and heavily scrutinised programme, this has resulted in a diverse range of themes, subjects and issues being identified and high stakeholder expectations. One of the most challenging tasks has been to establish a comprehensive set of sustainability obligations and target areas within the context of our rapidly changing organisation and programme.

LOCOG has adopted 10 sustainability objectives that have been identified as being most material to the delivery of our overall aim of setting new standards of sustainability for the Games and creating a powerful knowledge legacy.

‘Sustainability is integral to how we do business – we have chosen to focus our activities on those issues that are of greatest relevance and significance to our stakeholders and to the delivery of the Games.’

LOCOG sustainability objectives	Status	More detail	Climate change	Waste	Bio-diversity	Inclusion	Healthy living
To operate an effective sustainability management system	On track	Page 99	✓	✓	✓	✓	✓
To deliver a low carbon Games and showcase how the Games are adapting to a world increasingly affected by climate change	Behind schedule but not critical	Page 112	✓	✓			
To deliver a zero waste Games, demonstrate exemplary resource management practices and promote long-term behavioural change	On track	Page 132	✓	✓			
To deliver the London 2012 Food Vision and leave a strong, sustainable legacy for London and the UK by nurturing commercial and educational partnerships	On track	Page 144	✓	✓	✓	✓	✓
To optimise sustainability through procurement, licensing and sponsorship deals	On track	Page 154	✓	✓	✓	✓	✓
To embed sustainability in the planning and delivery of LOCOG venues and operations	On track	Page 173	✓	✓	✓	✓	✓
To deliver the LOCOG Diversity and Inclusion Strategy and host the most inclusive Games to date by promoting access and celebrating diversity	On track	Page 197				✓	
To deliver the LOCOG Employment and Skills Strategy and provide individuals with a work and life experience that they can use to enhance their personal and professional lives once the Games are over	On track	Page 205				✓	
To influence behaviour change and promote sustainable living through outreach initiatives and leveraging the power of commercial partnerships	On track	Page 214	✓	✓	✓	✓	✓
To create a knowledge legacy for sustainability in event management through comprehensive knowledge management transfer and transparent sustainability reporting	On track	Page 226	✓	✓	✓	✓	✓

LOCOG has established an organisational structure that ensures there is clear accountability for achieving our sustainability objectives. This part of the report is structured around these objectives and each sub-section details their status and any supporting target areas. The previous table illustrates the relationship between our objectives and the five London 2012 sustainability themes.

Transport is an area of significant stakeholder interest and involves multiple delivery partners. Chapter 4 provides a consolidated view of our programme as it relates to transport and includes those areas which are the responsibility of the ODA and others to deliver.

Legacy is a core overriding principle to all our preparation work. We give consideration to the potential legacy that will be left before, during and beyond the Games. However, our legacy potential extends beyond the strict boundaries of our sustainability objectives. Section 7.1 sets out our contribution to the legacy agenda.

5.2

Sustainability management

Objective: To operate an effective sustainability management system

Introduction

An effective management system is a vital starting point for improving the sustainability of events. It requires top management commitment and needs to be integral to the way an organisation does business. A good management system provides a way of working for identifying and evaluating issues and implementing effective sustainability measures.

The most relevant management system for events is BS 8901:2009 'Specification for a sustainability management system for events'. The standard itself was inspired by London 2012.



The London-Surrey Cycle Classic road race at Box Hill, Surrey, August 2011

Progress at a glance

Target area	Status	More detail
Achieve and maintain third-party certification to BS 8901:2009	On track	Pages 100–101
Work with Functional Areas to embed sustainability into Games readiness and C3 workstreams	On track	Page 106
Work with relevant Functional Areas to embed sustainability into Games workforce and volunteering workstreams	On track	Pages 108–110
Work with relevant Functional Areas to ensure sustainability issues are adequately addressed as part of post-Games dissolution activities	On track	Page 111
Ensure no significant issues are identified as a result of thematic and annual reviews undertaken by the Commission for a Sustainable London 2012 – no red or amber ratings	On track	Page 233

Policies, strategies and plans

The overall LOCOG Sustainability Strategy continues to provide the overarching framework for our sustainability programme.

We have also developed several policies, strategies and plans to support the delivery of our objectives and supporting target areas. These may be strategic (apply to the entire organisation) or tactical (Functional Area or workstream specific) and in some cases refer to other external standards. We are also obliged or have voluntarily committed to comply with a number of other standards of relevance to sustainability. Several are outlined in subsequent sections of this chapter and are listed in full in Appendix 1.

Management system

We have embedded sustainability in decision making from the outset. This includes integrating our policies, strategies and plans into the management of projects and venues, information and knowledge management, procurement and contracts, finance, human resources, legislative compliance reviews and internal audits.

Our constitutional obligation to sustainability has created a culture that has helped withstand the significant expansion of the organisation that took place during 2011.

Overall sustainability assurance comes from a number of different sources which in combination provide a view that we are continuing to operate an effective management system in accordance with the British Standard, BS 8901:2009. These activities include system audits, functional or programme audits, subject specific audits, audits of direct suppliers and contractors and audits of our extended supply chain.

During 2011, the LOCOG sustainability management system was certified by SGS to BS 8901:2009 following a staged certification process which concluded in July. The auditors also included the Equestrian test event at Greenwich Park as part of their review. We are the first Games Organising Committee and to our knowledge we are also the first major event organiser to be certified to the standard. SGS undertook their first surveillance audit in November 2011 to ensure we were still operating in accordance with the standard. We are pleased to report that we maintained certification with zero non-conformances being identified. Several improvement opportunities were identified which will be followed up during their next surveillance audit in April 2012. Our incident reporting methodology and our legal and other obligations register were identified as examples of best practice.

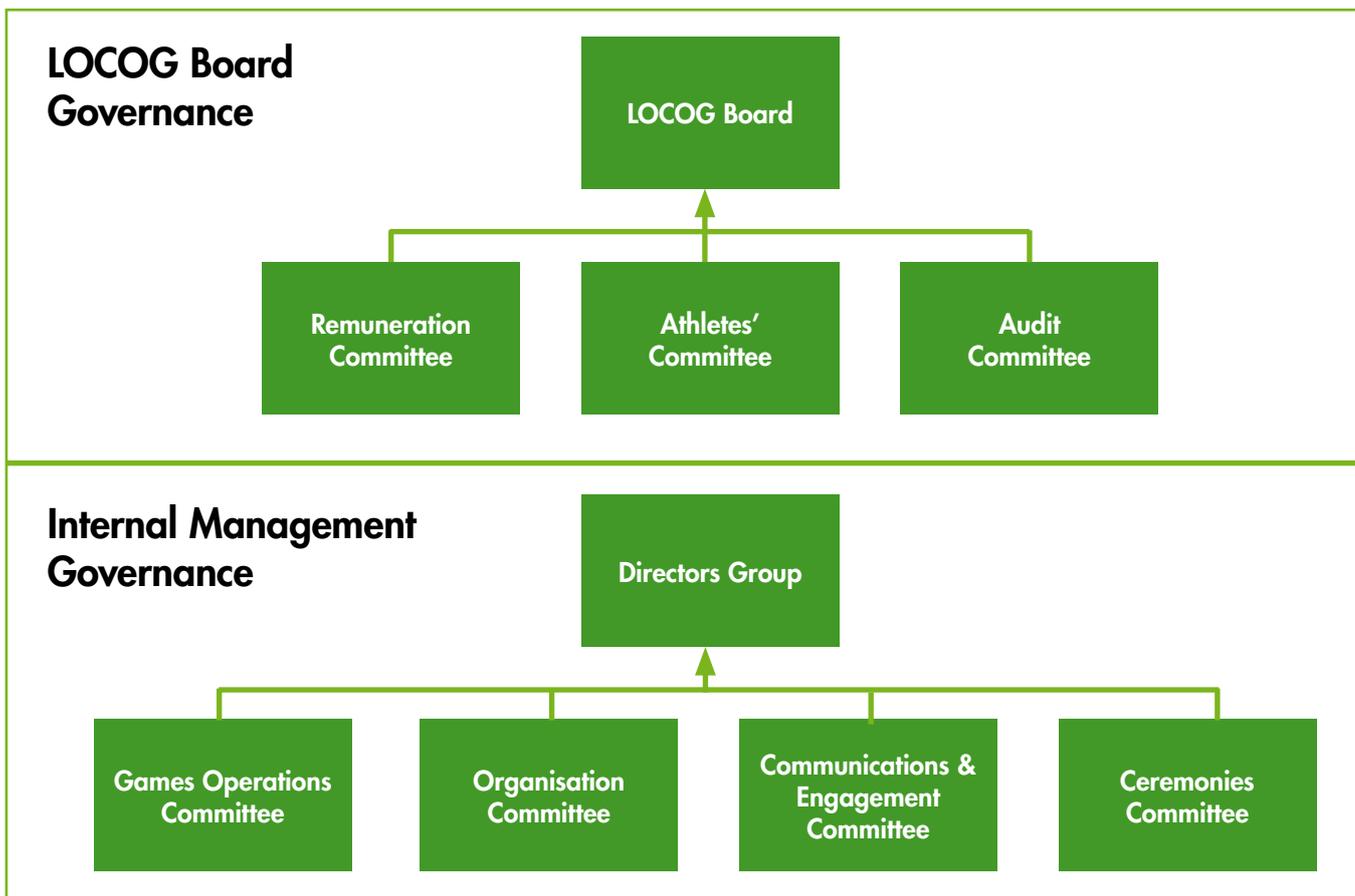
'The LOCOG sustainability management system was certified by SGS to BS 8901:2009 following a staged certification process which concluded in July.'

Governance and decision-making

Our governance and decision-making framework has continued to ensure risks are managed and issues resolved. Further details on how governance and decision-making is undertaken across the entire London 2012 programme is provided in Chapter 6.

The LOCOG Board of Directors are responsible for the planning, organisation, financing and staging of the operational elements of the Games. The following committees report directly into them:

- Audit Committee: responsible for overseeing financial integrity, internal controls and risk management, internal and external audit, and ensuring that processes are in place to allow employee concerns to be raised.
- Athletes' Committee: informs, challenges and monitors our plans for all service levels and policies which may affect the athletes' experience of the Games, making appropriate recommendations to the LOCOG Board.
- Remuneration Committee: defines our remuneration philosophy and principles.



In continuing to move into operational delivery, further adjustments in our structure were implemented during the course of the year.

The key management body has been constituted as the Directors Group, which replaces the Strategy, Risk and Resources Committee for purposes of exercising decision-making powers and oversight beyond the remit of any single core committee (see below). The Directors Group is chaired by the CEO and comprises directors from the primary functional areas.

Four core committees continue to oversee our key activities, as follows:

- Games Operations Committee: accountable for delivering all aspects of Games Operations to stage a great Games within a balanced budget.
- Organisation Committee: accountable for delivering an organisation that is lean, adaptable, and focused on delivering operational excellence while achieving a balanced budget.
- Communications and Engagement Committee: accountable for inspiring, exciting and engaging our audiences on their journey to London 2012.
- Ceremonies Committee: accountable for decisions in relation to the Olympic and Paralympic Opening and Closing Ceremonies.

In addition, the Deal Approval Group works with the committees to ensure that all significant transactions and commitments to pay or receive value are subject to appropriate review and approval.

Each of these bodies comprises directors of key departments responsible for the day-to-day running of the organisation (as well as, in some cases, heads of departments) and meets regularly to undertake its duties. The Head of Sustainability is a permanent member of the Deal Approval Group and attends and feeds into the core committees as required.

Each committee reports at each meeting of the LOCOG Board, providing an update of activities and delivery of objectives.

Ethics

LOCOG is subject to compliance with the Code of Ethics adopted by the IOC. We have also adopted a code of conduct covering conflicts of interest to which all directors and staff are subject, a code on gifts and gratuities, an anti-fraud policy, and a 'speak up' policy encouraging employees to elevate matters of concern which include sustainability matters. All ethical policies are subject to annual review and report to the Audit Committee. All staff are required to complete an e-learning module which covers all of the ethical policies. They are also required to register their interests on an online database.

The Head of Risk Assurance, in her role as Chair of the Fraud Response Group (established pursuant to the anti-fraud policy to deal with incidents involving actual or suspected fraud), reports on such incidents to the Audit Committee. In addition, the Ethical Compliance Officer carried out a review of ethical compliance across the whole organisation and found it to be satisfactory.

The ethical policies are intended to ensure that all employees observe the spirit and letter of relevant laws and exercise high standards of ethical conduct in all our activities. These include dealings with stakeholders, creditors, marketing partners, suppliers, employees and the general community in which we operate.

Prospective suppliers and licensees are also required to declare any known, perceived or potential conflicts of interest (which may include directorships, business or private relationships or existing clients). Once appointed, suppliers and licensees are required to comply with the LOCOG Sustainable Sourcing Code (which refers to the Ethical Trading Initiative Base Code – see Section 5.6), the Code on Conflicts of Interests, the Code of Gifts and Gratuities and other policies as advised.

Risk management

The delivery of the Games comes with a complex set of issues and risks. Each area of LOCOG continues to maintain a risk register that identifies the likelihood and impact of risks occurring and the actions taken to manage them. Risks and issues assessments are updated regularly and reported to senior management and the LOCOG Board. Sustainability risks and issues continue to be identified and managed as part of this process, either by the Sustainability team directly or by other operational teams.

The Audit Committee continues to oversee the risk assurance function and our programme and risk management reporting, to ensure that detailed risk assessment and assurance work are focused on key areas of the business and aligned to identified business risk.

We review the internal audit charter annually, in accordance with best practice, and there were no changes made in 2011.

Our programme and risk management activities have been further coordinated and enhanced within the organisation and across the London 2012 programme. At the beginning of 2011, our Head of Programme Management took responsibility for the management of the London 2012 Programme Office. This acts as a central hub of information for the overarching programme, collating and analysing planning and progress information from all delivery partners to provide a single view of the programme for the Olympic Board and wider key stakeholders (see Section 6.1).

In addition, a Project Delivery Office (PDO) was established to act as a central function to support, coordinate and enable the LOCOG teams which play a role in the Games to deliver a successful operation. The Head of the PDO, the Head of Programme Management, and the Director of Readiness all work closely with the Head of Risk Assurance in identifying and managing risks.

Roles and responsibilities

The CEO continues to have overall accountability for our sustainability programme. Day-to-day management continues to be overseen by the Sustainability team. This includes 14 full-time equivalent staff as of the end of December 2011. During 2011, the Sustainability team was supported by a number of specialist volunteers, secondees and interns. The Head of Sustainability reports to the Director of Strategic Programmes who is a member of the Directors Group.

Diversity and Inclusion, employment and skills and workforce integration activities continue to be supported by distinct teams within the Human Resources department. Security is a standalone department which reports into the Director of Security and Resilience. During 2011, health and safety became a standalone department reporting directly into the CEO.

Health and safety

LOCOG's goal is to provide a 'harm-free' environment for everyone involved in the creation, development, delivery and enjoyment of the Games. Three objectives have been defined to achieve this goal:

- To instil health and safety at every level of our organisation and in the organisations of our contractors, suppliers, broadcasters and partners.
- To create a legacy of systems and processes for future Games.
- To encourage and persuade people to take the practices and behaviours that are introduced to them here into their future work and home environments.

The LOCOG health and safety management system underwent considerable development during 2011 in order to make it 'Games ready'. We also revised our framework for communicating health and safety matters and cascading information from the Board throughout the organisation with feedback from the whole workforce. To support existing communications structures, a Tactical Safety Steering Group and a Contractor Safety Leadership Group were also established (see Workforce and volunteering section). Team Matters continues to be a key forum for staff to raise collective issues and concerns including health and safety.

An e-learning package has been developed which incorporates information on UK health and safety law and the expectations and behaviours required to deliver a harm-free environment. This module will be rolled out at the beginning of 2012 as a prerequisite for all people working at our venues. It will be supplemented with a venue-specific health and safety briefing and role specific training (see Workforce and volunteering section).

We are pleased to report that there were no fatalities involving our workforce or participants connected with any of our events or activities in 2011. We have robust systems and policies to ensure a harm-free environment is delivered. 134 personal injuries were reported during the year which involved athletes (22), contractors (20), members of the public (mostly individuals auditioning for Ceremonies) (27), paid staff (23), volunteers (20), spectators (12) and other (10). All these injuries were of a minor nature and typical causes included aggravation of existing injuries, minor scalds, and cuts and blisters from operational activities. Forty-eight near misses were reported during 2011. We do not record lost time or sickness absence rates.

Games readiness

Testing is a critical element of ensuring the whole organisation is equipped to deliver the Games. A comprehensive sport testing programme has been assembled, which allows LOCOG to test specific elements of our operations at the majority of our competition venues right up to the Games. This is a crucial learning opportunity for LOCOG and its partners.

Branded the 'London Prepares' series and divided into three clusters, the programme focuses on testing aspects such as field of play, results, timing and scoring systems, incident reporting, sustainability, how teams work together and how people get to, from and around venues.

Cluster 1 commenced in May 2011 and finished in September 2011 and comprised 17 events, 12 of which were directly organised by LOCOG. A total of 42 sport events across 26 venues will have been staged between May 2011 and May 2012, along with numerous desktop simulations and exercises, several of which include sustainability-related scenarios.

Incident reporting

All potential issues should be prevented through identifying potential risks and ensuring management solutions are adopted. Unfortunately, incidents do happen and potential incidents need to be identified and processes put in place to respond effectively and minimise any potential harm.

Incident reporting arrangements evolved during 2011 to make them 'fit for purpose' for Games-time operations. Reportable incidents are defined to include injuries, damages, environmental damage, non-compliance with sustainability policies, near misses, hazards, threats or acts of violence, and any incident requiring the involvement of external agencies.



Weightlifting test event, part of the London Prepares series, December 2011

All incidents, including those relating to security, health and safety and sustainability, involving LOCOG can now be reported in three ways:

- Intranet incident reporting tool available to everyone with a LOCOG user account.
- Email to the Risk Assurance team via a dedicated email address.
- Incident Report Card which is available to all, including contracted workforce, which can be completed by hand and is sent to the Risk Assurance team within 12 hours to log centrally onto their database.

The Incident Report Card system was introduced in the logistics depots and warehouses in early 2011 and was used during the Cluster 1 test events. It is managed by the Risk Assurance team. A full debrief took place in September 2011 with key teams prior to Cluster 2 commencing to identify learnings and improvements to the system. Reports of incidents are generated each day and sent to nominated contacts to follow up, investigate and update the Risk Assurance team as appropriate.

During the Games, key operational teams will have access to the issue management system, iTrack, to ensure issues including incidents are recorded and tracked from inception to closure⁵.

In respect to sustainability, near miss or actual incidents are classified as follows:

- Major incident leading to prosecution
- Significant incident, potential of prosecution
- Moderate to minor incident
- Very minor incident

A total of 68 sustainability incidents were reported in 2011. Twenty-four were reported via incident reporting mechanisms. A further 44 were reported as a result of compliance monitoring conducted by our Sustainability team during test events and at non-competition operational sites. No incidents were of a nature which required formal notification to any regulatory authorities such as the Environment Agency and English Heritage. These bodies were, however, informed of any incidents which took place.

There were two significant incidents, 37 moderate to minor incidents, 24 very minor incidents and six near misses. Sustainability incidents were most common during event operations (test events), followed by those which occurred during bump-in/out and during fit-out activities.

⁵ All incidents must be reported but major incidents that require escalation at a high level (either to be aware or assist in resolution) are also logged as an issue. Most issues will have an incident attached but most incidents will not be an issue.

The majority of sustainability incidents (85 per cent) can be categorised as follows:

- Waste (23)
- Fuel and other spills (17)
- Fuel storage (5)
- Drainage (5)
- Ecology (2)
- Heritage (2)

An injured horse and a 15 litre fuel spill represent the two significant incidents reported. Both incidents required involvement of the onsite Incident Response team but no third parties. The root cause in both instances was identified as 'poor contractor performance'.

Workforce and volunteering

LOCOG will hire and mobilise a workforce of about 200,000 people, comprising 6,000 paid staff, up to 70,000 volunteers and over 100,000 contractors, with a vision of a 'one team' approach.

In 2011, the core organisation continued to increase in size considerably, bringing the total LOCOG headcount to 2,362 by the end of the year. Of the 2,362, there were 230 paid secondees and 84 Government secondees. We had 140 Trailblazers and interns, and 66 fully funded/free secondees as part of the creative resourcing programme, and we also have the support of 95 consultants/temporary staff on short-term contracts. There are an additional 1,747 individuals from partners and marketing partners (sponsors) who are also located in LOCOG offices and at our operational sites. The total headcount for December 2011 was 4,410.



The first orientation training event for 10,000 London 2012 Games Makers, Wembley Arena, February 2012

'LOCOG will hire and mobilise a workforce of about 200,000 people, comprising 6,000 paid staff, up to 70,000 volunteers and over 100,000 contractors, with a vision of a "one team" approach.'

The majority of contractor organisations were successfully brought on board during 2011, including security and stewarding, cleaning, catering, transport and retail. 'Contractors Corner', an extranet portal, was developed to support more effective communications with contractor organisations. A contractor handbook and Games-time training modules were also developed and issued to contractors. These materials incorporate information of relevance to labour standards, including the Games-time Grievance Resolution Protocol (see also Section 5.6). The Contractor Workforce Integration team have reviewed recruitment and training plans developed by contractors to ensure that they align with our employment and skills and training requirements.

In December 2011, following an initial baselining exercise in July 2011, contractors were asked to provide monthly returns of their actual and projected Games workforce to help them assure their numbers and for us to provide recruitment support if necessary. Contractor organisations were also asked to register as Responsible Organisations for accreditation purposes.

The volunteer selection events commenced in January 2011 at ExCeL and a series of regional selection events took place around the country. By the end of 2011 over 90,000 people had been interviewed, and over 50,000 individuals had been offered Games Maker roles.

During 2011 inductions have continued for all new starters – sustainability is embedded in the sessions. This continues to be underpinned by relevant e-learning modules and training sessions on specific topics (for example, timber assurance training for key staff and suppliers).

Sustainability has been embedded into core Games-time training modules which will be delivered through a number of channels including face-to-face, e-learning and workbooks. Games-time training commenced in February 2012 with an orientation module which all staff, volunteers and some contractors were required to attend. Sustainability content has also been fed into role-specific training where relevant. Workforce present at a certain venue will also be required to attend venue-specific training which will include information of relevance to sustainability. By Games time, Games Makers will have collectively undertaken 1.2 million hours of training, and will contribute eight million volunteer hours during London 2012.

We will provide our contractors' training teams with the content for orientation and common role training to incorporate into their own training.

McDonald's – supporting the Games Maker programme

Creating an accessible legacy

During the first half of 2012, over 12,000 Games Makers will visit McDonald's Head Office in East Finchley, London, to receive over three hours of event leadership training. In line with LOCOG's desire to host the most inclusive and accessible Games to date, McDonald's has improved the accessibility of its training facilities in East Finchley to welcome volunteers and improve access for staff and visitors, through:

- improvements in access from East Finchley tube station through to McDonald's Head Office, including lowering of ramps, new walkways and crossing;
- installation of new accessible toilet, hearing loops, ramps and handrails; and
- increased training in the area of diversity and inclusion for staff.

These improvements will ensure that all Games Makers have an excellent training experience when they come to East Finchley in 2012, provide McDonald's with an even more accessible location for visitors and employees and leave a lasting staff training legacy in the area of diversity and inclusion.

Training materials

As part of our commitment to support LOCOG's objective of staging a truly sustainable Games, McDonald's has worked with its suppliers to ensure that Games Maker training materials are cost effective and meet LOCOG's sustainability requirements. The materials have been designed to incorporate as many recycled elements as possible.

Wind-down and dissolution

Following conclusion of the Games, as an organisation we will immediately cease our event organising activity and begin to be dissolved in an orderly and solvent manner during 2013. In order to ensure we are prepared for the dissolution, dedicated resource has been provided to develop and implement a four-phase dissolution plan. Phase 3 of the plan (the pre-Games implementation phase) is underway and progress is regularly reviewed by the Organisation Committee and the Audit Committee.

Audit and assurance

Accounting, auditing and reporting on material sustainability issues continues to be a key part of our sustainability programme. Our structures and processes have continued to evolve and focus on those areas that are most important in order to deal with the increasing scale, scope and complexity of the task facing us.

The Risk Assurance team continues to be responsible for the Internal Audit programme and includes sustainability as part of its remit. During 2011, the Risk Assurance team carried out a number of reviews, which included sustainability. The team also completed its review of our external sustainability reporting. In addition, the Sustainability team undertook its own site-based reviews during test events and overlay works, and commissioned several supplier audits and audits of the extended supply chain. KPMG LLP has supported the development and tracking of all the different types of sustainability audits that have taken place across the organisation.

Independent, outcome-based assurance of the sustainability of the London 2012 programme continues to be provided by the Commission for a Sustainable London 2012 (see Section 6.1 for more details).



The Games Maker uniform that will be worn by around 70,000 volunteers and 6,000 LOCOG staff during the London 2012 Games, November 2011

5.3

Low carbon Games

Objective: To deliver a low carbon Games and showcase how we are adapting to a world increasingly affected by climate change

Overview

The London 2012 Sustainability Plan has set out our strategic approach for delivering a low carbon Games based on the following hierarchy:

- **Avoid/eliminate:** use design to reduce or eliminate emissions at source.
- **Reduce:** optimise resource efficiency in energy use, transport, materials and work practices.
- **Substitute/replace:** introduce renewable energy and lower carbon technologies both on site and through transport.
- **Compensate:** implement measures to deal with residual or unavoidable emissions and promote behaviour change.

Our priority is therefore to minimise impact by having as small a carbon footprint as possible. This is being achieved by conducting a detailed analysis of the estimated carbon footprint of the Games and then using the footprint to prioritise and implement avoidance and reduction measures. Much of this area focuses on venue design, procurement choices and operational efficiencies.

Progress at a glance

Target area	Status	More detail
Define and measure the carbon footprint of the Games	On track	Pages 113–115
Reduce the footprint through avoiding, reducing and substituting carbon emissions and quantify achievements through specific case studies	On track	Pages 116–126
Achieve direct carbon savings from reduced energy use at least equivalent to the original target for supplying 20% of Olympic Park electricity requirements at Games time using new local and renewable energy sources	Target at risk	Pages 121–122
Mitigate unavoidable carbon emissions of the Games by influencing the uptake of best practices and innovative approaches, behavioural change initiatives and other forms of compensation, and quantify achievements through specific case studies	On track	Pages 126–130

Our carbon footprint

London 2012 is the first summer Olympic and Paralympic Games to attempt to map a complete carbon footprint of the Games over the entire project term. Using the footprint methodology as an impact assessment has helped identify priority areas for avoidance and reduction efforts.

The carbon footprint has been calculated as a forward looking estimate, a 'reference footprint', for the seven-year lifetime of the project, from winning the bid in 2005 to dissolution after the Games in late 2012. It is important that these figures are recognised as order of magnitude reference footprint predictions. At the time of calculation, the project had many unknown elements, the data quality was mixed and there was little relevant information available from previous events.

The original reference footprint for LOCOG amounted to approximately 400,000 tonnes of CO₂ (approximately 13 per cent of the total London 2012 reference footprint), of which 50 per cent was due to the embodied carbon in the materials used for the temporary overlay (the temporary works and installations that are added at a venue to make it ready for the event).

The full [London 2012 carbon methodology](#) and reference footprint report was published in March 2010 as part of the Games knowledge legacy.

During the latter part of 2010, a detailed review was carried out of the LOCOG reference carbon footprint, and this was published in our first [Sustainability Report \('A Blueprint for Change'\)](#) in April 2011. The focus of that detailed review was on the major Games operational areas (primarily within our 'owned' footprint) because these are where there was still potential to influence decisions and secure significant carbon savings.



Ben Ainslie at the Weymouth and Portland National Sailing Academy, August 2011

The 2010 update provided a revised estimate for the reference footprint of 438ktCO₂e. The increase was due primarily to the inclusion of the carbon emissions from diesel generators into the analysis and increases in the estimates of off-Park energy use. The latest figures from the 2011 study see a drop in the reference footprint to 420ktCO₂e, due mainly to revised Games Family ground transportation mileage estimates which were previously much higher. The updated figures are reported below.

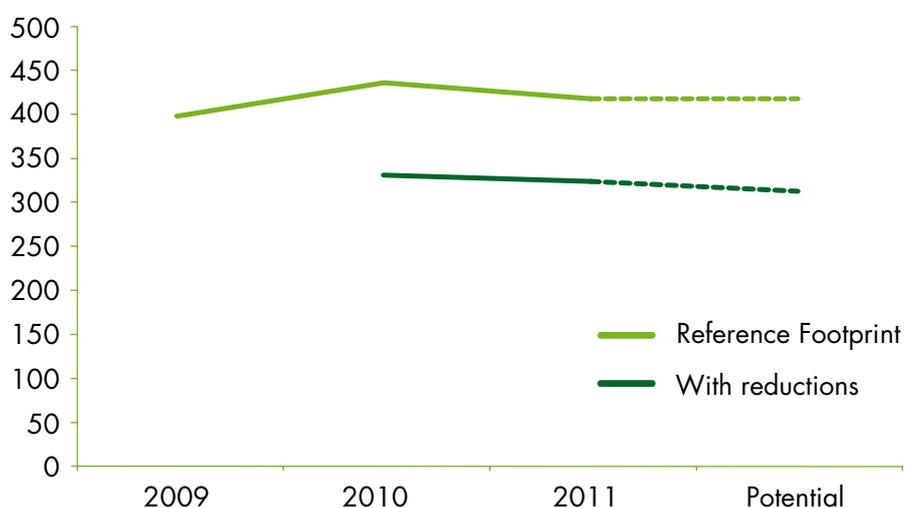
A detailed breakdown of the original (2009) reference footprint and the latest (2011) reference and 'potential' footprints is shown in Table 10.

Table 10 Detailed breakdown of reference and 'potential' footprints from Figure 6

LOCOG – owned	Original (2009) reference footprint	Revised (2011) reference footprint	Estimated actual footprint (based on current reduction commitments)
	ktCO ₂	ktCO ₂ e	ktCO ₂
Venue energy use	15	95	92
Overlay	152	131	47
Furniture, Fixtures and Equipment (FF&E)	47	40	38
IT services	50	39	37
Transport services	34	11	10
Travel grants	29	29	28
Games workforce and athletes	16	16	16
Ceremonies and Culture	8	8	6
of which Torch Relay	3.5	3.9	1.4
Other smaller items	51	51	51
Total	400	420	326

Note: The data in this table is presented in thousands of tonnes of carbon dioxide equivalents (ktCO₂e) and is therefore subject to rounding error.

Figure 6 Previous and current footprint estimates for operations (ktCO₂e)

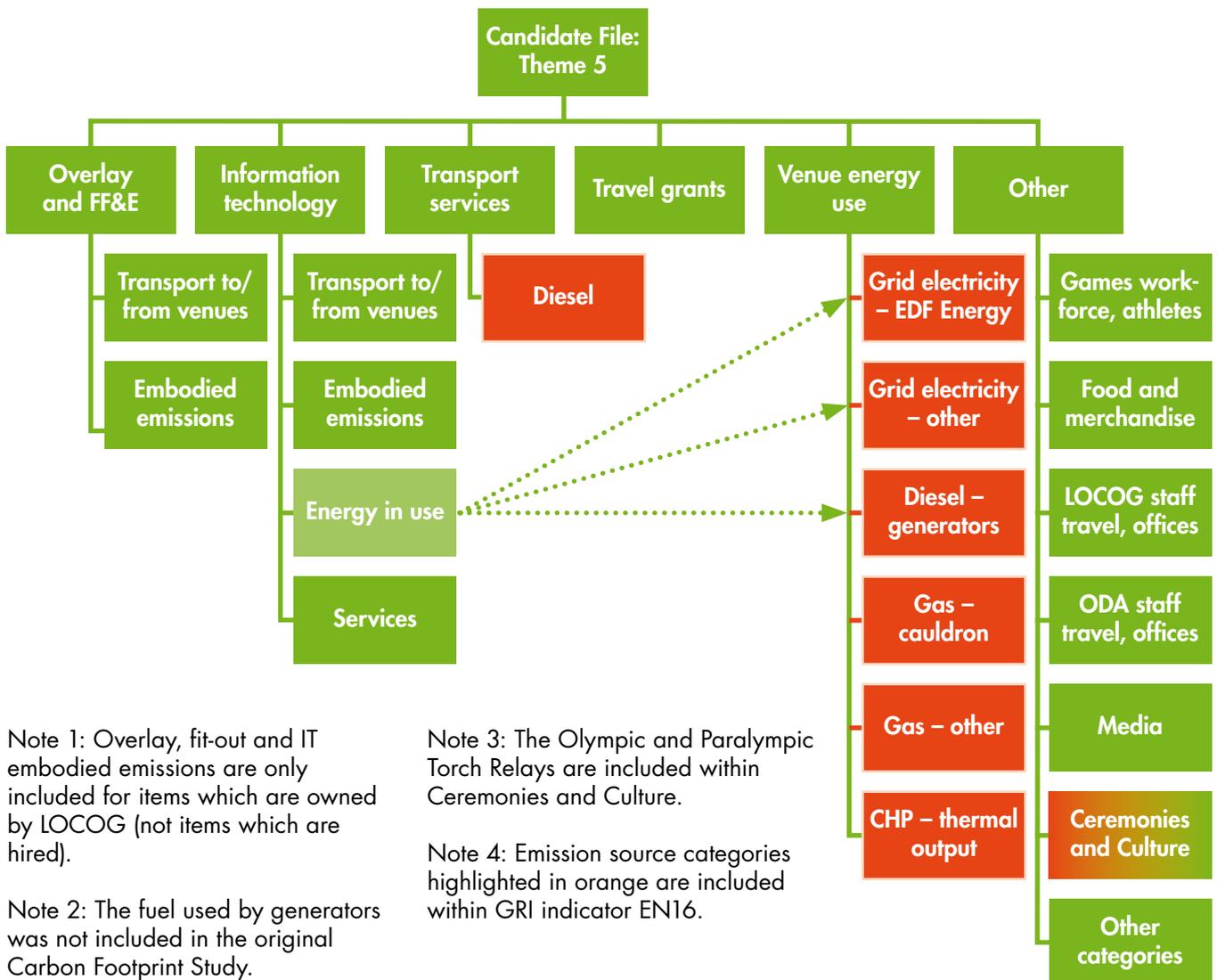


Coverage details

The emission source categories set out in Figure 7 are included in this study. Those emission source categories shown in red relate to direct and indirect greenhouse gas emissions. All emission sources shown in blue represent other relevant indirect greenhouse gas emissions.

These are included because they are the result of activities over which we are most able to directly exert influence or control. Further details of the criteria used to determine what was considered in and out of scope can be found in the [London 2012 Carbon Footprint Study](#).

Figure 7 Emission source categories included within LOCOG's owned emissions



LOCOG approach to emissions avoidance, reduction and substitution

In the 2011 review, effort has been focused on the 'top five' emission sources listed below, with the additional inclusion of a detailed analysis of the Olympic and Paralympic Torch Relays due to the high level of public interest.

- Overlay
- FF&E
- Venue energy use
- IT services
- Transport services

The review also identified small carbon savings in the travel grants programme (funding athletes' travel to the Games), whereby some continental European teams will be using Eurostar services for part of their journeys (0.14ktCO₂e). Modest savings are also resulting from the high recycled content in workforce uniforms (0.05ktCO₂e).

- Overlay and Furniture, Fixtures and Equipment (FF&E)

Overall the footprint of overlay and FF&E has been reduced by 50 per cent (from 172 to 86ktCO₂e).

Three key actions have contributed to halving this portion of the footprint: the first two were prior commitments, while the third was progressed as a result of recommendations made in the last report.

- **Reduce LOCOG owned carbon emissions and minimise carbon footprint through hiring 85 per cent of overlay (excluding FF&E).**

Based on the available data, it is estimated that the hiring strategy would currently deliver 64 per cent savings in the overlay footprint (84ktCO₂e) against the reference footprint (Figure 9 below) due to the decision to hire, rather than purchase, most structures and the majority of seating, boundary and services integration. The structures yield by far the largest savings.

- **Reduce planned (physical) footprint of LOCOG venues by 25 per cent.** This commitment impacts on the number and size of structures (temporary buildings and tents) hired. Data provided by our Venues team states that the floor area requirement was reduced, from a 2008 baseline estimate, by more than 90,000 square metres, saving on rental requirements and freighting. Were these to have been purchased new, the savings in embodied carbon would be 15ktCO₂e. However, if they had been covered by the hiring strategy (which is more likely) then the savings would have been far more modest (81tCO₂e) – the avoided emissions relating to the reduced need for transportation of the structures to and from the Games. More significant savings do arise from the reduction in lighting requirements as a consequence of the smaller floor area (see Venue energy use).

- **Hiring of FF&E.** Although not a stated commitment, the principle of hiring items, rather than purchasing them, has successfully been extended to FF&E, leading to significant further reductions of 2ktCO₂e. In addition, certain FF&E items have been leased on a 'buyback' arrangement. Although this doesn't reduce the 'owned' footprint it does contribute to the overall carbon compensation strategy by ensuring that the items have a secured use beyond the Games.

By the time of the first footprint update in 2010, an actual draft list of items was available and this was used to calculate the revised estimate of 188ktCO₂e (financial budgets were originally used to estimate the carbon impact of overlay and FF&E). The latest reference footprint estimate has fallen to 172ktCO₂e, largely as a result of reductions in the number of items to be procured. Some of these changes might be attributable to deliberate choices, making them avoidance or reduction measures rather than changes to the reference scenario, but it would be hard to prove such claims.

This most recent estimate also splits overlay into 'overlay' and 'FF&E' to assess more easily the impact of the hiring strategy, which refers to overlay only.



Horse Guards Parade ready for the Beach Volleyball test event, August 2011

Figure 8 Breakdown of overlay and FF&E reference footprint with significant emission sources labelled

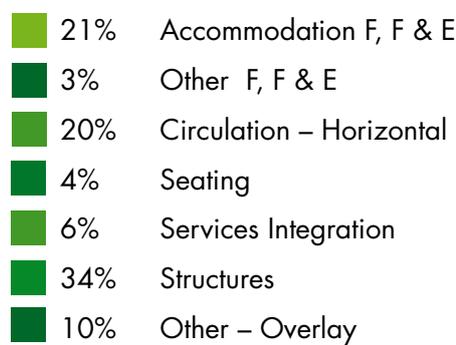
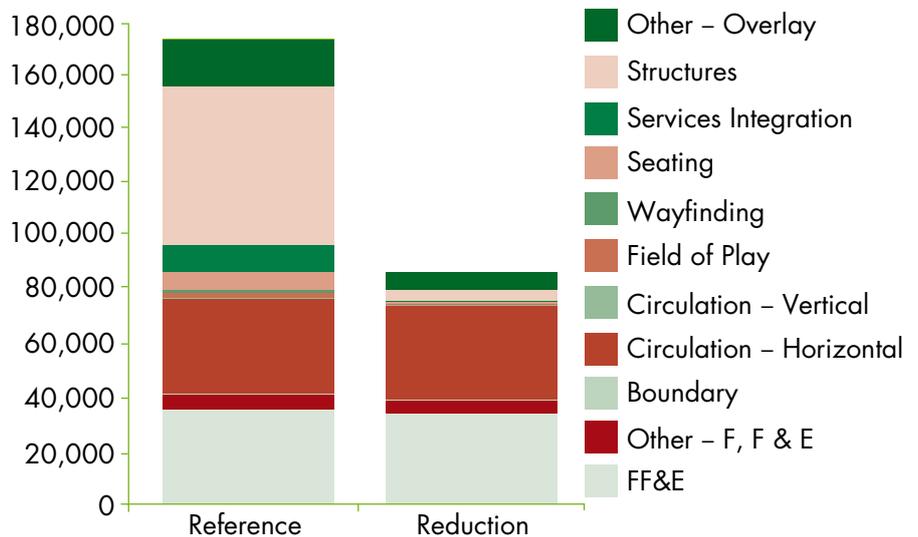


Figure 9 Overlay and FF&E reference and reduction footprints showing impact of reduction measures (in tCO₂e)



– Venue energy use

Energy use at venues (gas and electricity) was originally estimated to have a footprint of 15ktCO₂e. This figure assumed the use of grid electricity with UK average carbon intensity, and did not allow for temporary power generators or fully account for energy use at venues outside the Olympic Park.

The current higher reference footprint total of 95ktCO₂e has taken into account the full range of power sources to be used at the Games. This is presented below in Figure 10. Note that this estimate includes an allowance for the diesel left over in the bulk tanks and uses the original gas estimates; and that our carbon footprint reported here continues to be based on grid average carbon intensity for the proportion of electricity drawn from the mains, as per UK Government guidance.

Figure 10 Venue energy use reference footprint (ktCO₂e) by emission source

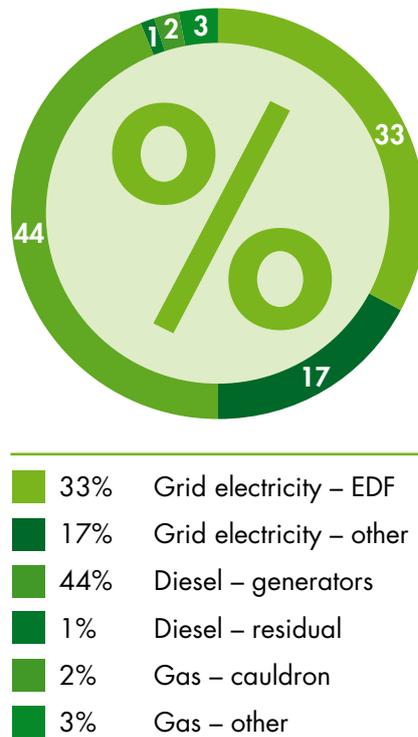
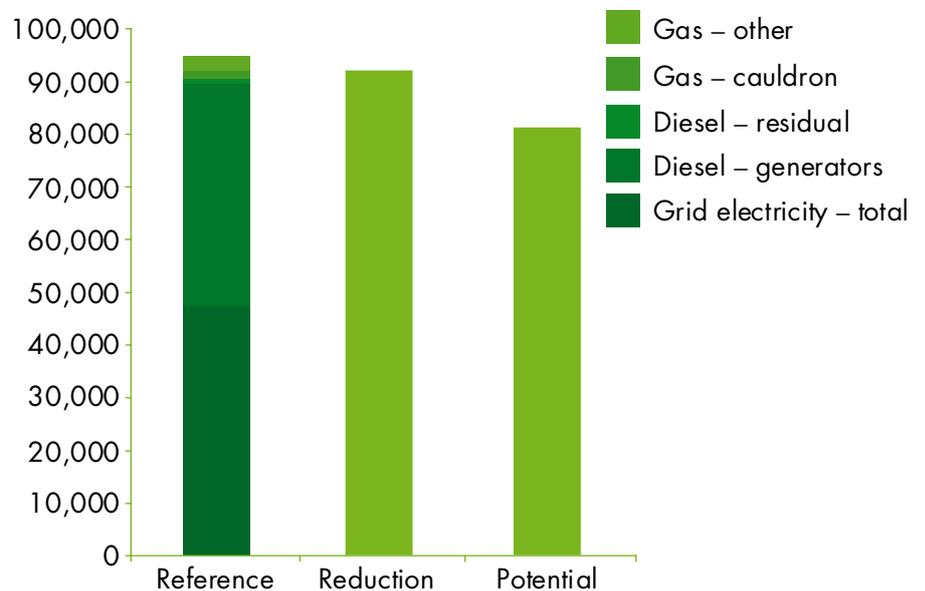


Figure 11 Venue energy use reference and reduction footprints showing impact of reduction measures alongside indicator of potential further savings (in tCO₂e)



Carbon accounting electricity usage

The Games' energy use will be supplied from three sources: electricity imported through the national grid, on-site temporary power generators and local low carbon energy sources, including photovoltaics (PVs) and small-scale wind turbines. During the Games the Olympic Park Energy Centre will provide efficient, local cooling and heating. For all new connections⁶ drawing power from the grid (principally the Olympic Park) our Official Electricity Supplier, EDF Energy, has committed to match every unit of electricity that it supplies to LOCOG with power generated from low carbon sources comprising 80 per cent nuclear and 20 per cent renewables. Although EDF Energy is investing heavily in new low carbon generation for the UK, including both nuclear and renewables, this new capacity is not being specifically built for the Games. The supply to London 2012 is therefore from UK, but non-Games specific sources. The matching of units is ensured by an independently verified auditing process.

Taking these units of low carbon electricity out of the system means that electricity consumers on standard tariffs will for a short time receive electricity with average higher carbon intensity. Although the supply provided to LOCOG by EDF Energy does not directly change the UK's overall supply mix, offering low carbon supply contracts is expected to build consumer awareness and choice which, it is hoped, will drive demand for more low carbon electricity solutions.

The effect this supply has on LOCOG's carbon footprint depends on the choice of accounting standards and guidelines, as approaches to calculating the greenhouse gas emissions from electricity use vary.



The Energy Centre on the Olympic Park

⁶ Most existing venues have their own energy supply arrangements and these are included in the Venue Use Agreements with LOCOG.

In estimating the carbon emissions attributable to London 2012's activities, we have reported using a conservative approach that adopts Defra guidelines⁷ and is supported by our Carbon Technical Advisory Group. This accounts for all mains electricity using grid average carbon intensity and ignores any supplier-specific variations.

An alternative approach would have been to use the international Greenhouse Gas Protocol accounting standard, which takes into account the carbon intensity of each supplier's own production sources. Under this system the benefit offered by EDF Energy's low carbon supply would substantially reduce the carbon footprint for venue energy use: from 92ktCO₂e to around 61ktCO₂e. The contribution of the grid electricity supplied by EDF Energy to the Olympic Park and other venues would fall from 31ktCO₂e (33 per cent) to under 1ktCO₂e (<1 per cent).

As an international protocol this approach enables direct comparison between different countries and is noted here for the benefit of future Olympic and Paralympic Host Cities. Where this carbon accounting method is used, a low carbon supply can be treated as a substitution.

– Energy conservation plan

In our previous report the target for carbon savings from energy reduction was stated as 4,890 tonnes CO₂e. This is the equivalent amount of carbon savings as would have been achieved with 20 per cent of Games-time electricity from new local renewables. The latest energy demand figures for the Olympic Park during the Games, and changes to Defra conversion factors, mean this figure has risen to 6,000 tonnes CO₂e.

To try to achieve our reduction target we are putting in place a detailed energy conservation plan. This is being developed in the first quarter of 2012 and will be ready for implementation as venues go live during the spring and summer.

'We are putting in place a detailed energy conservation plan.'

⁷ Guidance on how to measure and report greenhouse gas emissions (Defra 2009) www.defra.gov.uk/publications/files/pb13309-ghg-guidance-0909011.pdf

The development of this plan follows the summer test events and revisions to scope of power requirements, especially for technology and broadcasting. This now enables us to identify specific opportunities for energy saving measures across all venues. The focus of new measures is expected to be on operational protocols and ensuring these are communicated, implemented and reported through energy management procedures and workforce training. According to the Carbon Trust, energy management systems can deliver efficiency improvements of between 10 and 20 per cent which in this case would potentially lead to savings of between 3-6ktCO₂e.

A key driver in this process is cost: all energy saving measures will bring direct financial benefit to LOCOG.

Other carbon saving measures already identified include:

- **Reduction in venue spatial footprint leading to fewer areas requiring lighting.** In addition to the savings in the rental of structures and associated freight transport (see Overlay section), reducing floor area also reduces the demand for artificial lighting. Assuming 15W of electrical demand per square metre, this would deliver savings of around 0.8ktCO₂e.
- **Saving from the local use of CCHP output and other renewables.** The on-site Energy Centre produces low carbon energy from gas-fired CCHP units which during Games time will provide local heating (19,200MWh per annum). It is also fitted out with electric and absorption chillers which provide local cooling (3,700MWh per annum). The high efficiency units will save around 1.4ktCO₂e during the period from when the Park was handed over to LOCOG in January 2012 until the end of the Games in September. Direct savings from renewable energy installations should amount to a further 0.6ktCO₂e savings over the same period.
- **Reduction in non-essential comfort cooling (HVAC).** Last year we reported a target to reduce non-essential comfort cooling (HVAC) by 70 per cent against a March 2008 baseline. Following learnings from the test events this scale of reduction is no longer considered feasible, but the principle of minimising both installation and use of HVAC will be a key part of the Energy Conservation Plan. No savings have yet been included in the reduction scenario presented here but these could exceed 2ktCO₂e.
- **Reduction of surplus diesel and disposal plan.** There will inevitably be an amount of unburnt diesel left over for fuelling generators. Because of its storage treatment, it is no longer of a suitable quality for buy-back from the original supplier – BP. The priority will be to monitor generator fuel use to minimise the amount of residual diesel in the first place. Any remaining will be sold on to Aggreko as a stock for future generator use.
- **Reduction of fuel use of the Olympic flame.** Design concepts for the Olympic cauldron have been developed with an emphasis on using lesser amounts of fuel than in previous Games. Since the cauldron is predicted to lead to emissions of 1.6ktCO₂e any savings would have a significant impact.

– Information Technology (IT) services

As with Overlay and FF&E, financial budgetary data was originally used to provide an early, low- quality estimate – 50ktCO₂e – of the carbon impact of IT for the Carbon Footprint Study. This estimated figure made IT a potentially significant emissions source.

By the time of the 2010 update an actual draft list of items was available and this was used to calculate the revised estimate of 26ktCO₂e. In presenting this lower figure it was recognised that this was most likely an underestimate as significant data gaps still existed.

During 2011 further detailed information was provided by nine out of our 12 equipment and services partners.

This more complete inventory, combined with a more realistic assessment of what would usually be purchased, has increased the reference footprint which now stands at 39ktCO₂e (excluding energy in use which is included under Venue energy use). It has only been possible to quantify one of the reduction measures (increased leasing) – this has reduced the footprint by 2ktCO₂e (five per cent) to 37ktCO₂e. The 2011 IT reference footprint is presented below in Figure 12.

There were no prior commitments made to reduce the footprint of IT. However, all three recommendations made in the 2010 Sustainability Report have been pursued, leading to a measured reduction of 2ktCO₂e (five per cent). This reduces the IT footprint from 39 to 37tCO₂e:

– **Equipment hiring strategy.** By changing the contracts on some existing, purchased equipment to a lease-back arrangement, we have secured a post-Games future for those items.

Figure 12 Breakdown of Information Technology reference footprint (in tCO₂e)



■	42.01% Equipment
■	4.84% Freight
■	53.15% Services
	Total 36,716

- **Providing supplier guidance.** During the course of several sustainable technology sessions and offline discussions, suppliers were provided with guidance and support on carbon footprint measurement and reductions. This engagement has generated several case studies and heightened interest in carbon footprinting.
- **Supplier carbon reporting.** All technology suppliers were sent carbon footprint data sheets to complete. This both improved the quality of the information used in this latest update and encouraged several suppliers to collate and record data which they may not have previously captured. Evidence shows that the very effort of reporting emissions raises awareness sufficiently to generate small reductions.

– Transport services

Transport services are those provided to the Games Family (athletes, media, officials and so on) and exclude spectator travel. The original Carbon Footprint Study took into account all modes of travel (car, coaches, buses, boats and motorbikes), distance travelled and fuel consumed. The resulting reference footprint was estimated at 34ktCO₂e.

New baseline estimates of vehicle mileage are much reduced from those provided at the time of the original analysis. This is most likely because these earlier estimates were based on past Games and did not take into account the compact nature of London 2012 where accommodation, transport hubs and venues are geographically close, thus minimising transport distances for the Games Family.

The new 2011 reference footprint is 11ktCO₂e – around one-third of the 2009 estimate.

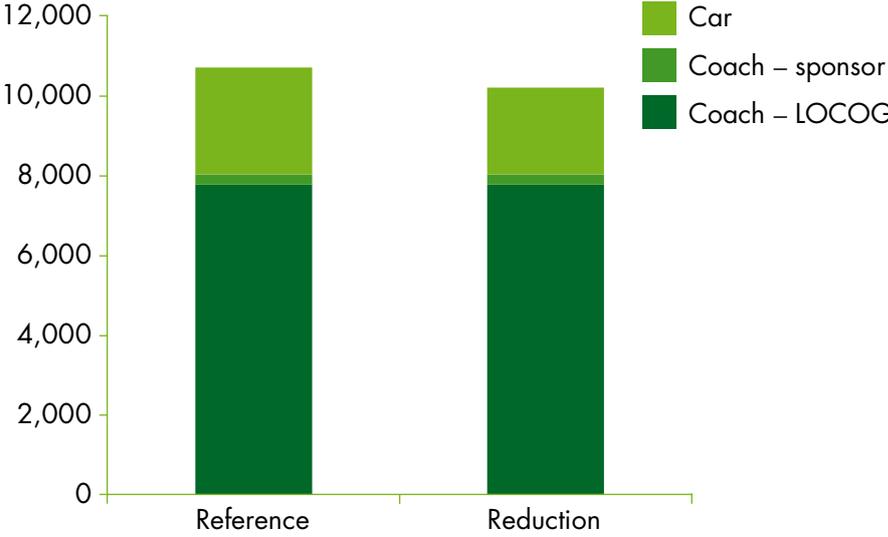
An early reduction commitment was to ensure that the passenger car fleet had an average emissions rating at, or below, 120gCO₂ per vehicle kilometre (vkm). Based on the vehicle fleet data provided, this target has been comfortably exceeded with an average figure of 107gCO₂/vkm. This compares with a UK fleet average for new vehicles purchased in 2010 (the latest year for which data is available) of 144gCO₂/vkm. The comparative emissions savings from the car fleet are around 0.5ktCO₂e. This translates into a relatively small percentage saving (five per cent) for transport services as cars make up only 25 per cent of the overall footprint.

Figure 13 Transport services reference footprint broken down by main emission sources (in tCO₂e)



- 73% Coach – LOCOG
- 2% Coach – sponsor
- 25% Car

Figure 14 Comparison of the transport services reference and reduction footprints (in tCO₂e)



Bus shuttle service at the Equestrian test event at Greenwich Park

– Reduction summary

The projected actual footprint based on 2011 data is estimated to be 326ktCO₂e. This shows the Games is on track to deliver carbon savings of just over 20 per cent (the calculated savings have changed slightly from 23.9 per cent in 2010 to 22.4 per cent in 2011). All the figures set out to date are forward projections, but are sufficiently robust to inform and support the ongoing Carbon Management Strategy. Further potential savings have been identified which are not included in this reduction scenario as there is less confidence in realising all of these.

The actual Games footprint will be determined from the quantitative measurement of Games-time activities. There will always be debate on what counts as avoidance and reduction given the lack of a firm baseline at the start, but the data, coupled with narrative on the measures taken to minimise the projected footprint, will be a vital legacy setting a benchmark for future events.

While each Olympic and Paralympic Host City will have different circumstances that will affect their specific carbon footprint, it is clear that the primary areas for any Organising Committee should be on overlay, FF&E, venue energy use, technology services and transport. This relates closely to the configuration and types of permanent venues and infrastructure in place in the city. London 2012's overlay footprint is relatively high because of the greater amount of temporary venues than in recent Games. Taken holistically, this is beneficial as we have not had to build so many new permanent venues, so the overall London 2012 footprint is lower than it might have been.

Our approach to carbon compensation

Inevitably, there will be a residual footprint caused from hosting the Games. We are committed to using this opportunity to deliver carbon 'compensation' benefits elsewhere – even though these savings cannot be directly considered as Games-related 'reductions'.

Recognising that the certainty and additionality of some carbon compensation measures are not always going to be easy to determine, we will be accounting for such initiatives separately. This also distinguishes between the actual Games footprint and any such mitigation measures. We believe that this is the most honest and transparent approach to take.

Because there are presently very few officially recognised ways for funders to 'count' the carbon savings from projects they support in the UK, we are adopting a broader approach to carbon compensation:

- Maximising the overall 'carbon benefit' of the Games and leaving a positive legacy for the event sector and the UK public.
- Using the Games as a catalyst for behaviour change.
- Transferring knowledge and lessons learnt through our carbon management programme.

Our strategy is clear that we will always prioritise avoidance and minimising of carbon emissions in the first place. This is being delivered through the following five areas:

- Transfer of knowledge and best practice case studies
- Re-use of assets and infrastructure including donations to local communities
- Local energy efficiency and retrofit projects
- Behaviour change campaigns
- Partner carbon offset initiatives

– **Transfer of knowledge and best practice case studies**

London 2012 has broken new ground with its inclusive and comprehensive approach to carbon management.

Highlights

- **London 2012 Carbon Footprint Methodology.** First published in 2010, this methodology is already being used to support Sochi 2014's carbon management efforts. In addition some stakeholders are looking to develop this into a more generic Publicly Available Specification for carbon footprinting of major events and projects. Other partners are establishing a framework for measuring and recording the carbon benefits of domestic projects (see www.ukcarbonreporting.org and panel below).
- **International Olympic Committee's Olympic Games Knowledge Management programme.** LOCOG will be contributing fully to this programme to help future Host Cities, candidates and aspiring cities, as well as other major events. This will include transfer of knowledge reports and best practice case studies.
- **Learning Legacy initiative.** The ODA has recently launched its [Learning Legacy initiative](#), key case studies from which are included in this report. LOCOG will also produce additional case studies to support a learning legacy on this agenda and a number of partners have signalled their intent to do the same, including BT and Coca-Cola.
- **Sustainability reporting.** The LOCOG annual sustainability reports set out our carbon achievements and learnings, and the final post-Games report will provide a detailed account of our actual footprint.

UK Carbon Reporting Framework

British Airways came together with other sponsors of the Games to explore the possibility of developing an initiative that would help local communities reduce their environmental footprint with the support of local organisations. From this, the idea of the UK Carbon Reporting Framework (UKCRF) was born.

The UKCRF was developed by the Buildings Research Establishment (BRE) in partnership with Forum for the Future, Deloitte and British Airways. Its aim is to promote investment in UK carbon reduction projects including renewable energy, forestry and energy efficiency projects that reduce carbon emissions, as well as engaging the local community on these issues. The framework provides companies with a mechanism to invest in activities that reduce carbon in the UK while also facilitating the growing effort by communities to implement local environmental initiatives.

The aims of the scheme are to:

- unlock funding for community benefit carbon reduction projects across the UK;
- create a registry of small-scale UK carbon reduction projects that lists projects' key characteristics relating to carbon, community and other wider benefits; and
- allow organisations to identify carbon reduction projects that align with their sustainability strategy and provide them with a framework to quantify and publicly report the carbon savings from projects they support.

– Re-use of assets and infrastructure including donations to local communities

We aim to avoid and reduce the embodied impacts of products and materials that are required on a temporary basis to deliver the Games. Much of this will be achieved through design efficiencies and procurement choices allowing us to hire items rather than purchase newly made stock for one-off use.

However, there will be a large number of items that we have to buy and these owned assets will be accounted within our overall carbon footprint. Securing a post-Games re-use of these items will go a long way towards compensating for this impact. In addition, this redeployment of assets will help others to reduce their own carbon footprints. We have a team in place to develop a plan for the sale, donation or other re-use of owned assets after the Games.

We have discussed potential legacy use with the Glasgow 2014 Commonwealth Games, the London Legacy Development Corporation and the Government, and we are following up on bid commitments in relation to the donation of sports equipment (see also Section 5.4).

– Local energy efficiency and retrofit projects

Local schemes to improve energy efficiency in housing, schools and sports clubs are resulting in carbon savings. One example is the ODA's proposed work with the Mayor's RE:NEW scheme to retrofit local social housing and schools with energy efficiency measures (see Chapter 3).

Although such activities provide measurable carbon savings that arguably would not have happened otherwise – ie: they have been inspired by London 2012 – they do not directly impact on the Games' carbon footprint and therefore fall into the compensation category.

One Destination Carbon Fund and Osprey Leisure Centre: a case study for the UK Carbon Reporting Framework

British Airways was one of the first to use the UKCRF in December 2011 when it supported the installation of solar panels on the Osprey Leisure Centre located next to the Olympic and Paralympic Sailing venue in Weymouth and Portland on the South Coast.

In September 2011, BA launched the One Destination Carbon Fund which allows customers to donate to low carbon projects in the UK. The Osprey Leisure Centre was the first project to receive funding from this fund.

Established in May 2007, the charitable, not-for-profit Osprey Leisure Centre took over a former naval sports centre with the intention of providing recreation and sports facilities for the local community.

Since opening, after much refurbishment and upgrading, annual attendance has trebled. So too has essential expenditure – particularly on electricity and gas. The fund was able to offer the centre the money to install solar photovoltaic panels on the roof so now it is benefiting from reduced electricity costs and selling the spare electricity back. This has not only helped the centre reduce its overall carbon emissions but it has also helped secure the future financial sustainability of the centre.

– Behaviour change campaigns

The Games provide many opportunities to inspire people to do things differently, including energy saving behaviours. The most visible programme to date is EDF Energy's Team Green Britain. Inspiring behaviour change is an important goal for many of the partner activation programmes associated with London 2012. Even small behaviour changes, when adopted by many individuals, can make an enormous difference. The greatest difficulty with such pledge-type campaigns is accurately determining the scale and permanence of any changes. Nevertheless they are an important part of a portfolio of carbon compensation measures, at the very least raising awareness and at best delivering real change.

The Pod through Get Set

The Pod is EDF Energy's programme for greener schools which launched in 2008 and forms part of the London 2012 education network, Get Set. Over 15,000 schools are now registered with the Pod, including over half of all primary schools in England, and over five million young people have engaged with the programme – double its original target. The programme aims to make real and measurable difference to the energy usage and carbon output of schools across the UK and to provide practical support, activities and materials for teachers. Although the Pod is aimed at UK schools, it also has 28 members in 17 different countries including USA, Turkey, France, China and Indonesia.

– Partner carbon offset initiatives

We have appointed BP as our Official Carbon Offsetting Partner, to provide a robust, formal carbon offsetting programme for the Games Family transport service. In September 2011, BP launched its spectator and partner activation programme using Target Neutral. Athletes and London 2012 partners were invited to register the journeys they are planning to take to London 2012 events. BP Target Neutral will ensure those carbon emissions are offset for free, providing funding for important low-carbon development projects around the world. BP is also offsetting the carbon emissions of some athlete delegations and accredited media.

All emissions will be offset from a portfolio of six carbon offset projects that have been chosen to represent each continental region participating in the Games. These projects have been carefully selected in accordance with Target Neutral's best practice procurement practices, the ICROA Code of Best Practice and in consultation with NGO's Forum for the Future and CARE International. The scheme aims to create awareness of the environmental impact of all journeys.

A number of other London 2012 commercial partners will be offsetting elements of their Games related activities, including UPS and Coca-Cola. We welcome such initiatives where they complement significant carbon reduction measures and contribute to long-term legacy.

– Reporting

We recognise the difficulty in quantifying such a variety of compensation methods. Nevertheless we are committed to reporting as accurately as possible the quantitative and qualitative outcomes of these measures associated with the Games as part of our formal sustainability reporting. This will be a further contribution to London 2012's knowledge legacy.

Olympic and Paralympic Torch Relays

Torch Relays are complex events involving LOCOG, the three presenting partners (Coca-Cola, Samsung and Lloyds TSB), around 120 vehicles, 11,000 Torches and more than 70 events, not forgetting uniforms and accommodation for the 450 or so people involved in staging the Relay along some 8,000km throughout the UK and a section in the Republic of Ireland.

While LOCOG is able to exert direct control and influence over some elements of the Torch Relays, our presenting partners and other stakeholders are mostly responsible for these activities.

In this report we have looked at both Relays and included an estimate of the impacts from all those involved. In order for ownership of the resulting footprint to be as clear as possible, we have sub-divided the emission sources.

The original reference footprint was based on the assumption that London 2012 would follow the Athens and Beijing Games in staging a worldwide tour, flying the Torch and entourage around the globe in a chartered aircraft. This would result in an estimated Torch Relays reference footprint of 3.9ktCO₂e (taking into account LOCOG owned emissions only). Limiting the route to the UK and Republic of Ireland⁸ has resulted in a substantial carbon footprint reduction of 65 per cent (from 3.9 to 1.4ktCO₂e). See the table below for a detailed breakdown of the reduction footprint of the Olympic and Paralympic Torch Relays, divided by the emissions for which LOCOG is responsible and those which are almost exclusively owned by the presenting partners.

Table 11 Torch Relays reduction footprint disaggregated by impact area (tCO₂e)

	Transport	Products and waste	Staff	Uniforms	Entertainments	Offices	Equipment	Other	Total	Total excluding (i)
LOCOG	511	63	445	149	405	103	1	18	1,696	1,359
Partners	501	1,013	638	153	406	0	0	271	2,983	2,983
Total	1,012	1,076	1,083	303	812	103	1	289	4,679	4,492

(i) Total excluding items accounted elsewhere in the operations footprint, for example staff travel to Vancouver.



London 2012 Olympic Torch Relay Dress Rehearsal, April 2012

⁸ The only other international element of the Olympic Torch Relay is the traditional lighting of the flame at Olympia, Greece, and direct transfer to the UK from Athens.

5.4

Zero waste Games

Objective: To deliver a zero waste Games, demonstrate exemplary resource management practices and promote long-term behavioural change

Introduction

Resource management is critical to the successful operation of venues and official facilities at a major global event like the Games. Furthermore, waste and resource management is one of the most visible elements of sustainability at the Games.

We are committed to delivering a zero waste to landfill Games and believe that all waste materials should be viewed as a 'resource'. This is one of our flagship sustainability commitments.

Our core focus is on the planning and delivery of the Games, but we cannot ignore the fact that we are already operational, using materials and generating waste. We have applied 'zero waste' principles to all our pre-Games operations and activities which have the potential to generate waste.

Progress at a glance

Target area	Status	More detail
Ensure that no waste arising during the 77-day Games period is sent directly to landfill from 'closed venues'	On track	Page 133
Treat all waste as a potential resource and ensure that at least 70%, by weight, of operational waste is re-used, recycled or composted	On track	Page 133
Take reasonable endeavours to re-use or recycle at least 90%, by weight, of the material arising from the installation and decommissioning of our venues (stretch target)	On track	Page 133
Work with suppliers, partners and local authorities to encourage alignment of waste management practices at 'open' sites with those adopted for 'closed venues'	On track	Pages 140–142
Work with partners to develop tools, public education and outreach initiatives to promote low-waste lifestyles	On track	Pages 142–143

During 2011 we continued to track our waste performance to enable us to learn and improve on our monitoring and reporting arrangements. We estimate that we recycled in excess of 62 per cent and diverted 96 per cent of waste from landfill in 2011 which was generated in connection with our operational activities⁹. We have also attempted to separate out waste which was created from our installation and decommissioning activities and estimate that in excess of 99 per cent was re-used and recycled. A breakdown of results relating to our waste performance is provided in Appendix 2. We have not had the same control over our operations as we will have during the Games. For example, disposal to landfill occurred at venues where we were not able to sufficiently influence waste management arrangements. This further reinforces the ‘command and control’ approach we are taking at Games time.

We finalised our Zero Waste Games Vision at the end of 2011 which details the steps we are taking to deliver a zero waste Games and complements our overarching commitment to stage a low carbon Games (see Section 5.3). This document was published in February 2012 and is the product of several years of research, analysis and consultations with industry and sustainability experts, advisory groups and key partners. We will also work with partners, including the Waste and Resources Action Programme (WRAP), to review the effectiveness of our strategy and plans after the Games. This will ensure we are capturing best practice and allow us to share a legacy of learnings that can be used and built on by others.

Focus areas

We have continued to pursue action across 10 critical success factors that we have identified as being crucial to delivering our zero waste commitments.

Management systems	Putting in place appropriate management systems which support our strategy objectives. These include sustainable procurement practices and interventions to control material types likely to arise in connection with event activities, such as those entering venue waste streams.
Resource management tools	Development of appropriate resource management tools and guidance to help key areas of the business minimise waste and, where they cannot, to maximise opportunities for re-use and recycling.
Specific tools and guidance for temporary venues and overlay	Development of appropriate tools and guidance for designers and contractors to support the advance identification of re-use or recycling options for materials/products used for temporary venues and overlay.

⁹ Based on actual data and estimates from specialist waste consultants where we have had limited control over how waste is managed – refer to Appendix 2.

Identification of reprocessing options and markets	Advance identification of reprocessing options and markets for all key materials likely to be collected (such as food and other organic materials), including securing sufficient capacity to handle the flow of materials.
Food catering packaging materials	Use of food catering packaging systems that maximise the potential for recycling and composting and minimise the potential for contamination and ultimately disposal – preferably involving a single-stream material approach for bottles and other food catering packaging items.
Waste receptacles	Use of a user-friendly, consistent and attractive system for waste and recycling collection across all venues.
Icon and colour-based communications	Integration into the design of the collection system of a simple icon and colour-based communication scheme to aid visitors in the act of depositing items for recycling.
Integrated communications package	Development of a fully integrated communications package that encourages recycling during the Games, and builds awareness of recycling before arrival at the Games – linked to national and regional communication initiatives such as Recycle Now and Recycle for London.
Workforce engagement	Development of an approach for involving workforce in the delivery of the communication and collection systems during the Games.
Transfer of knowledge	Contribution to knowledge transfer, including through the production of a 'good practice guide' on events waste management and delivery of a technical debrief event post-Games targeted at venue managers and event organisers.

We have a number of guiding principles which have continued to act as a frame of reference for developing our plans. Legacy remains an overriding principle which considers how assets will be used before, during and beyond the Games.

LOCOG began to host a series of sport test events, desktop scenarios and simulated exercises in the spring of 2011 (see also Section 5.2). This allowed us to review not just how things worked operationally but also how materials were being used and what kinds of waste were generated. We identified a number of issues to address and improve upon. These included the need to clarify roles and responsibilities in respect to waste management for certain Functional Areas, to improve training for certain roles, and to take further steps to minimise the risk of contaminated bins. We also identified some materials which would prove difficult to re-use or recycle (eg: geomembrane materials used in connection with Greenwich Park activities).

Other key highlights in 2011 were:

Area	Highlights
Event Resource Management tool	<ul style="list-style-type: none"> - The <u>Event Resource Management tool</u>, which we worked with WRAP to develop and promote, was launched in May 2011 and awarded the London 2012 Inspire mark. This is an online tool for event organisers, venues and event suppliers to use to help manage areas of significant generation. - Training workshops have been held with key suppliers and we have fed back to WRAP to enable modifications to be made which improve functionality.
Asset disposal	<ul style="list-style-type: none"> - Work continued throughout 2011 to plan what happens to assets owned by LOCOG after the Games. This included ongoing discussions with Glasgow 2014 Commonwealth Games, Government and the London Legacy Development Corporation. - Difficulties have been identified in tracking the redeployment and re-use of assets post-Games. A full review will be commissioned in early 2012 to ensure we are in a better position to capture this information.
Operational waste and resource management	<ul style="list-style-type: none"> - SITA UK was appointed as the waste and resource management services provider for the operational Games period. An independent audit of their proposed arrangements will be arranged in early 2012. - Operational readiness plans were developed and tested at several test events as part of the London Prepares series.
Packaging and consumables supply framework	<ul style="list-style-type: none"> - Tendering the supply of consumables and food packaging to Games caterers was decided as the best approach and a master supply agreement was finalised in late 2011. - A review and approvals process was developed in collaboration with WRAP to ensure compostable items are fit for purpose and meet requirements of quality protocols. 'On pack' messaging criteria were also agreed for key packaging items.

Area	Highlights
Waste and recycling collection	<ul style="list-style-type: none"> – An industry day was held with prospective suppliers of receptacles with the support of Coca-Cola in May 2011 and suppliers were appointed following successful tender applications. This will be an important part of ensuring a consistent front-of-house system for three primary waste streams (recycling, food and compostable packaging, and non-recyclables). – Streaming arrangements, including colour coded accessible bins and matching coloured bin liners, were actively trialled at test events as part of the London Prepares series.
Recycle Now signage and guidelines	<ul style="list-style-type: none"> – WRAP developed bespoke Event and Hospitality Recycling Guidelines in partnership with LOCOG between February and June 2011 which comprised colour-coded icons for the three primary front-of-house waste streams. The majority of packaging and consumable items from LOCOG catering and at McDonald's locations will have colour-coded icons or marks to match the primary waste streams.
Recycling communications strategy and plans	<ul style="list-style-type: none"> – A recycling communications strategy and plan was developed in partnership with WRAP during the latter part of 2011. This plan will be rolled out at the start of 2012 and is prioritised to certain client groups and venues through various internal and external channels.
Workforce engagement	<ul style="list-style-type: none"> – Sustainability has been embedded into Games Maker training programmes which began in January 2012, including recycling requirements. Specific waste management training will be provided depending on the role (see Section 5.2 for more information on the training programmes).
Installation and decommissioning	<ul style="list-style-type: none"> – Work continued with our key overlay contractors to put in place robust waste and resource management services arrangements for the installation and decommissioning phases of our programme. Encouraging lessons from test events and other overlay works indicated that our stretch target is achievable (see Section 5.7).

McDonald's zero waste Olympic Park construction

McDonald's is currently diverting 100 per cent of its Olympic Park construction-related waste from landfill. Ninety-eight per cent is recycled and two per cent is sent to waste to energy.

All its restaurants are being designed with re-use as the primary objective. The two buildings that are being constructed are being provided by an events hire company and will go back into the company's hire stock after the Games.

All internal and external furniture is being designed for re-use in the McDonald's UK refurbishment programme. Where HVAC and refrigeration plant is required these units will be sized to fit a number of 'drive-thru' restaurants and will be allocated to those with scheduled plant replacements/updates at the end of 2012. All the equipment packages will be utilised in McDonald's new build programme post-Games.

In the Olympic and Paralympic Village catering hall, its restaurant will be built from coldroom panels. If damaged these panels are fully recyclable; however, the majority will be used to either construct new or extend the life of existing coldrooms in its restaurants after the Games.

Zero waste Games

It is McDonald's ambition to achieve zero waste to landfill and the company is working with LOCOG's Sustainability team to achieve this on the Olympic Park.

McDonald's uses recycled materials wherever possible, and throughout the UK 89.5 per cent of its primary packaging is made from renewable resources. All take-away bags, napkins and cup carriers are made from 100 per cent recycled materials and are fully compostable.

All four McDonald's restaurants on the Olympic Park will be following LOCOG's guidelines for separating waste into compostable, recyclable and non-recyclable streams, helping achieve the zero waste to landfill target.



Aerial view of the Olympic Park showing the construction of the new McDonald's restaurant, April 2012

McDonald's uses a number of tactics to reduce the amount of waste from across its business being sent to landfill, and many of these tactics will also be used at the Olympic Park restaurants during London 2012:

- Delivery packaging is re-used where possible – for example, the delivery crates used for buns and muffins. Sophisticated forecasting systems are used to minimise food waste in restaurant kitchens.
- Corrugated cardboard is recycled, and used cooking oil is collected from 97 per cent of UK restaurants and converted into bio-diesel used to fuel the delivery fleet. Both items are collected through a backhauling method, utilising the food delivery vehicles and therefore reducing emissions from any alternative means of transport.
- In 2012, plastic milk bottles will also be collected from all restaurants and recycled back into milk bottles to be used by the dairy that supplies McDonald's.

'McDonald's restaurants on the Olympic Park will be following LOCOG's guidelines for separating waste into compostable, recyclable and non-recyclable streams, helping achieve the zero waste to landfill target.'

There are a number of other initiatives being rolled out across the UK. One example involves taking waste from over 220 McDonald's restaurants and sending it to Energy Recovery Facilities where it provides electricity and heat for local buildings and the national grid. Processing waste in this manner reduces carbon emissions and removes waste from landfill.

Coca-Cola's closed loop bottle2bottle recycling

The Coca-Cola System in Great Britain aims to help meet or exceed the LOCOG target to re-use, recycle or compost 70 per cent of all waste generated at the Games. Coca-Cola has committed to recycle every piece of clear PET plastic waste from the London 2012 Olympic and Paralympic Games, and repurpose the material into new Coca-Cola bottles within six weeks.

Coca-Cola has recently made a significant investment in a brand new recycling facility in Lincolnshire named Continuum Recycling. In partnership with the recycling company, ECO Plastics, Coca-Cola will open Continuum Recycling in spring 2012. This will be in time to make sure that all the products Coca-Cola serves at the Games are packaged in plastic bottles which contain 25 per cent recycled plastic (rPET).

'Coca-Cola has committed to recycle every piece of clear PET plastic waste from the London 2012 Olympic and Paralympic Games, and repurpose the material into new Coca-Cola bottles within six weeks.'

As a packaged goods company, Coca-Cola has experience in promoting recycling with consumers. The company has been working closely with LOCOG to devise a simple bin system that will encourage visitors to the Games to recycle or compost as much of their waste as possible. This system will feature clear signage and the Coca-Cola brand, serving as a reminder across Games-time venues of the importance of recycling. A pilot of these bins was run at the Handball test event in December 2011, and the iconography and messaging has been adapted on the bins based on what was learnt.

Managing waste outside the control or influence of LOCOG

We have continued to pursue a number of actions to encourage more responsible waste management practices at those locations where we have no or limited control or influence. These include waste generated in:

- Streets and public areas occurring as a direct or indirect result of London 2012. These are the responsibility of the local authority, such as the area around road race routes, Live Sites and Torch Relay locations.
- Other corporate and public events. These include London 2012 Festival events and locations used for hospitality programmes not organised and controlled by us.
- Venues not under our direct management. These include official hotels, London 2012 shops, and arrival and departure areas.

We have supported the preparation of guidance for operational planning teams within all local authorities where there is a London 2012 venue. In addition, we have produced guidance for all UK local authorities and have worked with London Councils to develop specific guidance and checklists for London boroughs. This guidance also supports those delivering a range of services, including cleaning and waste management.

During 2011, we prepared community planning guides to help communities on the route of the London 2012 Olympic Torch Relay plan their activities. Further information will be provided to the venues hosting the London 2012 Paralympic Torch Relay. We are encouraging all local authorities in relays-related activities to make litter pickers and recycling bins available as appropriate. We are also in the process of developing plans to manage waste from our Torch Relay operations in accordance with zero waste principles.



Front of house bins being trialled at the Aquatics Centre, March 2012

Zero Waste Events Protocol

Drawing on its considerable recycling on the go experience, we worked with Coca-Cola to develop a London 2012 Zero Waste Events Protocol. The protocol sets out five action points to help reduce waste, and to equip organisations involved in London 2012 related activities to:

- reduce the amount of event waste created in the first place
- boost average re-use and recycling rates for events in the UK
- demonstrate best practice in waste reduction, re-use and recycling

Our [Sustainability Guidelines for Corporate and Public Events](#) were updated to include reference to the [Zero Waste Events Protocol](#) published in February 2012. Organisers of our corporate and public events should operate in accordance with these guidelines and we also encourage all those putting on events associated with London 2012, including Cultural Olympiad activities and the London 2012 Festival, to do the same.

A dedicated [website](#) is being developed to enable users of the protocol to share their learnings and successes.

Look, wayfinding and signage

'Look and Feel' is the application of a common brand, design and theme, created to ensure an exciting and unified visual identity, which reflects the distinct vision and values of the London 2012 Games. This has been achieved through an integrated Look and Signage design programme to promote and protect the London 2012 Olympic and Paralympic visual identity and support the successful operation of the Games.

Games locations include all competition venues, training venues, Olympic and Paralympic Villages, Olympic and Paralympic Family hotels and media centres. A fully integrated Wayfinding and Signage approach has been integral to provide strategic tools to assist spectators in their journeys between local transport hubs and Games venues.

Outside of Games venues, we have led on creating and developing a single 'One Look' for the Games, working with Government and the Greater London Authority (GLA) on its design applications. This means that visitors and residents will see a cohesive Look across the UK, whether they are at the airport, in city centres or at one of our venues.

The London 2012 Look and Feel is the combination of street dressing, hero pieces such as Rings and Agitos, bunting, banners, lighting, new media, digital communication and spectacular visual effects including the designated marks, mascots, pictograms and fonts, which together create a visual identity system and a consistent experience across London, co-Host Cities and the whole of the UK.

For the past two years, LOCOG's Look, Wayfinding and Signage teams have been working closely with all local authorities, the ODA and venue owners in order to develop and roll out a fully comprehensive scope of works for up to 200 Games-time venues. At the same time, a special London 2012 'Look Book' has been developed which contains a number of options for local authorities to dress their communities, ranging from banners to growing flowers in Games colours.

A fundamental principle in the development of the London 2012 Look and Feel has been in its commitment to sourcing materials that meet its sustainability objectives. In June 2011, LOCOG appointed a principal contractor to source and deliver all Look, Wayfinding and Signage commodities in all Games-time venues and across the UK. Since this appointment, the principal contractor has been fully embedded at LOCOG and working toward our zero waste direct to landfill objective and ensuring that 90 per cent of all assets will either be repurposed or recycled. The design of the Look and Feel of the Games has also been integral in ensuring a minimal (third) transition from the Olympic 'Look' to that of the Paralympic Games, while maintaining a consistent Look and Feel for both Games.

A re-use and recycling plan is being developed for London 2012, in conjunction with our principal stakeholders and SITA UK.

Promoting low-waste lifestyles and enabling a legacy

Many of the actions we are taking to deliver on our ambitious targets have the potential to inspire lasting change. Supply chain interventions, training and publication of key guidelines and tools we have produced and new standards we have inspired all have this potential.

– New standards

London 2012 has helped to inspire development of a number of sustainability tools and standards aimed specifically at the events sector. Most of these are relevant to waste management (refer to Section 5.10).

In 2011 WRAP began to build on the zero waste work done with London 2012. Working with others in the industry, WRAP is developing a roadmap to reduce waste and energy consumption and deliver social benefits across the entire event sector. The roadmap is being delivered through EU Life+ funding of the European Pathway to Zero Waste Programme and is due for completion in summer 2012.

In parallel, WRAP is developing a voluntary agreement for the Hospitality and Food Service Sector on behalf of the UK Government and Devolved Administrations. The agreement will provide a framework to reduce food and packaging waste and manage the waste that does arise more sustainably. Many of our suppliers will be impacted by the Event Industry Roadmap and it is anticipated that the majority, if not all, of our master caterers will become signatories to the voluntary agreement. Our suppliers are therefore in an excellent position to be able to respond to these initiatives when they launch.

– London 2012 products and packaging

During 2011 we evolved our specific packaging guidelines for caterers. These changes helped to clarify specific technical aspects, such as compostable packaging. We also updated our generic packaging guidelines which were published in February 2012. Refer to Section 5.6 for information on recycled content in our London 2012 products and packaging.

We continue to be a licensee of the On Pack Recycling Label (OPRL) scheme developed by WRAP and the British Retail Consortium. We continue to ask all our official licensees to use the icons on London 2012 branded packaging wherever relevant and practicable.

– Carrier bags

At the end of 2011, we also concluded work to develop our approach to the provision of carrier bags in our official London 2012 shops. It is clear that the most important issue related to any carrier bags we provide is re-use. Our focus is therefore to minimise packaging in the first place and to encourage people to re-use the bags that are available. We are working with experts in this area to develop messaging that encourages behaviour change through the re-use of our bags and invites the customer to support the sustainability of the Games by not requesting one. We will be taking appropriate steps to ensure all our marketing partners are aware of our stance on carrier bags and encourage them to adopt the same position. More detail on our position on carrier bags is included in our Zero Waste Games Vision which was published in February 2012.



London 2012 merchandise showing the On Pack Recycling Label

5.5

Food Vision

Objective: To deliver the London 2012 Food Vision and leave a strong, sustainable legacy for London and the UK by nurturing commercial and educational partnerships

Overview

In recent years, one of the most significant changes in the global food industry has been the growing movement towards sustainable food production and consumption. It is now clear to many that a prosperous industry not only delivers high-quality food, drink and service, but does so in a sustainable way.

'This is the first time that a sustainable food policy had been developed for the Olympic Games and Paralympic Games or any major event.'

Until recently, with the retail food sector leading the development of sustainable food production, there had been little demand or incentive for the hospitality sector to engage with sustainability issues. That changed with the publication of the London 2012 Food Vision, 'For Starters', in December 2009. This is the first time that a sustainable food policy had been developed for the Olympic Games and Paralympic Games or any major event.



Key areas of the London 2012 Food Vision

The Food Vision was written with the help of a number of food experts in 2009. Its aim was to ensure the food at the Games is affordable for everyone, offers choice and diversity, with plenty of healthy options for people with special dietary or cultural requirements. Part of the Vision was that the standards of the event catering industry would be raised to a new level, as a legacy of the Games.

The Food Vision centres around five core themes:

– Food safety and hygiene

- Safe food
- Traceable food
- Resilient supply chains

– Choice and balance

- Catering for diverse dietary requirements
- Quality, choice and value
- Free drinking water
- Healthy and nutritious options

– Food sourcing and supply chains

- Minimal environmental impact
- High ethical standards
- Meeting defined product standards

– Environmental management, resource efficiency and waste

- Efficient use of equipment
- Reduced packaging and reusable materials
- Minimising waste and promoting recycling

– Skills and education

- Supporting improved skill levels
- Sustainability at the core of industry training
- A truly diverse workforce

Progress at a glance

Target area	Status	More detail
Ensure food and beverage services at the Games are delivered in accordance with the London 2012 Food Vision commitments	On track	Pages 146–150
Encourage organisations throughout the events, catering and hospitality sector to commit to supporting and implementing London 2012 standards across the industry	On track	Pages 150–152

Progress in 2011

The primary focus for 2011 was working with appointed catering contractors to develop and test operational plans. This included menus, confirming food provenance, training modules and information material.

Early in the year the appointment of 13 catering contractor partners was finalised. They will be supplying services across every competition and non-competition venue at the Games. All 13 are committed to working with us to deliver the Food Vision standards, which are included in their contracts.

This means across the board all food products have been sourced to high environmental, ethical and animal welfare standards to meet the benchmark standards of the Food Vision. For example, all meat will be British Red Tractor Assured, all shelled eggs free range and all fish sustainably sourced. There will be Fairtrade certified produce, as stated in the Food Vision, including tea, coffee, sugar and bananas, and now oranges. All white and rosé wine will also be Fairtrade certified. In venues where menu options can accommodate full use of carcasses, such as in the Media Centre and Olympic and Paralympic Village, it has been possible to source Freedom Food certified chicken and pork.

Key activities during the year included:

- Industry engagement events were facilitated, with opportunities made for producers to meet caterers and understand London 2012 requirements.
- The scope and scale of the catering provision was confirmed and operational plans were refined. At the Games there will be approximately 833 concessions operating across all venues.
- Comprehensive menu tastings were undertaken. Every single meal, snack and beverage served has been tested and approved by our catering team and signed off by the IOC and IPC.

Businesses wanting to supply products or services to the Games were asked to register their interest on www.competefor.com, which carries details of all the contracts associated with the Games. However, to ensure a broad supply chain that includes smaller scale, regional and local enterprises, we have sought out food through a number of other routes such as regional food groups and trade bodies across the UK.

During 2011 we participated in judging panels for industry awards and trade fairs and attended 'meet the buyer' sessions with catering contractors. These included the International Food and Drink Event (IFE), the UK's largest and most respected food and drink trade show, and two visits to the Speciality and Fine Food Fair. The teams have spoken to and sampled produce from over 40 businesses, many of whom are now involved in supplying the Games.



Locally sourced food from Tower Hamlets

At the 'meet the buyer' event in Tower Hamlets, one of the London 2012 Host Boroughs, the team met Wicker Fisheries who are now supplying salmon for use in the Main Media Centre. They also met the Wapping Sourdough Company, who make sourdough bread in a traditional brick oven lined with peat from the Thames. They will be supplying into the Olympic and Paralympic Village, Main Media Centre and the Olympic Hospitality Centre.

A Food Innovation Group was set up to connect with food industry experts to highlight any important innovations and food trends. In January 2011 this information was passed to the main catering contract holders. They have since engaged with small and large food businesses to source the best food products for the Games.

To ensure a wide variety of choice and balance in the food at the Olympic Park and other venues, two main menu themes have been developed:

- **British food:** to reflect the multicultural mix of flavours and foods enjoyed across the UK, great tasting quality foods have been sourced with strong provenance, anchored firmly in the UK.
- **International food from every continent:** a great range of international street food flavours from around the world.

Provision of drinking water

Drinking water will be made freely available to spectators at all Games venues. Ad hoc temporary measures were used at test events during 2011, while for Games time the solution will include hiring 180 drinking water fountains to be installed at competition venues.



Safety and security of food and beverage provision

The Food Vision identified three key commitments relevant to food safety and security:

- Exemplary standards of food safety and hygiene at all Games venues
- Robust traceability procedures for all food and drink provision
- Management of the risk of targeted, malicious contamination of food supply

These commitments have provided the framework for work with sponsors, commercial operations and catering contractors.

Detailed guidelines for contractors have been developed based on catering industry good practice and these have been shared with the other Games food and beverage providers. This has been led by experts in regulation seconded from the Joint Local Authority Regulatory Services (JLARS) unit, set up to manage local authority regulation across the four local authority areas of the Olympic Park, and the Chartered Institute of Environmental Health (CIEH), the professional body for environmental health practitioners.

The guidelines provide the framework against which performance of food and beverage suppliers will be measured in planning and operational phases. In Autumn 2011 catering contractors were required to provide generic food safety management plans, based on the guidelines. Plans have been assessed by the seconded experts with assistance from venue local authorities. Further amendments will be made as food and beverage suppliers move into venues and commence operational activities. Such operational preparations have been and will continue to be subject to scrutiny and assessment during test events to ensure readiness for full Games operations. Support in the form of advice, intelligence, verification sampling and equipment is being provided by national agencies such as the Food Standards Agency and the Health Protection Agency as well from water companies and the Drinking Water Inspectorate.

During Games operations there will be coordinated scrutiny of the implementation of agreed food safety management systems. The primary responsibility for food safety lies with the food and beverage providers and contractors will be required to provide specialist food safety teams to focus on key activities. To assist in this work and to provide additional assurance, JLARS, CIEH and LOCOG are developing a volunteer Environmental Health workforce who will carry out critical food safety checks at venues. This work will be risk based and coordinated with the work of the food and beverage suppliers and external regulatory authorities.

Beyond preparation and testing for normal operations, food and beverage providers are developing specific plans to manage potential disruptions during Games time. This includes plans to ensure business continuity and to manage the risk of targeted malicious contamination. The latter work is being coordinated by LOCOG and supported by specialist advice from external experts.

Catering packaging and waste

The Catering function operates alongside Cleaning and Waste as during Games time the majority of waste generated is food and food packaging. In order to meet the zero waste direct to landfill target and achieve a 70 per cent re-use, recycling and composting target, it is vital that all food contractors support this commitment.

Accordingly, all caterers are required to source packaging and consumables from a single supplier providing recyclable and compostable materials. These will be colour coded and clearly labelled to match the three waste streams provided in front-of-house areas.

This approach is designed to maximise our recycling and composting rates (see Section 5.4 on waste management). For many caterers this has been a fundamental change in how they source products and packaging and one which many plan to adopt.



One of our caterers has engaged with local and national suppliers to procure British-made food, they have adopted this practice across their business. They are also seeking Red Tractor accredited meat suppliers and have switched many disposable items they buy to fully compostable products. The company has already seen real benefits from this process.

As well as having a lasting impact on catering contractors the Food Vision has also led to positive changes happening in the wider British food industry. For example, since the Food Vision was launched, the number of Red Tractor Assured catering butchers has doubled in the UK, as many are supplying our major catering contractors. The British Pig Executive has confirmed that the profile of Red Tractor has been raised among UK pork farmers as a consequence of the Food Vision.

The catering plans have not been tested at the pre-Games test events in 2011, due to the impracticality of installing temporary kitchens. However, the Catering team has worked closely with the contract caterers, monitoring how they operate at other events and venues. The caterers will be operating at the final phase of test events in April and May 2012.

'Since the Food Vision was launched, the number of Red Tractor Assured catering butchers has doubled in the UK, as many are supplying our major catering contractors.'

Awards

The LOCOG Catering team received the following awards in 2011:

- **Good Egg Award** from Compassion in World Farming for using eggs and egg products that are cage free (July 2011).
- **British Banger Award** from the David Black awards for services to the British Pig Industry (November 2011).

Food legacy

As stated in last year's report, there were two goals for 2011 for establishing a solid Food Vision legacy:

- Encourage more organisations to announce publicly that they will adopt the Food Vision standards in their businesses and events.
- Find one or more host organisations to issue guidelines for the catering industry on how to apply the Food Vision standards, possibly under the London 2012 Inspire mark.

The first of these has been achieved by the many organisations that have publicly stated they will adopt the Food Vision standards; a key example being the Greater London Authority Group, including Transport for London, the Metropolitan Police and the Fire Brigade.

The second goal has been achieved by the Food Legacy programme, which has been awarded the London 2012 Inspire mark. It was set up by several stakeholders who support the development of the Food Vision, and continue to back this as a legacy theme.

The Food Legacy programme aims to inspire, inform and provide practical assistance, helping more caterers and food suppliers achieve the ambitions of the London 2012 Food Vision. A project officer has been appointed by the Group for 2012 and a [website](#) is now hosted by Sustain.

The Food Legacy pledge is a key part of this initiative, asking caterers, restaurants, event organisers and hospitality organisations to commit publicly to improving the healthiness, ethics and sustainability of the food they serve. This represents the concept of the 'Food Charter' that was originally proposed in the London 2012 Food Vision.

'The Food Legacy programme aims to inspire, inform and provide practical assistance, helping more caterers and food suppliers achieve the ambitions of the London 2012 Food Vision.'

Contractors have been supporting innovative partnerships between colleges and universities. They are also working with our Employment and Skills team to recruit people from the Host Boroughs. Skills and training will be a fundamental to ensuring a lasting food legacy.



Sustainable Fish Cities

'The success of LOCOG's sustainable fish policy inspired a project launched in January 2011, which aims to make London the world's first Sustainable Fish City.'

The campaign's bold objective has become a huge success. Many organisations and catering companies have already endorsed the campaign and several of the larger companies have also agreed, as part of their sustainable fish pledge, to gain Marine Stewardship Council chain of custody. This is a significant step, enabling them to buy certified fish.

These include the National Trust, London Zoo, 15 London universities, the Metropolitan Police, Transport for London and a wide range of restaurants and caterers. Many organisations whose jurisdiction stretches outside London have adopted this too, including central Government, prisons and areas of the Armed Forces.

These organisations have adopted a fully sustainable fish policy for their own catering. However, the majority are also promoting sustainable fish to their own clients and customers, raising awareness of sustainable fish issues and encouraging a responsible approach to fish consumption.



McDonald's Open Farms

McDonald's Open Farms programme was established in 2010 to raise awareness of British agriculture and the key role British farms will play in providing food for the London 2012 Games. The programme also aims to raise standards across the supply chain by promoting the best practice in standards and welfare demonstrated by farms in the programme.

To achieve this, McDonald's is opening up some of the 17,500 British and Irish farms that provide it with top-quality ingredients, through organised public visits.

In 2011 McDonald's organised 11 Open Farm visits – more than double the number in 2010. Families, stakeholders and athletes visited British farms, seeing first-hand how ingredients such as seed potatoes, free-range eggs, beef, lettuce and organic milk are produced. Further visits are planned for 2012.

In addition, an educational element was added to the programme by engaging with eight schools from the Host Boroughs. Forty pupils from five boroughs took part in two visits to the Food Animal Initiative's farm in Oxford in May, giving children a unique insight into how some of the food that will feed visitors and athletes is produced.

A farmer-to-farmer knowledge sharing event also took place in Dorchester in May and was attended by over 20 beef farmers.

'Forty pupils from five boroughs took part in two visits to the Food Animal Initiative's farm in Oxford in May, giving children a unique insight into how some of the food that will feed visitors and athletes is produced.'

5.6

Procurement, licensing and sponsorship

Objective: To optimise sustainability through procurement, licensing and sponsorship deals

Introduction

The Games could not be delivered without the many hundreds of products and services provided by our supply chain. Similarly many key sustainability objectives could not be delivered without the support of our suppliers and licensees.

Being aware of the environmental, social and ethical issues behind the sourcing and procurement of products and services is a vital aspect of the Games' sustainability performance. To enable informed and balanced decisions all marketing partners (sponsors), suppliers and licensees must comply with the [LOCOG Sustainable Sourcing Code](#) (the third edition was published in July 2011). The Code is incorporated into the tender evaluation processes and is a contractual requirement.

Progress at a glance

Target area	Status	More detail
Ensure all priority spend area contracts are procured and monitored in accordance with the LOCOG Sustainable Sourcing Code and applicable supporting strategies and guidelines	On track	Pages 160–167
Ensure all official LOCOG licensees adhere to the sustainability approvals process	On track	Pages 158–160
Ensure all materials are sourced in accordance with LOCOG policies	On track	Pages 167–168
Ensure all timber and timber products are sourced in accordance with LOCOG policies	On track	Pages 168–169
Ensure all contracting organisations where the London Living Wage is applicable to their contract commit to paying this as a minimum	On track	Page 170
Ensure all legitimate complaints received in connection with sustainability are handled appropriately	On track	Page 166

Despite the challenging global economic climate there has been outstanding progress on securing the £2bn needed to finance the Games from the private sector.

Sponsorship

Great partners are needed to deliver a great Games. The amount of investment from private companies is a testament to the attraction of the London 2012 project. Sponsorship revenue constitutes approximately one-third of the budget. This comes not only in the form of cash, but also as goods and services in kind. By the end of 2011, the target of raising £700m in domestic sponsorship had been reached and LOCOG gained a total of 54 marketing partners.

Sustainability is integral to sponsorship deals, both in respect to managing risk and leveraging the value of commercial partnerships. A number of the marketing partners are instrumental in delivering sustainability objectives and target areas.

Uniforms sourcing

In November 2011, we unveiled the designs of the Games Maker uniform that will be worn by up to 70,000 volunteers and 6,000 LOCOG staff, and the Technical Officials uniform which will be worn by around 4,500 Technical Officials during the Games.

The uniforms will be a visible presence for the millions of spectators who will be coming to London and the UK. They fulfil all the necessary practical criteria for a diverse range of Games Makers and Technical Officials to undertake the varied roles that will be required during the Games.

The Games Maker uniform, designed by LOCOG in association with London 2012's Official Sportswear Provider adidas, has a deep purple and poppy red colour scheme. The colour combination is based upon a contemporary twist of a regal purple and vibrant Grenadier Guards red. The combinations of vibrant and fresh colours will provide a distinctive look and allow Games Makers to stand out in the crowd.

LOCOG, in association with British retailer and London 2012's Official Clothing and Homeware Supplier Next, designed the formal wear uniform that will be worn by Technical Officials during the London 2012 Games. The formal wear is also inspired by British heritage but with a modern twist.

LOCOG, adidas and Next have worked together to ensure that both the Games Maker and Technical Officials uniforms are as sustainable as possible.

All the uniforms have been produced in ways that reduce greenhouse gas emissions, minimise waste and other local environmental impacts, while also taking full account of responsible sourcing throughout the supply chain. Suppliers and factories have been briefed with regards to the sustainability standards set by LOCOG, and regular audits are conducted to ensure that they meet minimum compliance standards.

Games Makers will start picking up their uniforms from April 2012. Technical Officials will pick up their uniforms from June 2012.

Games Maker uniforms

The adidas Olympic programme is focused on creating new opportunities for sustainable product innovation from design to production. Through provision of Games Makers' uniforms, adidas is developing an advanced generation of more sustainable products to bring to market. Many of the materials being used are based on recycled components. Using recycled materials prevents waste by reducing consumption of fresh raw materials and lowering the energy consumption required to extract and process virgin materials into new products. These include:

Recycled polyester (Rec PES/Rec PET): a synthetic fibre based on post-consumer waste, such as plastic bottles and used clothes.

Organic cotton: organic cotton is grown without pesticides or fertilisers and from seeds that are not genetically modified or treated. To obtain an 'organic' certification, a farm must have been inspected by an accredited certification organisation using strict international standards. adidas has set up a tracking system that is based on the Organic Exchange blended standard. This means that cotton can be tracked from the product back to the field to prove the organic origin of the material.

Other recycled materials: various recycled materials are sourced, such as inlay soles, textiles, finishings and rubber.

165 new sustainable fabrics have already been created off the back of this programme. This best practice in product design and production is being implemented across the adidas brand. One highlight includes the Games Maker shoe that has achieved 70 per cent pattern efficiency. This shoe is now serving as a benchmark for waste reduction across all adidas footwear.

'Through provision of Games Makers' uniforms, adidas is developing an advanced generation of more sustainable products to bring to market.'



Games Maker uniform

Key attributes

<p>Games Maker shoe</p> 	<p>The adidas special edition Fluid Trainer is the most sustainable shoe the adidas brand now offers. The Fluid Trainer will be worn by all Games Makers. The shoe's radical sustainability credentials include:</p> <ul style="list-style-type: none"> - Pattern efficiency of 70% or more achieved for every piece of the upper - Main upper parts contain Environmentally Preferred (EPM) 3 or 5 star materials - EVA midsole and rubber outsole contain 10% recycled content - Sock liner contains 20% recycled content - Laces contain 100% recycled content
<p>Games Maker jacket</p>	<ul style="list-style-type: none"> - Shell: 100% recycled polyester - Lining: 65% PES/35% recycled polyester - Lining mesh: 100% recycled polyester
<p>Games Maker polo top</p>	<ul style="list-style-type: none"> - 100% recycled polyester
<p>Games Maker trousers</p>	<ul style="list-style-type: none"> - Lining: 65% PES/35% recycled polyester - Shell: 100% PA woven canvas
<p>Games Maker drinks bottle</p>	<ul style="list-style-type: none"> - Created with Coca-Cola, it is the first ever 100% recycled PET sports drinks bottle
<p>Games Maker socks</p>	<ul style="list-style-type: none"> - 86% organic cotton/13% PA/1% EL
<p>Games Maker cap</p>	<ul style="list-style-type: none"> - 50% PES/50% recycled polyester
<p>Games Maker distribution bag</p>	<ul style="list-style-type: none"> - 100% recycled polyester
<p>Games Maker bag</p>	<ul style="list-style-type: none"> - 94% PES/6% recycled polyester
<p>Umbrellas</p>	<ul style="list-style-type: none"> - Supplied by Next: fabric is 100% recycled polyester

Note: Technical Officials may also wear a casual uniform depending on their sport. This uniform has been designed by adidas and is the same as the Games Maker uniforms; however, the colours are blue and white.



Technical Officials – formal wear (left) and casual uniform (right)

Technical Officials formal wear

Next recognises and understands it has both a responsibility and an obligation to work to reduce the impacts of its business operations on the natural environment both now and in the future. Next considers the management of environmental impacts in the supply chain to be a fundamental aspect of responsible sourcing and product management.

Key attributes:

Trilby hat	– 100% responsibly sourced paper
Shirt	– 55% cotton/45% recycled polyester
Blouse	– 98% cotton/2% elastane
Jacket	– Suiting material: 49% cotton/27% polyester (including 9.2% recycled polyester)/22% wool/2% elastane – Lining: responsibly sourced viscose/acetate
Trouser/skirt	– 97% cotton/3% elastane
Tie	– 100% silk
Scarf	– 100% cotton
Belt	– 100% responsibly sourced leather
Shoes	– 100% responsibly sourced leather

Official licensees

A proportion of revenue is generated by licenses giving companies the legal right to produce and sell a range of items carrying the London 2012, Team GB and ParalympicsGB brands.

The licensing and retail programme in numbers:

- Up to 10,000 product lines
- Up to 60 licensees
- £80-£100 million in revenues
- Approximately £1 billion in total retail sales

As of November 2011, approximately 3,500 individual product lines had been made available to the market out of an expected 10,000. These range from pin badges to sportswear and train sets.

Merchandise is currently on sale to the public via an online retail platform, London 2012 shops at locations such as St Pancras station, Paddington station and Heathrow Airport, and through retail partners Sainsbury's, John Lewis and Next.

Sustainability continues to be a priority in all licensing deals, with an emphasis on responsible sourcing. A number of licensees have taken significant steps towards enhancing the sustainability credentials of their products and packaging. Ninety per cent of licensees signed to date are British, but many products supplied and sold by UK companies are manufactured overseas.

'Ninety per cent of licensees signed to date are British.'

The retail licensees who will operate the stores and concessions within our venues are developing their operational plans in accordance with the requirements of BS 8901:2009. We are also exploring ways in which we can communicate the licensing sustainability story within the stores.

In October, the Commission for a Sustainable London 2012 published its review of merchandising. While a number of recommendations were made, it found that the London 2012 sustainable merchandising efforts were the best the Olympic Games and Paralympic Games had seen to date. New standards are being set for the event and retail industries.

Forty-eight licensees produced merchandise during 2011. All the licensees are required to follow an approvals process prior to any production being allowed to commence. This process requires all locations used to produce London 2012 licensed products to have management plans in place. These must also be disclosed on the Supplier Ethical Data Exchange (Sedex) and are independently audited. Where standards are not met, appropriate corrective actions are defined, monitored and verified.

'London 2012 sustainable merchandising efforts were the best the Olympic Games and Paralympic Games had seen to date. New standards are being set for the event and retail industries.'



Merchandise at Heathrow Terminal 5, March 2011

During 2011, we initially rejected 39 factories and required corrective action to be taken before production could commence. In addition, as a result of a further audit commissioned by one of their other clients, a licensee suspended production at a factory which also produced items for London 2012 while remedial action was taken.

Procurement

Directly contracted suppliers delivering products and services make up the majority of the supply chain. During 2011 significant progress was made in placing contracts and the majority of the programme is now complete. The successful results demonstrate the sharing of business benefits across a wide range of organisations from all over the UK.

Our procurement programme in numbers:

- More than £700m in procurement spend
- 70 per cent of suppliers contracted to date are small or medium sized enterprises (SMEs)
- Equating to more than 250 SMEs who have won contracts
- Over 90 per cent of spend is with UK companies
- Of UK suppliers, two-thirds are based outside of London
- Every nation and region of the UK has won contracts

CompeteFor is the chosen website of London 2012 for the publication of Games-related business opportunities. It acts as a brokerage service between potential suppliers and buyers throughout the London 2012 supply chain. It is free to use and can be accessed via the [London 2012 Business Network](#).

Over 10,200 opportunities have been published on CompeteFor. CompeteFor is also promoted to suppliers to raise awareness of the supply chain opportunities that arise out of the Games.

There are still opportunities for organisations to supply the Games, as a high number of relatively low-value contracts have not yet been awarded. Further information can be found on the 'Future opportunities' area of the [London 2012 Business Network](#).

The Procurement Governance Model (PGM) sets out the policies and procedures that must be followed when sourcing goods and services with a lifetime spend of over £20,000. The Procurement team works with each Functional Area and the LOCOG Evaluation Group (LEG) to ensure that value for money is delivered. A range of criteria are used to define value for money when evaluating proposals from prospective suppliers. These include sustainability.

The LEG includes representatives from Sustainability, Diversity and Inclusion, Workforce, Legal, Finance, Health and Safety, Security and Logistics and participates in the process every step of the way. The PGM was awarded the standard of excellence in procurement policies and procedures by the Chartered Institute of Purchasing and Supply (CIPS) during 2010.

Supply of mattresses to the Olympic and Paralympic Villages

LOCOG has striven to ensure that products are sourced and manufactured from the UK as much as is possible. The reality, though, is that many products supplied and sold by UK companies are actually manufactured overseas.

Over 17,500 mattresses and 6,300 mattress extensions were required for our Villages and we also wanted a zero waste solution that meets the requirements of our athletes and after the Games can be re-used or recycled instead of going to landfill. The majority of discarded mattresses in the UK are typically sent to landfill.

While Ramler UK, the supplier of FF&E to the Villages, were pursuing a UK-based zero waste objective, they were originally proposing to source Chinese manufactured mattresses and mattress extensions.

We therefore asked Ramler UK to reassess supply opportunities via CompeteFor and seek a UK manufactured zero waste mattress solution. We were consulted throughout this process to ensure a mutually beneficial solution was reached.

UK based manufacturer Horatio Myer were successful in being selected to supply the mattresses following a blind testing exercise in January 2011 with representatives from the LOCOG Athletes' Committee.

Ramler UK have put strategies in place for the responsible redeployment of FF&E within the UK through various avenues including other major events, student accommodation, hire/rental companies and the general public. They do not intend to send any product for disposal. Ramler UK expect that less than one per cent of the mattresses and mattress extensions will not be able to be deployed for a future use after the Games (for example, because they have been spoiled).

All unusable mattresses will be transported by Horatio Myer to a specialist recycling centre in Milton Keynes. Horatio Myer will utilise 'return journey' vehicles to minimise use of additional transport. The typical breakdown and onward handling arrangements for the recyclates is as follows:

- 60 per cent of the mattress is steel and is collected by local metal recyclers within 10 miles of the Milton Keynes recycling facility.
- 20–25 per cent of the mattress is polyester/foam/plastic based material and is collected by a specialist recycler where it is stored and reprocessed for a variety of markets in the UK and Europe.
- 10 per cent is natural fibre and mainly goes to compost.
- 5–10 per cent is typically sent for energy recovery.

Horatio Myer is also working with Ramler UK to minimise transportation impacts through optimised deliveries.

The UK sourced product represents an increase of 14 per cent on what was originally budgeted. The solution also represents an estimated carbon saving of 89 tonnes of CO₂ equivalent.

Contract management

Contract management is the principal way of ensuring that marketing partners (sponsors), suppliers and licensees deliver on their sustainability obligations.

Deloitte were engaged in late 2010 to develop an operating model, process and resource plan for contract management. Responsibility for Operational Contract Management and Commercial Contract Management is separated. Operational Contract Management responsibility resides in the relevant Functional Area, whereas Commercial Contract Management responsibility resides in Commercial-Procurement. Robust, organisation-wide mechanisms are in place to support effective contract management (see also Section 5.2).

Element of CM	Example tasks
Operational	<ul style="list-style-type: none">– Day-to-day performance management and delivery– Management of specifications, scope and change control– Owner of the primary relationship with the supplier
Commercial	<ul style="list-style-type: none">– Commercial review/input into contract variations– Commercial negotiation with suppliers– Ensure adherence to LOCOG governance (eg: Deal Approval Group)

The LOCOG Contracts Database was rolled out during 2011 to include all contracts where a financial commitment exists between LOCOG and a third party. The database is accessible via the intranet by key users. Each contract has a profile and The Source (electronic filing system) is used to store documentation, including the contract. The profiles include sustainability information such as the key contact, whether it is a priority sustainability contract, and whether there are contract specific clauses.

The Sustainability team supports contract management roles where a priority sustainability contract has been identified. These are continuously reviewed to prioritise how best to deploy resources. Of the completed contracts, a little over half have been identified as priority sustainability contracts based on risk and opportunity.

Any issues which cannot be resolved are escalated through existing governance mechanisms such as the core committee and the Deal Approval Group (see Section 5.2).

Sustainability related contract management tools and resources were developed and refined throughout 2011 to further support suppliers and licensees in meeting their obligations.

Venues and infrastructure contract management

The overlay commodities include approximately 10,000 temporary toilets, 350 miles of cables, 460 temporary generators, over 92,000 square metres of modular buildings, over 232,000 square metres of tents, 20,000 temporary seats and 122 kilometres of fencing.

We have a dedicated contract management team who are responsible for ensuring our overlay suppliers deliver on their contractual obligations including in respect to sustainability. The team work closely with our Sustainability team and the suppliers to ensure that this is achieved.

Each overlay contract has sustainability specific contract deliverables which link to core payment milestones. These include:

- where manufacturing new, to ensure all premises are registered on Sedex (see below);
- to enhance sustainable performance of the proposed supplied items through design;
- to actively demonstrate the use of enhanced sustainability credentials;
- to comply with the [LOCOG Sustainable Sourcing Code](#);
- to use 'low/no emissions' vehicles of less than five years old and meet a minimum of Euro IV standards or better;
- to ensure the Sustainability Manager prepares the appropriate documentation including sustainability management plan; sustainable commodities datasheet, HFC/PVC justification forms, risk registers and monitoring and reporting; and
- to act in accordance with the Sustainability Guidance Pack for Suppliers.

In order to ensure the delivery of supplier contractual obligations, we use the following processes and tools:

- Monthly sustainability management meetings with core overlay suppliers including an initial kick-off meeting.
- Provision of sustainability deliverables schedule to overlay suppliers highlighting their contractual obligations, expected deliverables, timings and why the information is required.
- Provision of templates including the Sustainability Management Plan and sustainable commodities datasheet (which outlines the supplied commodities and their sustainability credentials) and justification forms for the use of HFC and PVC.
- Provision of the Sustainability Guidance Pack for Suppliers summarising the key policy documents and plans.

A number of key learnings have been identified to date, including the need to streamline the transition from procurement to contract management, involvement of the Sustainability team in the negotiation phase of the procurement process when financial and other decisions are made which may have an implication on sustainability during contract delivery, ensuring that suppliers fully understand contractual expectations and requirements, to understand time and resource pressure on both LOCOG and the supplier and to adopt careful management ensuring sustainability requirements do not slip.

Through a combined and effective contract management process and working with suppliers, a number of achievements can be made. These are currently being captured and to date include the provision of cabins which have water efficient fittings such as low flow taps and waterless urinals. This was achieved through working as a team with the supplier to drive sustainability performance of commodity items.

– **Diversity Works for London**

Diversity Works for London is a Mayoral programme that encourages and supports businesses to realise the benefits of London's diversity. By providing a comprehensive suite of tailored business support products the programme enables companies to improve their diversity proficiency.

We require all organisations and businesses awarded a contract to complete the online assessment for Diversity Works for London (DWfL) and provide their results to us within 30 days of the award.

We are the first organisation in the UK to achieve the Gold Standard award and encourage all our suppliers to endeavour to achieve this standard of the DWfL by 2012.

More than 70 per cent of UK suppliers had completed the self-assessment by the end of December 2011 with 93 per cent of our contractors registered.

Additionally, a number of suppliers have chosen to complete the online DWfL assessment, regardless of whether or not they were awarded a contract.

'I'm really proud to say that LOCOG has demanded more than simply ticking a box; diversity and inclusion has been core.'

John Amaechi, Diversity Board Member

– Supplier Ethical Data Exchange

We continue to be a member of the Supplier Ethical Data Exchange (Sedex). Suppliers and licensees are contractually required to disclose their extended supply chain of relevance to London 2012. Sedex is the primary tool used to manage these disclosures. All marketing partners and licensees are required to be at least a B member. Suppliers must register on a case-by-case basis (refer to Appendix A of the LOCOG Sustainable Sourcing Code for further information). Sites of employment or production need to be registered via the supplier or licensee.

Some marketing partners and suppliers have questioned why they should register and disclose their extended supply chain on the system. We continue to work closely with Sedex to provide as much education and support to our supply chain as possible in this regard.

– Supply chain audits

Audits are one of the tools used to support the contract management arrangements. Suppliers and licensees are expected to have robust assurance arrangements of their own.

We require independent audits of locations used to produce licensed product. Independent audits are also carried out of our direct suppliers and their production locations where required. Unless otherwise agreed the audit standard of choice is the current Sedex Members Ethical Trade Audit (SMETA) best practice guidance. Audit providers are required to meet minimum auditor competencies for each role (for example, sole auditor, lead auditor, auditor, or worker interviewer).

We also commission bespoke audits covering single issues (for example, timber, waste management) or multi-issue audits of site contractors (for example, environmental/health and safety management). A number of these audits are underway (eg: an audit of the Games waste management contract) and we will commission further audits in the lead up to the Games.



– **Complaints and dispute resolution process**

We established an innovative Complaints and Dispute Resolution Mechanism for those who feel the LOCOG Sustainable Sourcing Code has not been properly implemented. Alongside product and environmental considerations, this also includes worker rights.

The process is supported by an independent Stakeholder Oversight Group. Its members were appointed in 2011 and met for the first time in December. We understand that we are the first organisation in the world to have this type of mechanism in place.

In addition to complaints or allegations from third parties, including workers and the media, this mechanism can be used to deal with issues where there is no formal complainant. This might be, for example, when an issue is identified through ongoing assurance work. The purpose is to resolve the dispute and put in place sustainable remedial measures, rather than to simply investigate by either confirming or rebutting allegations.

The supply chain is required to convey the complaints process through the chain down to factory level. This was reinforced several times during 2011. There is a detailed online FAQ document and Contact Centre staff have been briefed with updates to the 'Contact us' online tool. However, there has been criticism by several stakeholders, asserting that this supply chain communication has not been sufficiently executed. We agree the need for this and while we have practical constraints as a temporary organisation which is several steps removed from a factory we accept that we can do more in this area.

Materials are being distributed to key stakeholders including local NGOs and unions. A complaints hotline and supporting materials have also been developed for Chinese factories, where the bulk of licensed products are produced.

As of the end of 2011 worker rights issues were encountered as a result of our ongoing assurance work, but no formal complaints or allegations were made. Allegations were made in connection with poor working conditions in three of our licensee factories via the Playfair 2012 Campaign and the media in January 2012. We immediately instigated our complaints and dispute resolution process, the outcome of which will be made public as soon as it is concluded.

Games-time grievance resolution protocol

The goal is the smooth operational delivery of the Games and that for everyone involved working on London 2012 will be a truly memorable experience. However, given the highly complex nature of the Games, it is to be expected that problems and differences will arise from time to time while people are working.

An open environment is encouraged in which all members of the workforce can express themselves freely and responsibly. Any issues raised are responded to in an appropriate and timely manner, and everyone is treated with dignity and respect.

A Games-time grievance resolution protocol has been developed with the Trades Union Congress (TUC) and Advisory, Conciliation and Arbitration Service (ACAS). This is to ensure grievances are dealt with quickly, fairly, consistently and informally wherever possible.

This process will run in parallel with the Sustainable Sourcing Code complaints and dispute resolution process and is to be used in relation to labour supply contracts on the Olympic Park and other venues. There may be some situations that still fall within the wider process. For example, any issues concerning the London Living Wage may not fall within the ambit of ACAS.

The Games-time protocol will be live from the point at which a venue is operationally active through to September 2012. A full copy of the protocol has been made available to contractors and has been incorporated into the Games-time training materials.

Materials sourcing

Clear and consistent policies have been employed to mitigate the impacts of the manufacture, supply, use and disposal of all materials for the Games. Decisions take account of a range of factors, including:

- Is it necessary or merely desirable?
- Fitness for purpose (eg: structural integrity, installation and dismantling)
- Value for money
- Environmental and social impacts
- Availability and suitability of substitute materials

Lessons on materials sourcing will be included as part of the Learning Legacy programme in 2012 (see Section 5.11).

– Recycled content

Recycled content in products and packaging continues to be an area of focus. Examples include branded stationery, branded souvenirs, our reusable carrier bags, catering packaging, branded umbrellas using recycled polyester and the Games Maker uniforms.

A target of 20 per cent recycled content has been established for the venues and infrastructure programme. This applies to the items purchased as new and does not apply to commodities from hired stock. The commodities data sheet tool captures key details relating to this target. Refer to Section 5.7 for information on progress against this target.

– Restricted substances and materials

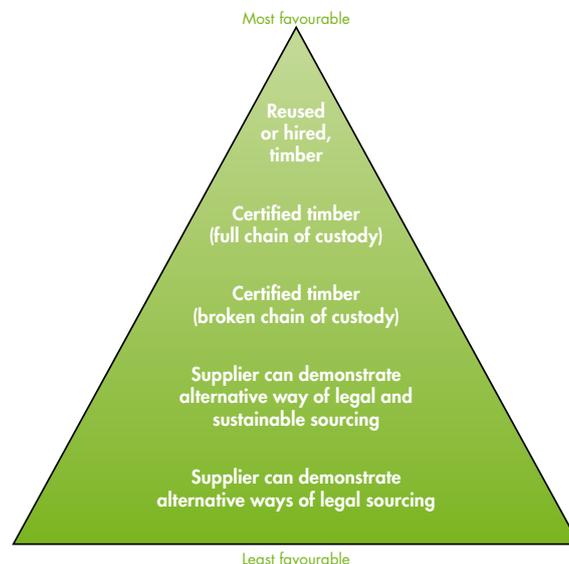
Minor amendments have been made to the published list of restricted substances and materials on the issue of the third edition of our Sustainable Sourcing Code, most notably in relation to latex. Tools have been refined to support the implementation of the restricted substances and materials policies.

The supply chain continues to look for sustainable approaches to materials selection and use. There are several examples where more appropriate alternative materials have been found and where innovative approaches have been adopted.

However, several challenges remain. For example, the preference to hire or lease items introduces the restriction of what is available on the market. Some use of PVC is allowed in cabling, piping and tents. The majority of these items are hired, but some have been manufactured for use. Justification forms are used to manage these decisions, which require sign-off from senior management.

– Timber

We continue to be committed to ensuring that all timber and timber products are of known origin and there is credible evidence of legal harvesting. During 2011, we worked with Proforest and refined our guidance on timber sourcing and established the following hierarchy:



Preference is given to Forest Stewardship Council (FSC) certified timber. Where this is not available, Programme for Endorsement of Forest Certification (PEFC) certified timber is acceptable. Both schemes provide assurance that timber is legally¹⁰ and sustainably¹¹ sourced.

A series of training sessions for our managers has been delivered with Proforest, including procurement and contract management. An e-module is being developed which key staff must complete. In addition, a guidance note is being incorporated into an updated version of our Sustainability Guidance Pack for Suppliers (see Section 5.7).

Progress has been made on ensuring timber and timber products are in compliance with our policies. The office copier paper supplied by Xerox continues to be FSC-certified. The entire publishing range, including over three million programmes, is to be printed on FSC-certified stock. This is an innovation for Games programmes and we believe is at the forefront within the publishing industry.

We have challenged our suppliers, such as suppliers of FF&E and venue-based commodities, to ensure they are in compliance with our policies. A range of tools is used to support this process. In some cases we have made direct interventions such as in the case of furniture for the Olympic and Paralympic Village (as reported in our last Sustainability Report).

Delivery of FF&E items to logistics warehouses in Stevenage and Tilbury commenced during the latter part of 2011, though the majority of timber derived products will be manufactured and supplied during the early part of 2012. We are currently undertaking a review of compliance with our timber policy.



¹⁰ Timber felled in compliance with local regulations and exported with duty being paid.

¹¹ Timber and timber products certified in accordance with the FSC/PEFC standard or, through prior agreement of LOCOG, another equivalent, internationally recognised standard.

The London Living Wage

The London Living Wage (LLW) is designed to provide a minimum acceptable quality of life for people working within London. The LLW increased from £7.85 per hour in 2010 to £8.30 per hour in 2011.

We encourage contractors (and subcontractor organisations) working on our contracts to implement the LLW.

To date all contractor organisations, employing thousands of people at Games-time, have committed to paying the LLW where applicable and appropriate. We developed and introduced mechanisms to monitor our supply chain in respect to LLW during 2011.

Contractors who find that they are not being paid the LLW can also raise a grievance through the Games-time grievance resolution protocol (see above). This will also be reinforced in the Contractor Handbook, which will be finalised for issue in early 2012.

Supply chain transparency

During 2011 we received continued calls to publicly disclose sites of production in our supply chain. We have reported previously that maintaining accurate and publicly accessible production details would be challenging for us. We agree with public disclosure in principle but recognise that very few companies world-wide have gone down this route so far. We would be pleased if more companies from our supply chain were to follow these early leaders and we are doing what we can to encourage this.

Our official sportswear provider, adidas, has publicly disclosed its factory locations for some years now. In 2009, adidas made a commitment to also post a complete list of factories producing Games-related products one year prior to the Games. This list was published in July 2011 and is posted on its corporate website and is updated quarterly. Names and addresses of factories are provided including details of trades union/worker representation and whether collective bargaining agreements exist at those locations.

In September 2011, we also encouraged Golden Bear to disclose their major factory locations in a controlled way to the TUC following a request from the Playfair 2012 Campaign.

We have complete chain-of-custody over the metal used in our medals – from mine to medal – and locations involved in their production have been disclosed.

The McDonald's Open Farm programme is another great example where steps have been made to provide greater supply chain transparency to the public (see Section 5.5).

We also commenced discussions with the Gangmasters Licensing Authority which aims to protect workers from abuse in the agriculture, horticulture, shellfish gathering and food processing and packing sectors by licensing labour providers or Gangmasters. We are facilitating discussions with our caterers and other relevant suppliers in order to ensure that businesses in their supply chains are in compliance with the legislation where appropriate.

We plan to do more to encourage greater supply chain transparency. For instance, in January 2012 we held a major conference for all our major suppliers and licensees and asked them to commit to work towards publicly disclosing their supply chain (see below). We are currently following up with those who have pledged to work towards this goal.

We believe we have taken supply chain engagement and management further and deeper than any previous Organising Committee. However, there is still scope for improvement and there are valuable lessons to share. In February 2012 we established a ground-breaking agreement with the TUC and the Playfair 2012 Campaign which set out a package of measures to introduce fairer working conditions at our production locations. This will create a valuable learning legacy for future Games. There is also clearly a need for greater guidance on public disclosure, although we cannot deliver this alone and is a longer-term legacy initiative. We have also commenced discussions with a number of stakeholder organisations to see how this can be taken forward (see also Section 5.11).

‘Sustainability should be at the heart of every single business... because sustainability is just about doing the right thing.’

Deborah Meaden, London 2012 Sustainability Ambassador

London 2012 Supplier Conference

A major conference for around 400 Games suppliers took place in January 2012. The objective of the day was to inform, inspire and excite everyone supplying the Games, helping us all work together as an extended team to make London 2012 a resounding success.

At this event top management were asked to make pledges relating to sustainability and diversity and inclusion. The combined efforts of these organisations will create a legacy of benefits for their own organisation and UK plc. All suppliers who sign up will demonstrate a commitment to doing more than simply what is contractually required of them.

The pledges were as follows:

Sustainability

- 1 **Legacy case studies:** Capture the sustainability improvements within your organisation as a result of supplying to London 2012.
- 2 **Transparency of supply chain:** As appropriate in the context of your business activities, make publicly known the locations of production facilities.
- 3 **Public reporting on sustainability:** If you already do so, including London 2012 work; otherwise, commit to doing it for the first time.

Diversity and Inclusion

- 4 **Diversity Works for London:** London 2012 would like you to join LOCOG and BT and reach the Gold standard for Diversity Works for London.
- 5 **Guaranteed Interview Scheme:** Join LOCOG's labour providers by establishing this scheme for qualified disabled people.
- 6 **CompeteFor:** Open up supply chain to a wider audience by placing your future business opportunities on the CompeteFor website.

Speakers at the conference included LOCOG Chair Seb Coe, LOCOG CEO Paul Deighton, Olympian Jonathan Edwards, Paralympian Tanni Grey-Thompson, LOCOG Diversity Board Member and former NBA basketball player John Amaechi, and UK businesswoman and investor and London 2012 Sustainability Ambassador Deborah Meaden. A video with key messages from the day and presentation material to download can be obtained at [this website](#).

5.7

Embed sustainability in planning and delivery

Objective: To embed sustainability in the planning and delivery of LOCOG venues and operations

Introduction

We are responsible for the overall planning, coordination and delivery of London 2012's Games-time operations. Sustainability is an integral consideration of all operational planning workstreams. These workstreams are as follows:

- Functional Area Operations: ensuring the delivery of services within venues and spaces during Games time.
- Venue Operations: establishing responsibilities, accountabilities, venue team structure and communications plans to support the operation of the venue.
- City Operations: driving interactions with boroughs and local authorities in London and across the UK.
- Park Operations: focusing on operating the Olympic Park through the whole transition from ODA construction through overlay installation, testing and the Games.

During 2011, we continued to make good progress in embedding sustainability in the planning and delivery of our venues and operations. The organisation became increasingly operational and began the transition to become Games ready. Following a review we determined that other operational Functional Areas did not require specific or additional sustainability objectives to be established.

Progress at a glance

Target area	Status	More detail
Ensure LOCOG venues and infrastructure are delivered in accordance with the LOCOG Venues and Infrastructure Sustainability Strategy	On track	Pages 175–181
Ensure Village operations are delivered in accordance with the LOCOG Villages Sustainability Strategy	Behind schedule but not critical	Pages 181–182
Ensure Games technology is delivered in accordance with the LOCOG Technology Sustainability Strategy	On track	Pages 183–185
Ensure Games logistics are delivered in accordance with the LOCOG Logistics Sustainability Strategy	On track	Pages 186–189
Optimise composition of Games Family vehicle fleet	On track	Chapter 4
Achieve an average of 120g per km or less of CO ₂ emissions across the fleet of M1 passenger vehicles required for the Games	On track	Chapter 4

Target area	Status	More detail
Ensure 100% of Games Family buses and coaches achieve at least Euro IV standard	On track	Chapter 4
Ensure 100% of vehicles entering LOCOG-accredited venues are compliant with the LOCOG Low-Emission Venues Policy	On track	Chapter 4
Encourage long-distance domestic visitors and visitors from nearby countries (including teams and officials) to use rail rather than air transport	On track	Chapter 4
Encourage members of the Games Family to travel on London's public transport network wherever possible	On track	Chapter 4
Ensure press operations are delivered in a manner that is consistent with LOCOG's sustainability objectives	On track	Pages 190–191
Work with broadcasters, including the Olympic Broadcasting Services, to minimise their sustainability impacts and support the communication of the London 2012 sustainability story	On track	Page 186
Deliver all cleaning services in accordance with a BS 8901:2009 certified management system and a supporting Sustainability Management Plan	On track	Page 191
Work with partners to ensure that Look and Wayfinding solutions are delivered in accordance with LOCOG's sustainability objectives	On track	Pages 141–142
Work with partners to ensure that the Opening and Closing Ceremonies are staged in a manner that is respectful to LOCOG's sustainability objectives	On track	Pages 192–193
Work with partners to ensure that Torch Relay operations respect LOCOG's sustainability objectives	On track	Pages 193–195
Determine whether other operational Functional Areas require specific sustainability objectives to be established by the end of 2011	Achieved	Following a review no specific or additional sustainability objectives were identified for other operational Functional Areas

Venues and infrastructure

In February 2011, the Velodrome became the first competition venue in the Olympic Park to be handed over to us from the ODA. The following month, the final piece of turf was laid on the field of play in the Olympic Stadium. The other main competition venues were progressively completed and all were completed a year ahead of the Games.

The Olympic Park was transferred over to us in January 2012 to enable the installation of Games-time facilities to commence. The Venues and Infrastructure Sustainability Strategy continues to define how sustainability is embedded in venues and infrastructure related activities such as design, town planning, procurement, installation and decommissioning, and site management.

To focus our approach and achieve our goals, we have six priority areas. Progress against priority areas is as follows:

Priority area	Status as of end of 2011	Commentary
Reduce LOCOG-owned carbon emissions and minimise our carbon footprint by hiring 85% of commodities	82.75% achieved (based on £285m of overlay spend)	26% (circa £76 million) of the analysed commodities have been contracted for. Affirming assumptions made about the remaining £200 million of contracts to be let will provide additional information to feed into this calculation. Expected to meet target.
Reduce planned footprint of LOCOG venues by 25% against 2006 baseline	24% reduction achieved	Due to additional space required by broadcast and revisions to the spectator search and screening process the reported figure may increase slightly.
Reduce non-essential comfort cooling (HVAC) by 70% against 2008 baseline and maximise opportunities for natural ventilation	Calculation in progress	Target may not be achievable as there has been an increase in HVAC provision as a result of test event learnings that have not been recorded to date (refer also to Section 5.3).

Priority area	Status as of end of 2011	Commentary
Minimise particulate matter of prime running temporary generation by 80% (from a Stage 11 to 111B plant classification)	Calculation in progress	We have been working with Aggreko to identify and assess market options for retrofitting particulate filters to existing and new fleet. Aggreko have already committed to supply 20 new 200 KVA units at Tier 4i (equivalent to Stage III B). Due to the high costs of retrofitting diesel particulate filters (DPFs) we have prioritised filters according to environmental and social sensitivities, location and size of temporary power solutions. We are in the process of procuring 27 DPFs for our high risk generator locations which is a Games and event industry first.
Ensure 20% of materials purchased by LOCOG, by value, will be from recycled or secondary source (stretch target)	Calculation in progress	We are currently working through a process for effectively monitoring and recording this target (refer also to Section 5.6).
Re-use or recycle at least 90%, by weight, of material arising from the installation and deconstruction of its temporary venues and overlay (stretch target)	99% achieved during 2011	Based on learnings from 2011 works and test events this target is considered achievable (refer also to Section 5.4 and Appendix 2).



Olympic Stadium, January 2012

– LOCOG design requirements

Design continues to play a key role in delivering the London 2012 vision. To ensure sustainability is taken into account during the design phase, each venue team must follow the Temporary Venues and Overlay Sustainable Design Requirements. The Design Requirements allow us to measure and monitor sustainability during the design process. In 2011 our Sustainability team have continued to work with Project Managers to ensure all design changes consider sustainability – both to promote positive aspects and to reduce negative impacts. We prepared Sustainable Design reports for venues that had a schematic design available in February 2011. In June 2011, venues which were sufficiently advanced were examined for compliance with our requirements (updated in March 2011). This exercise is repeated every six months and updated reports are prepared. The box below provides a summary of design achievements so far.

In the event of a conflict occurring between our design requirements and established objectives relating to any legacy works the latter is normally expected to prevail. Indeed it may be appropriate to over-specify a particular aspect in order to improve legacy or post-Games usage. An overview of our contribution to the legacy agenda is provided in Chapter 7 of this report.

Examples of specific design achievements to the end of 2011 are as follows:

Copper Box (formerly the Handball Arena)	<ul style="list-style-type: none">– Where possible the internal layout and design of the arena for the Games has been coordinated with the legacy design to ensure minimal transformation is required, reducing waste and construction materials. Fit-out items will be removed post-Games but some features will remain for legacy (eg: rigging placed for Handball/Goalball test events for scoreboards).– Modifications made to original floor finish requirements to ensure legacy floor finishes can be installed for the Games – reducing transformation works and waste that would be generated by installing temporary floor finishes.– Use of carpet from Stadium site offices for meeting rooms.
Olympic Stadium	<ul style="list-style-type: none">– Negotiated re-use of the existing ODA site offices for operational purposes at Games time, reducing the need for additional accommodation. The facilities will then be utilised again by site contractors for legacy conversion works.– Use of recycled plastic decking for the podium level.

Basketball Arena	<ul style="list-style-type: none"> – Eliminate/minimise use of wet trades (other than initial concrete) – maximising on off-site manufacture and minimising 'permanent' ground work, to enable ease in transition post-Games. – Number of warm-up courts reduced from two to one. This saves cost and reduces the size of the bespoke structure.
BMX Track	<ul style="list-style-type: none"> – Redesign of the track required following August test event – the majority of material required will be taken from what is already available and simply re-worked rather than bring in additional material.
International Broadcast Centre/Main Press Centre	<ul style="list-style-type: none"> – Use of 2.4m high partitions rather than full height to reduce the need to alter existing/legacy services arrangement at ceiling level. – Use of partitioning has been minimised. – Interior elements designed to double as opportunities for application of branding and wayfinding, eliminating the need for extra signage or graphic applications.
Water Polo Arena	<ul style="list-style-type: none"> – Designed to minimise construction waste by incorporating hireable modular systems that can be returned to the hire market post-Games.



Water Polo Arena, March 2012

– Town and country planning

Planning permission is required for all temporary overlay installed and used at our venues for 28 days or more. As part of this process LOCOG must report on the environmental impacts, protection and management of a proposed development.

By the end of 2011, 77 planning applications had been submitted. The majority of the competition venues, training and non-competition venues planning applications have now been submitted and largely approved. Sustainability statements have been prepared for all venues. We have partially discharged our sustainability related planning conditions on the Olympic Park (due for final approval in April 2012).

In the following London venues; Greenwich Park, Horse Guards Parade, The Mall and St James's Park we have carried out a full Environmental Impact Assessment (EIA). An EIA of the Hadleigh Farm Mountain Bike venue has also been undertaken by Essex County Council.

Ecological surveys were also carried out on many of the sites to ensure that any sensitive ecological species were protected during installation, event and removal phases. Species of particular note are Great Crested Newts which reside at Redbridge Cycle Centre and overlay has been designed to take account of their habitat. In addition notable biodiversity enhancements in the following London parks have been secured as part of the planning process at St James's Park, Greenwich Park and Hyde Park. Further information on biodiversity can be found in Appendix 2.

– Site management

It is important to manage the sustainability considerations at each venue including environmental legislation, risks, planning conditions, emergency preparedness and responses, operational procedures, monitoring and compliance.

We published our Sustainability Guidance Pack for Suppliers in May 2011 which details the sustainability standards which must be adopted and provides useful information and tools. We held two training sessions for our venues-based contractors and suppliers to provide a more detailed overview of their sustainability obligations post-contract award. Specific sessions on waste management and timber assurance also took place during the year (see Sections 5.4 and 5.6).

Every quarter we hold a Sustainability Stakeholder Forum for our key regulators, such as the Environment Agency, English Heritage, Natural England, Thames Water and wider stakeholders such as the Commission for a Sustainable London 2012 and the Royal Parks.

Olympic Park operations

The Olympic Park will go through several transitions throughout its London 2012 lifespan. The ODA Big Build' programme was completed during 2011 and the Park Operations phase commenced. This phase includes critical milestones such as handover of individual venues as well as handover of control of the Olympic Park. The handover of individual venues to LOCOG is well underway including the handover of the Olympic Park from the ODA to LOCOG in January 2012. This milestone is driving transition planning on the Park to ensure a seamless transfer of activities and services as LOCOG takes control. Services are being identified and managed in a consistent manner to ensure a coordinated and structured approach to operational delivery of the Olympic Park.

LOCOG will be accountable for managing environment and sustainability within the LOCOG controlled areas. To facilitate this, CLM (the ODA's Delivery Partner), working as a contractor to LOCOG, will be responsible for providing services to support LOCOG in its role. To enable this to happen certain CLM team functions will be seconded to LOCOG.

Park Operations has a Health, Safety and Environment (HSE) team which has been structured to provide specific functions during the Games, including HSE management of Park Services and HSE assurance of works.

The LOCOG Sustainability team covers all venue-related activities related to the Games (on and off the Olympic Park) and will provide an overarching management role to the CLM team.

A Park Operations Environmental Management Plan has been prepared and is the overarching plan for Park Services and Asset Protection and Management (APM) aspects of Park Operations during the period from the completion of the logistics project at the end of June 2011 through to the completion of Park Services in October 2012. It details how the strategies, plans, policies and procedures will be delivered to ensure that Park Services and APM works meet LOCOG's environmental and sustainability objectives.

A Games-time and test event Environmental Management Plan will be developed by LOCOG.

Building on the excellent work and track record of the ODA, we are in the process of establishing a Sustainability, Health/Safety and Overlay Leadership Team (SSHOLT) to enable us and our contractors and suppliers to engage and lead on our sustainability and health and safety commitments, ensuring the entire workforce are working to the same standards.

We have started to prepare Environmental Management Plans for our venues. These were prepared for all competition and major non-competition venues in early 2012. In addition we developed an overarching Sustainability Management Plan which also serves to discharge Olympic Park planning condition OG5 and Olympic and Paralympic condition AV 14 associated with planning applications for the temporary development for the Olympic Park and Olympic and Paralympic Village. This was submitted to the Planning Decisions Team for approval in December 2011 and a decision is expected in April 2012.

Test events have presented a challenge and an opportunity. We have attempted to put in place effective arrangements to minimise risk of environmental harm, test compliance with our policies, and capture key information from our operations while also using the opportunity to learn – all against the backdrop of our 'business as usual' activities. The Cluster 1 test events programme in particular reinforced the need for robust contract management and highlighted further contractor training needs. Appendix 2 provides further sustainability information and data of relevance to our venues and operational activities during the 2011 period.

Village Operations

Village Operations is one of the most complex set of services to be delivered during the Games. It involves close collaboration with nearly all other LOCOG Functional Areas to ensure delivery. Sustainability has been embedded into Village Operations through the Villages Sustainability Management Plan. This plan sets objectives and targets in the areas under Villages' operational control and around enabling contractor, workforce and athlete engagement in more sustainable practices. Crucially, this plan also seeks to enable collaboration between the numerous teams' sustainability commitments, ensuring a joined-up policy on sustainable operations across the Villages.



Olympic Park, April 2012

Key target areas include:

- athlete engagement: facilitating effective communication of key messages to athletes through the Athletes' Guide, Chef de Mission Manual and activity-based communications such as in the gym and athletes' laundry facilities;
- contractor management: collaborating with contractors and ensuring environmental and sustainability management procedures are in place, facilitating contractor sustainability education sessions; and
- operations: reducing energy consumption through efficient use, management and maintenance of the site, ensuring workforce have received relevant sustainability training, ensuring we meet our waste targets through effective communications and awareness, enabling responsible decommissioning of the site.

The Athlete Services team have been working in collaboration with Sustainability, BioRegional and Coca-Cola to facilitate and develop a Village Sustainability Centre (refer to Section 5.10 for more information).

In 2011 the Olympic and Paralympic Village developments at Stratford and in Portland were completed to Code for Sustainable Homes Level 4 standard.

The Olympic and Paralympic Villages are managed and operated by LOCOG teams comprising an amalgamation of multiple Functional Areas including Logistics, Cleaning Catering and Waste, Transport and NOC/NPC Relations, to name the key players, as well as the central Villages Functional Area.



An Olympic and Paralympic Village apartment

Technology

Technology plays a vital role at the Games. It is relied on as much to update press and visitors with information as it is to capture exciting finishes. During 2011, work continued to deliver the priority themes of the Technology Sustainability Strategy which was developed in 2010 with the support of Technology Delivery Partners. Sustainability Action Plans have been developed by each technology provider, detailing the initiatives they will implement or are currently under investigation. This data is fed into a dashboard for review at periodic Technology Sustainability Group meetings.

Progress against priority areas of the strategy is as follows:

Priority area	Status as of end of 2011
Minimise the carbon footprint associated with the delivery of technology services to the Games	Detailed data has been compiled from providers to revise the carbon footprint of the technology programme. Several reductions have been realised when compared to previous Games including: <ul style="list-style-type: none"> – Procurement decisions: hardware selected for London 2012 such as desktops, servers and laptops are all Energy Star rated. – Server virtualisation: due to infrastructure design and energy efficient products, fewer servers are required in comparison to previous Games. – Use of modern air cooling systems in data centres which reduce energy consumption. – Use of sea freight instead of air freight for transporting product. – Less packaging to transport product from overseas and in between venues being investigated.
Ensure no waste is sent to landfill and manage waste according to hierarchy of prevent and recycle	All providers have been engaged to ensure no waste is sent to landfill. An Asset Redeployment Programme is in place to ensure all LOCOG owned assets are re-sold or donated or, as a last resort, recycled.
Ensure products and services are sourced and produced under a set of internationally acceptable environmental, social and ethical guidelines and standards	All providers have committed to ensure that their products are responsibly sourced and have put in place appropriate assurance programmes. Most providers have also registered on Sedex (for more details on Sedex see Section 5.6).
Provide individuals with a work and life experience that they can use to enhance their personal and professional lives once the Games are over	All partners have been encouraged to recruit from the Host Boroughs. A complementary Beyond 2012 programme (see Section 5.9) has been put in place to support the team in their careers after the Games. The objective is to ensure that the Games planning and delivery skills obtained by the LOCOG Technology team are reinvested back into the UK technology sector.
Provide technology products and services that facilitate and encourage the engagement of everyone connected to the Games	Dedicated recruitment programmes have been established to encourage greater diversity of the technology programme. Employees of providers were also surveyed to support diversity and inclusion targets (see also Section 5.8). Work is ongoing to ensure that technology solutions are accessible and truly engaging.

Several opportunities and challenges have been identified during the course of the year. Opportunities have included seeking alternative or lower carbon methods of travel and transport of products and providing Games employment opportunities to students and workless people. Packaging is an example of a challenge that has been encountered during the year where in many cases we have had to balance material reductions against the risk of damage to high specification technology items.

Paper consumption also became a challenge during 2011. Although we have continued to make excellent progress in reducing paper consumption during the Games (see below), we printed an average of 1.5 million sheets of paper each month at our offices and test event locations. A further programme to help avoid and reduce printing is also planned across LOCOG in the run up to the Games (where volumes are at their highest) by LOCOG-wide communications encouraging people to reduce printing and implementing changes to limit printing options.

Technology has a significant contribution to make to our overall contribution to the legacy agenda (see Chapter 7). The IOC has also commissioned a film to be made to capture the innovative way our Technology team and their partners have come together to embed sustainability into their operations.



Technology Operations Centre

Airwave

Airwave is the Official Private Mobile Radio Services Supplier for London 2012. As the network and radio terminal contract was completed early in 2011, much of the sustainability work for the rest of the year has been around supplier engagement, fine tuning of what has already been delivered, and developing plans for operating and maintaining the network during the Games.

Below is an update on what Airwave has achieved during 2011 and how it is moving forward in 2012:

- 57 per cent of LOCOG network sites now have smart meters installed.
- New network equipment installed in expanded base stations is 27 per cent more energy efficient like for like than the old generation used previously.
- New network equipment used at the switch sites is 41.9 per cent more energy efficient like for like than the old generation used previously.
- Radio equipment has been re-used from the existing Airwave network where expansion has taken place and installed in new LOCOG sites where possible.
- Data has been reviewed from the trials of hydrogen fuel cells, and base site cooling with a new cooling solution is being rolled out to replace air conditioning.
- Work is underway to calculate embodied carbon for key network equipment and terminals.
- A contract has been put in place with the radio terminal provider, such that these terminals will be used for the Games and then returned and used elsewhere.
- Packaging associated with the terminals will be completely re-used to return the terminals after use. Steel-framed ‘flight’ cases will also be utilised, which will be returned from venue at the end of each event for re-use within the LOCOG Logistics Centre.

By building on learnings and improvements from engagement with LOCOG, Airwave have developed a three-year Sustainability Roadmap that covers their entire supplier base. LOCOG has supported Airwave to implement this ‘best practice’ and a new senior sustainability post has been created at Airwave to oversee its delivery.

Broadcast

LOCOG is responsible for coordinating and liaising with the Olympic Broadcasting Services (OBS) to ensure that broadcasters are provided with the venue, facilities and services needed to deliver inspirational TV and radio coverage to the global audience. This includes administering the Olympic Broadcasting Cooperation Agreement in terms of Games-time obligations.

OBS are developing their Sustainability Management Plan, which is a Games first. The key area of focus is to meet the requirements of the LOCOG Sustainable Sourcing Code and the waste management targets of the internal design and fit-out of the International Broadcast Centre (IBC).

In 2011, FCC Elliott, OBS principal contractor for the IBC works, achieved a recycling target of 93 per cent. OBS also aims to minimise its footprint through leasing or using already owned broadcast equipment, and by providing practical and engaging communication to Rights Holding Broadcasters via a supporting sustainability guidance note which was produced in November 2011 with a supporting 'top tips' document.

OBS are working to deliver a Broadcast Training Programme (BTP) to provide a legacy to the local community by training and employing at least 1,250 university students to work in different facets as broadcast professionals during the Games.

Logistics

Our Logistics team, in collaboration with UPS, is responsible for providing comprehensive material management and logistical support to all LOCOG functions. They will oversee the delivery of hundreds of thousands of items, from technology and sporting equipment to beds, tables and chairs, to Games venues throughout the UK. During 2011, we refined our Logistics Sustainability Strategy with the support of UPS.

Progress against priority areas is as follows:

Priority area	Status as of end of 2011
Deliver all LOCOG/UPS managed goods to Games venues by more sustainable modes of transport	<ul style="list-style-type: none"> - The majority of the fleet will be Euro 5 emissions standard. In addition UPS have invested in five electric vehicles and 10 biomethane tractor units. Telematics will be used in 133 vehicles (the majority of vehicles UPS will deploy) to ensure most safe and fuel efficient routes. This technology will be deployed to all of UPS's UK-based fleet following the Games. - UPS is making extensive use of truck and drawbar combinations for the furniture operation. This allows two demountable containers to be carried on one vehicle, increasing delivery flexibility and thereby efficiency. To support this operation they have also invested in 28 demountable boxes which are eight per cent more efficient than an articulated lorry on a single journey. - The use of rail has been fully evaluated but is likely to be minimal, given the limitations of Football venues. Although these locations are where rail would be most suitable, consolidating a complete load would be difficult. - The use of water transportation has been fully evaluated and will be implemented to transport furniture on the Thames (see box above) and from Malaysia to the UK via UPS Ocean. There will also be a two-week barge demonstration for FF&E moved to the Olympic and Paralympic Village from the Tilbury Logistics Depot (see below).
Reduce LOCOG-owned carbon emissions and minimise the Logistics carbon footprint through hiring or leasing	<ul style="list-style-type: none"> - See above for transport modes. Procurement of items to support Logistics programme is well advanced and has been incorporated into the overall London 2012 footprint update.
Source all Furniture, Fixtures and Equipment (FF&E) in accordance with the LOCOG Sustainable Sourcing Code	<ul style="list-style-type: none"> - All confirmed orders of FF&E items up to the end of 2011 were in accordance with the sustainability approvals process – refer to Section 5.6.
Source all timber in accordance with LOCOG policies	<ul style="list-style-type: none"> - All confirmed orders of timber-containing products up to the end of 2011 were in accordance with our policies. The majority of timber derived FF&E has full FSC chain-of-custody in place. Several items have full PEFC chain-of-custody or have a broken chain at the point of manufacture (FSC or PEFC). A review of compliance against our timber policy is currently underway – refer to Section 5.6.
Re-use or recycle at least 90%, by weight, of LOCOG owned assets and any packaging handled	<ul style="list-style-type: none"> - Agreed zero waste to landfill approach at depots and now seeking to integrate sustainability initiatives into dissolution plans. Where possible furniture is constructed at the warehouses to reduce packaging at the venue and additional weight transported. Packaging to be re-used at the venue will be taken back to the warehouse to be stored until required. All non-reusable packaging such as surplus shrink wrap will be added to the recyclable waste streams which have been set up at the warehouses and venues.
Work with partners to trial and promote more sustainable approaches to delivering goods and encourage others to adopt similar approaches throughout the logistics sector	<ul style="list-style-type: none"> - Continued work to trial and promote innovative logistics solutions. Quiet night-time deliveries and use of waterborne freight for FF&E deliveries are two key tangible examples (see below for more detail).

During the year we appointed organisations to supply us with golf buggies, trailers and utility vehicles. All vehicles due to be supplied are compliant with our Low Emission Venues Policy and several are electric.

UPS has prepared a detailed scope and boundary statement to inform the carbon footprint measurement for the Games (see also Section 5.3). Plans are in place to capture the actual UPS footprint and to purchase Gold Standard offsets to cover any remaining footprint after carbon management strategies have been enacted. For example, telematics will provide detailed information on vehicle position and performance to ensure that the vehicle is being used as efficiently as possible. It will also capture accurate fuel consumption data.

The Games will be the first time biomethane will be used by UPS as a fuel and has required a substantial financial commitment for the necessary vehicle modification costs as well as the installation of fuelling infrastructure. Depending on the success of this trial, UPS is in discussions to expand use of this technology in its UK fleet. UPS is also evaluating expansion of electric vehicles in its European fleets.

UPS is supporting our goal of delivering a zero waste Games and is actively evaluating the possibility of exceeding our re-use and recycling targets. Waste management lessons learned from the Games will be used in UPS's UK and other European operations after 2012.



More sustainable approaches to delivering goods

Quiet night-time deliveries

We continued to refine our quiet night-time delivery approach during Games time in conjunction with the ODA, the Freight Transport Association and the Noise Abatement Society.

This will enable more night-time deliveries to be made, reducing daytime congestion and background noise levels. Where possible vehicles will deliver during the day; however, delivery windows do not always allow this to occur.

Drivers are being educated about minimising noise such as avoiding reversing where possible and noting where the residential areas back on to venues so they know where to avoid. Deliveries will be consolidated to reduce the number of vehicles where possible.

Waterborne transportation

We have been examining the suitability of waterborne transportation for the movement of goods for the Games. This work is particularly timely and relevant in legacy terms, as the Thames Gateway (including DP World) is currently being redeveloped and learnings could be incorporated into future transport planning solutions.

Although the majority of freight movements are now transported by road, the River Thames has in the past been used for the transportation of freight. Road is preferred to water due to its many benefits including flexibility and cost; these benefits, unlike those of water, are widely understood. However, London's roads are congested and, when compared to water transportation, have a greater negative environmental impact.

In order to stage the Games we have a requirement to move large quantities of FF&E from our warehouse in Tilbury, situated on the Thames Estuary, to the Olympic and Paralympic Village in Stratford, east London. We have undertaken an initial theoretical evaluation for the modal shift of this FF&E from road to water.

Table 12 Indicative results from road and water modal shift comparison

	Total number of movements	Total cost of movements	Average cost per box (dismountable/container) moved	Total road miles	Defra derived CO ₂ emissions	Specific equipment derived CO ₂ emissions
Dismountable box by road	207	£65,000	£313	5,088	12.64	7.41
Container by road and water	359	£254,000	£706	2,872	5.19	12.07
Container by road	359	£134,000	£373	17,232	21.41	23.15

As a next step we will determine the actual operational costs and emissions by undertaking a demonstration test case. This will comprise two weeks of barge movements from Tilbury to the Village. This information will be published as a document and be made available to the public and private enterprise, adding to the body of knowledge on this subject.

Press Operations

The press will tell the London 2012 story to the world as it happens. With an audience in the billions, our role in ensuring Press Operations run smoothly is vital. We aim to ensure that visiting journalists and photographers get the interviews and photographs they need.

Sustainability has been a top priority for our Press Operations team. The focus has been on working with the IOC, IPC and International Federations to reduce the amount of paper used during the Games wherever possible, without jeopardising our service level.

In our last report we were pleased to confirm:

- An agreement from the international newspapers and agencies based at the Main Press Centre (MPC) that they will not require paper copies of printed reports. Previously, each office would have received several copies of each of the hundreds of printed reports produced each day.
- An agreement to make no printed deliveries to International Federation hotels or to media accommodation. At previous Games, thousands of copies would have been produced at each of these locations daily.
- The removal of the requirement to print and distribute 'Flash Quotes' and 'Media Conference Highlights' at the MPC. We estimate that this will result in a reduction of hundreds of thousands of printed pages over the 16 days of Olympic Games competition – similar reductions, where applicable, have been made for the Paralympic Games.
- The advent of a new 'remote' online information service – known as myInfo+ – which will enable press (and other clients) to access information via their own laptops, and so decreasing the need for printed information.

We are proud to report even further progress in 2011:

- As a result of publishing the press pack on our dedicated extranet site for our World Press Briefings in 2010 and 2011 we have calculated that we have saved around 51,000 sheets of paper.
- Unlike previous summer Games, no team rosters will be printed and distributed at the MPC. For example, Handball has 24 teams (12 men's teams and 12 women's teams) which results in a saving of around 2,400 sheets of paper.
- No print distribution for results at Canoe Sprint after every race – just a results summary. At around 20 races a day for six days, this will save around 12,000 sheets of paper.
- Partial results for Athletics Road Events are no longer planned for delivery to the Olympic Stadium, saving approximately 2,500 sheets of paper.
- No longer delivering Hockey Officials' Appointment Sheets to the MPC, saving around 1,600 sheets of paper.
- No longer delivering Judo contest list to the tribunes at ExCeL, saving 1,400 sheets of paper approximately.

- Fencing Individual Bout result sheets will no longer be delivered to the MPC, saving 25,000 sheets of paper approximately, with up to 30 bouts a day for nine days.
- No print distribution of start lists for men's and women's Qualification and men's and women's All-Around Finals in Artistic Gymnastics. These are multi-page outputs (up to 18 pages each) and previously there would have been around 200 copies of each of these four reports, saving 9,000 sheets of paper approximately.

In addition we will be proactively working to reduce printed output at competition venues. For example, in the morning sessions at Athletics our Pigeonhole Team Members, in conjunction with the News Service Team Leader, will align the requirements for print distribution to the press tribune seats with the number of media in situ, rather than defaulting to the maximum possible number.

Each pigeonhole unit across each competition venue and the MPC has a recycling box. We plan for this to include messaging steering press towards accessing their data online at myInfo+, rather than using printed outputs.

We made the decision to make our publications, including the Press Accommodation Guide and Press Rate Card, only available via our dedicated extranet site. In the past these have been printed and mailed to press (saving the printing and mailing of nearly 6,000 copies of each of these booklets alone).

Other operations

– Cleaning services

All cleaning services contractors will be required to deliver their obligations to us in accordance with BS 8901:2009 and operate to an agreed Sustainability Management Plan.

All contractors were brought on board during 2011 and the three major firms have already been developing their operations in line with these requirements. Sustainability Management Plans were developed and submitted to us for approval.

Induction, training and communications programmes are being developed to ensure that all staff are aware of our sustainability objectives and the role they have to play in supporting their delivery. In particular, the cleaning services contractors will provide key operational support in respect to the delivery of our zero waste goals (see Section 5.4).

Measures to minimise waste include:

- use of microfibre cloths and avoiding the use of detergents, chemicals or polishes wherever possible;
- use of low environmental impact cleaning products where chemical based products are necessary;
- reusing containers for distribution of diluted product; and
- using dosing control measures to ensure that only the necessary quantity of product is used for cleaning.

– Ceremonies

We are responsible for delivering the Opening and Closing Ceremonies of the Olympic and Paralympic Games, as well as the Victory Ceremonies where athletes' success will be celebrated. Production of the London 2012 Olympic and Paralympic Opening and Closing Ceremonies has been outsourced to London 2012 Ceremonies Ltd (London 2012C), established in 2010 specifically for the purpose of creating these London 2012 events. London 2012C has embedded the principles of BS 8901:2009 and all LOCOG sustainability policies and guidelines. In 2011, London 2012C delivered a number of sustainability workshops with potential suppliers and followed our procurement processes.

London 2012C has committed to prepare a post-Ceremonies report for us which will provide a useful benchmarks for future Ceremonies and suggestions for areas of improvement in a transparent way.

In addition, the London 2012 Ceremonies Board has developed a Sustainability Strategy which details specific target areas and goals to deliver against their sustainability mission statement – we believe this is a Games first. A Sustainability Working Group comprising the Chief Operating Officer, Technical Director, Technical Services Director and our Sustainability team has been established to oversee delivery of the strategy.

Sourcing for Ceremonies

Chain-of-custody for medals

We are proud to be the first Games to be able to trace the metal in our Victory Ceremonies medals all the way back to its source.

The precious ore, which will be used to make the 4,700 gold, silver and bronze medals, was mined at Rio Tinto's Kennecott Utah Copper Mine near Salt Lake City in the USA, as well as from the Oyu Tolgoi project in Mongolia. The zinc and tin for the bronze medals are being provided from mines in Australia and from Cornwall, England.

A special tracking system is being used to track the metal from the metal production sites to the final finishing and assembly site, the Royal Mint in South Wales. The metal transfer process has been audited by a third party auditor.

Flowers for ceremonies

LOCOG requires 6,700 identical bouquets for the London 2012 Victory Ceremonies. The bouquets have been designed by a British florist and are being grown in the UK in peat free conditions in unheated greenhouses. The designs themselves will be revealed in 2012.

Procurement of flowers for other aspects of our programme, including Opening and Closing Ceremonies, Villages, competition events and conferencing facilities, are ongoing and will conclude in early 2012.



Podia

The podia for Victory Ceremonies were designed by students at the Royal College of Art and have been designed for re-use. The podia will be made in the UK and will be re-used after the Games. The large team podia have been designed using hire stock so that the staging can be re-used after the Games. The other staging blocks will be donated to sports and schools after the Games. The staging blocks are made from timber sourced in accordance with LOCOG policies.

– Torch Relays

The Olympic Torch Relay begins with an official ceremony in Greece, followed by delivery of the Flame to the UK on the evening of 18 May 2012 then a 70-day journey around the UK. It is being delivered by us and three Presenting Partners, Coca-Cola, Lloyds TSB and Samsung. The Paralympic Torch Relay will begin in London on Friday 24 August with the lighting of England's flame. The UK's other three capital cities – Greater Belfast, Cardiff and Edinburgh – will then light a flame on each of the following days, at special flame lighting events.

Eight thousand inspirational people will carry the Olympic Flame as it journeys across the UK. Nominations for Torchbearers were solicited by us in May–June 2011. We had tens of thousands of nominations, with an average of 11 nominations for every Torchbearer place. Selection panels were held around the UK in the autumn. Conditional offers have been made to those with exceptional stories with places confirmed by March 2012. Olympic Torch Relay Presenting Partners Coca-Cola, Lloyds TSB and Samsung also held their own nomination campaigns.



Torchbearer Rosy Ryan, March 2012

The Olympic Torch Relay is being delivered in line with four guiding principles:

- 1 **Relay with youth at its heart:** A Torch Relay for everybody with a focus on youth, connecting everyone to the Games through the stories of young people.
- 2 **Sustainable Relay:** Minimum impact, low carbon, reduction, re-use, recycling, celebration of nature, local and seasonal food.
- 3 **National Relay with global reach:** 'Around the world in 70 days'; diverse, multi-cultural UK; new media; digital technology; local celebrations; national moments, global attention.
- 4 **Relay for our times:** Responsible, modest, aspirational.



Austin Playfoot, a Torchbearer from the 1948 Olympic Torch Relay, showcases a prototype of the London 2012 Olympic Torch, June 2011

The Olympic Torch

The London 2012 Olympic Torch was unveiled in June 2011. It was designed by east Londoners Edward Barber and Jay Osgerby, who won the opportunity through a competitive tender run by LOCOG and the Design Council.

The design, engineering and manufacture celebrate the best of British talent. Barber and Osgerby worked closely with Basildon-based product engineers Tecosim and Coventry manufacturers Premier Sheet Metal to develop the prototypes for the Torch. All the Torches will be manufactured in the UK.

The Torch is made up of an inner and an outer aluminium alloy skin, held in place by a cast top piece and base, perforated by 8,000 circles, representing the 8,000 inspirational people who will carry it on its journey around the UK. The circles also help ensure heat is quickly dissipated, without being conducted down the handle, and providing extra grip. The Torch stands 800mm high and weighs just 800g.

The Torch has been tested in BMW's climatic testing facility in Munich to make sure it can withstand all weather conditions. BMW is a Supporting Partner of the London 2012 Olympic Torch Relay.

EDF Energy committed to find a low carbon fuel solution for the Torch and went on to develop a bespoke fuel based on a Miscanthus (elephant grass) briquette. In doing so they have developed a patented manufacturing process and the new fuel is now certified as a smokeless fuel in the UK. This has the potential to be commercialised for use in other ways and hopefully future Host Cities will be able to secure a practical application for the Miscanthus fuel.

At the same time as the briquette was being developed, the design of the Olympic Torch was being conceived. After much debate the Torch project team concluded that there was too much risk, against a tight timescale, to be certain of all the elements working perfectly in time, especially given the use of a brand new fuel type. The decision was made to switch to a more traditional gas fuel solution which will also be provided by EDF Energy. For further information on the carbon footprint of the Torch Relays refer to Section 5.3.

A Sustainability Strategy has been developed by LOCOG, the Presenting Partners and Supporters to help deliver the Relays. The strategy has been developed in line with the principles of BS 8901:2009 and sets out opportunity and target areas including carbon measurement and ensuring sustainability is embedded as a design principle throughout activations. A post-Relays sustainability report will be provided.

– City Operations

London 2012 reaches beyond the competition venues and facilities and encompasses the whole of London and the rest of the UK. Official venues and facilities rely on the support of the local authorities and agencies around them. The Games also provide a great opportunity for the UK to present itself in the best possible light.

City Operations teams have been established within LOCOG, the Greater London Authority (GLA) and the Government Olympic Executive to provide oversight and advice to local authorities to ensure that they are ready to deliver essential services during the Games period as well as maximise the opportunities available to their communities to feel part of the 2012 Games.

We will coordinate most of the Last Mile routes (approach routes to venues), the exceptions being the central London zone and Road Races which are being coordinated by Transport for London, and the regional Football venues which are coordinated by the relevant local authority. The duty of care on the Last Mile remains with the body which normally manages it, such as waste collection and disposal, but the multi-agency approach to developing plans and contingency plans manages down the collective risk of delivery.

Sustainability guidance has been prepared for operational planning teams within all local authorities where there is a London 2012 venue. We have also worked with London Councils to produce specific guidance and checklists for London boroughs. The documents set out the importance of sustainability to London 2012 and the role that local authorities can play. The guidance also supports those delivering a range of services, including cleaning and waste (see Section 5.4), health protection and environmental health.

The London City Operations programme within the GLA continued to make significant progress in respect to sustainability. They have modelled their management system arrangements around BS 8901:2009 and were third-party certified to the standard by SGS in March 2012.

Two highlights for the London City Operations programme are:

Project	Description	Sustainability measures
London Live Sites	Three iconic open-air locations in the heart of the capital – Hyde Park, Victoria Park and Trafalgar Square – will be transformed to offer hundreds of thousands of Londoners and visitors to the city the chance to join in the excitement of the Games (Note: all 'London Live' locations are subject to planning consent and licence).	<p>The event production company has been appointed and is required to apply the key principles of BS 8901:2009 in its planning for these events. A 'London Live' Sustainability Policy and action plan is in development which will include the following measures:</p> <ul style="list-style-type: none"> – Paying directly employed staff the London Living Wage. – Training catering contractors on the London 2012 Food Vision. – Developing an approach to waste management that will maximise recycling and divert waste from landfill. <p>Work is also being done at the Hyde Park Live Site to build on the pioneering work of LOCOG to measure the carbon footprint of the event and identify reduction measures. Results of this work will be published in 2012 and will inform the ongoing approach to carbon management at Hyde Park and the Live Sites. Learnings from these studies will aid the events industry in identifying and minimising its carbon footprint at future events.</p>
London Media Centre	The London Media Centre (LMC) is for non-accredited media and will be located at One Great George Street, a Grade 2 listed building.	<p>Sustainability was a large part of the selection process and examples of initiatives which will be in place during the Games are:</p> <ul style="list-style-type: none"> – Sustainable food offering: the venue has signed up to the <u>London 2012 Food Legacy Pledge</u>. – No waste produced during the operations phase of the LMC will be sent direct to landfill. – Where possible the LMC has been designed as a paper-free environment: the majority of information will be provided to the media via e-communications. – Printers and phones available have been optimised in order to minimise energy consumption. <p>The LMC is a clear opportunity to showcase London as a sustainable city.</p>

See Section 7.3 for another highlight of the City Operations (London) programme in 2011, the Tower Bridge Lighting Project.

5.8

Diversity and Inclusion

Objective: To deliver the LOCOG Diversity and Inclusion Strategy and host the most inclusive Games to date by promoting access and celebrating diversity

Introduction

The London 2012 bid was founded on celebrating the diversity of London and the UK. We have continued to work behind the scenes to deliver our bid promise to celebrate the amazing diversity of London and the UK. During 2011, recruitment for the largest peacetime workforce in the world took place as LOCOG nearly trebled in size. We aim to be inclusive in all business decisions, from accessible venues and transport to working with small businesses and local suppliers. The committed approach taken over the last four years means that London 2012 is already everyone's Games.

The LOCOG Diversity and Inclusion Strategy (2008) set out our approach and objectives in more detail. With only a few years to embed a strategic approach to Diversity and Inclusion, three areas were identified where we were positioned to make the biggest impact:

- Workforce
- Supply chain (Procurement)
- Games-time service delivery

As part of this strategy we are also contributing to two other focus areas: communities and take-up of sport for under-represented groups.

Progress at a glance

Commitment	Status	More detail
Monitor and report on delivery of the LOCOG Diversity and Inclusion Strategy's priority themes and associated performance indicators	On track	Pages 198–204
Monitor and report on the delivery of the <u>LOCOG Diversity and Inclusion Charter</u>	On track	Page 164

Areas of focus

Business – including procurement, supplier diversity, monitoring and best practice	To spread opportunities at the Games as widely and fairly as possible, we are supporting programmes that help businesses across the UK reap the rewards of the Games being staged in London.
Workforce – including jobs, skills and volunteering	By upholding the highest standards in recruiting and building a diverse and inclusive workforce, and ensuring opportunity and training for all, we are encouraging people from all backgrounds to get involved in working at a venue or as a volunteer.
Service delivery – including Games-time service provision, accessibility and inclusive design	We aim to stage the most accessible Games possible. By using the power of the Games, we are improving accessibility to transport, accommodation and visitor attractions across the capital.
Communities – including impact on local people, especially in the south-east and east London Host Boroughs, across London and the UK	We are making sure there are no barriers to anyone enjoying and benefiting from the Games, its long-term legacy or the accompanying cultural events.
Participants – including the Equality Standard for Sport, and impact on levels of participation in sport for currently under-represented groups	We want to get more women, disabled and deaf people, LGBT and black, Asian and minority ethnic (BAME) people taking part in sport and physical activity.

An inclusive workforce

As our overall headcount increased from 1,749 to 4,410 in 2011, the systems set in place to recruit the most diverse workforce possible have been used. We recruit regardless of age, race, disability, sexual orientation, gender and gender identity or belief and also through the following programmes:

- attitude over age: our outreach programme for older and younger people
- access now: our outreach programme for disabled people
- action on inclusion: our outreach programme for black, Asian and minority ethnic (BAME) people

We continue to make progress across all diversity strands. Currently LOCOG staff members that self-declare as either female, under 30, over 50, disabled, deaf, having a long term health condition or either Lesbian, Gay, Bisexual or Transgender are on or above the target zones established for 2012. LOCOG is just below the target zone set for ethnicity but we expect to reach all target zones in time for the Games.

Table 13 Progress against diversity target zones

Diversity strand	Target zones for 2012 (%)	Actual in 2011 (%)
Host Boroughs	15–20	20.1
Previously unemployed	7–12	13
BAME	18–29	17
LGBT	5–7	6
Age <30	20–30	29
Age >50	10–15	10
Women	46–54	48
Disability	3–6	7

Monitoring of our contracted workforce against our target zones commenced in 2012.

We will achieve our Games time target zones through continuing the extensive outreach programme across all diversity strands, Jobcentre Plus and within the six Host Boroughs. These programmes include attending relevant job fairs, hosting briefing sessions for job brokerage and stakeholders, and utilising our talent pools. This ensures that everyone who would like to get involved in the Games is given every opportunity to join in.

The Diversity and Inclusion Leadership Pledge was launched in February 2010. In 2011, this pledge was extended to include all staff being asked to voluntarily commit to deliver our legacy of inclusion. The increase in the number of queries to the team from other areas of LOCOG shows this has helped to raise the profile of the agenda across the organisation.

London 2012's third Diversity Week in March 2011 offered the opportunity to showcase how Diversity and Inclusion is being incorporated into volunteering, procurement and service delivery. The week was launched with the 'Everyone's London 2012' conference, which aimed to raise awareness of London 2012's work in areas including volunteering, procurement, community relations and service delivery and the opportunities which are available for communities across the UK.

Newham Council Workplace

LOCOG is recruiting thousands of people for a range of roles to deliver the London 2012 Games. The Newham Council Workplace programme is supporting residents of Newham looking for work, with a focus on those who are least able to access work on their own.

Sandra Osei is one of the thousands of people who found work last year using the council's job brokerage scheme. The 25-year old from Custom House signed up to Workplace following a recommendation from a relative about their services. After completing an assessment with Workplace, Sandra was interviewed for a job as a security team administrator at LOCOG and a month later became a fully fledged member of the LOCOG team.

Sandra puts her success down to the support that she received from Workplace. She said: 'Even before I'd applied for any roles, Workplace identified my interests and previous experience and assessed and interviewed me.'

– Diversity and Inclusion training

Our Diversity and Inclusion team have worked closely with the Training team to ensure that the standard training programme integrates content around Diversity and Inclusion issues. This programme will be received by all of the London 2012 workforce prior to and during the Games.

Highlights from training in 2011 include:

- production of training workbooks and pocket guides in a range of accessible formats;
- trainers representing all diversity strands;
- accessible venues with additional human assistance in the form of BSL interpreters and support staff;
- a full module dedicated to Diversity and Inclusion in the staff training workbook; and
- a 20–30 minute session within the 'common role' element of workforce training dedicated to BSL and scenario activities focusing on each of the six diversity strands. This training element is attended by the entire workforce.



Games Makers

– Games Maker programme

The Games Maker programme is the official volunteering programme of London 2012. In 2010 a successful application process took place which attracted a targeted, diverse range of applicants to the programme. During 2011 the Games Maker programme continued to make the programme entirely inclusive for all of its applicants.

Highlights of Diversity and Inclusion measures taken include:

- providing British Sign Language (BSL) interpreters for deaf Games Maker applicants at their selection event experience and interview;
- providing selection event staff with full disability awareness training so that they are able to make the interview process accessible for any applicant, regardless of the difficulties or barriers they may encounter; and
- assessing all Games Maker job roles for accessibility, making adjustments where necessary and using the assessment information to assign roles to successful disabled and deaf applicants that are aligned to their accessibility requirements.

We have also worked hard to ensure that selection event volunteer interviewers were sensitive to the cultural, age, gender and gender identity, sexual orientation, belief and disability diversity represented within their applicant pool and were able to make every applicant feel fully included and represented within the process.

The Diversity and Inclusion team ensured that any applicant who has a different previous or current gender identity was supported with sensitivity and high confidentiality during the recruitment process. This included the facilitation of a confidential helpline for trans-gender people wishing to provide personal details around previous or current gender identity. These measures were achieved by working in partnership with the Accreditation team, the Home Office and other expert organisations.

Service delivery

We are proud of everything put in place to ensure that London 2012 is the most accessible Olympic and Paralympic Games possible. In 2011, we continued to deliver against the 22 projects that were identified in 2010, including:

- ticketing: an inclusive process that includes access to all;
- torch Relay nomination process: open to everyone;
- a comprehensive test event programme: to ensure the sports and venues work for all groups;
- LOCOG Overlay Access File (LOAF): a common set of access and inclusion standards; and
- Games Mobility – to assist spectators with mobility requirements.

– Ticketing

During the bid in 2005, we pledged to use the power of the Games to inspire young people to choose sport. Our approach to ticketing has brought that bid promise even closer.

- There are **special prices for young people** (aged 16 or under at the start of the Games on 27 July 2012) who are eligible for 'pay your age' tickets across one-third of sport sessions.
- A **seniors (60+) special price** with a flat fee of £16 will encourage older people and younger people to come together to enjoy the sport.
- **Wheelchair users** have the opportunity to buy tickets in all price categories in every session during both Games. These tickets include a companion seat and the option for families to sit together.
- **Specific tickets for people with additional accessibility requirements** have been prepared to meet their needs through audio augmentation, audio description, seats close to the action or step-free access. Accessible transport options have also been put in place, including shuttle services, free Blue Badge parking and assistance dog areas.
- The **Ticketcare scheme** is a specific programme designed to help disabled people who do not need a wheelchair space but cannot come to the Games without a carer or personal assistant to apply for an additional free ticket. These tickets were available for every session, at every venue, in every price category, and more than 1,300 Ticketcare tickets have already been allocated and funded by LOCOG.

Torch Relay nomination process

The Olympic Flame will be carried by 8,000 inspirational Torchbearers during the 70-day Olympic Torch Relay across the UK. We put plans in place to ensure the Olympic Torch Relay is for everyone, with half the Torchbearers aged between 12 and 24.

In June 2011, we asked people to nominate someone truly inspirational to be a London 2012 Torchbearer. Information was provided on the internet in different formats such as British Sign Language and easy read. The online application process was tested and approved by [AbilityNet](#).

To promote the Relay to everyone and ensure all strands were represented, specific communities and groups were targeted to encourage them to make nominations. Our Diversity and Inclusion team provided advice to make carrying the flame as accessible as possible for wheelchair users (accessories, adaptors) and helped to design a uniform that respected all beliefs.

The programme was repeated for the Paralympic Torch Relay, including our commitment to celebrate the Paralympic values with young people.



A volunteer at the Diving test event

– Test event programme

Operational Diversity and Inclusion procedures were trialled during the test event programme. Forty-two sport test events in three clusters were delivered across all LOCOG venues and involved the Diversity and Inclusion team. This gives us confidence that the majority of the potential Diversity and Inclusion challenges will have been tested and re-tested in time for the Games.

We defined a set of Diversity and Inclusion objectives for the test events that included:

- reconfirm confidence in the work done to date in areas such as accessibility and the recruitment of volunteers and employees;
- identify particular areas/groups that may require more focus/ additional development;
- maximise the opportunity to support the Venue General Managers and venue teams and develop the relationships through to Games time;
- test different options and agree the most appropriate solutions such as flooring used at Hadleigh Farm to create accessible pathways for wheelchairs; and
- minimise ‘surprises’ at Games time by testing and re-testing across the three clusters.

– LOCOG Overlay Access File (LOAF)

We have developed the LOCOG Overlay Access File (LOAF), a common set of access and inclusion standards to be applied to temporary overlay across all our venues.

London 2012 will utilise a wide variety of sporting venues, each presenting different challenges in terms of overlay. Our task is to ensure consistent access provision and a great Games experience across all venues:

- Permanent purpose-built
- Temporary venues
- Established venues
- Established locations with changed use

The LOAF aims to give practical, clear direction enabling designers and project managers to deliver high-quality accessible venues in all front- and back-of-house areas.

The LOAF is an in-house document, incorporating appropriate elements of existing standards, the emerging IPC Technical Manual on Accessibility, previous Games experience and some new thinking to help us deliver a more accessible environment.

The LOAF is the LOCOG standard which ensures we deliver a consistent level of accessibility across all venues.

– Games Mobility

We have estimated that eight per cent of spectators attending the Games will have some form of mobility requirement.

For the first time at an Olympic or Paralympic Games, a dedicated team of 1,500 trained Games Mobility team members will be deployed across all competition venues to assist spectators with mobility needs get around easily and comfortably, enhancing their Games experience and that of their family and friends. The Games Mobility service includes:

- the short-term loan of wheelchairs, powerchairs and electric scooters to enable spectators to move around venues more easily;
- over 1,000 volunteer Games Mobility team members trained to assist spectators with disabilities;
- a golf buggy shuttle service to transport mobility impaired spectators at venues with large distances and steep gradients;
- a wheelchair pushing service to help spectators get to their seats; and
- a guiding service for visually impaired spectators.

The success of the Olympic Games and Paralympic Games is not just about the events themselves but the whole visitor experience. We have committed to making London 2012 the most diverse and inclusive Games possible.

Reporting

As a member of the London 2012 Equality and Diversity Forum, LOCOG participates in the Annual Report delivered by the Forum on Diversity and Inclusion and its five priority areas.

Membership and awards

LOCOG is a member of the following organisations:

- Stonewall Diversity Champions
- Employers Forum on Age
- Race for Opportunity
- Opportunity Now
- Employers Forum on Belief
- Employers Forum on Disability
- ORC Networks
- Chartered Institute of Personnel and Development
- Inclusive Employers
- Family Friendly Scheme

In 2011 we achieved the following awards:

- The first organisation to reach the Advanced Equality Standard for sport (January 2011).
- Outstanding achievement in Creative Leadership by the World Diversity Leadership Summit Europe.
- Finalist for Best Diversity Recruitment Strategy by the 2011 Recruiter Awards for Excellence.

5.9

Employment and skills

Objective: To deliver the LOCOG Employment and Skills Strategy and provide experience individuals can use to enhance their personal and professional lives once the Games are over

Introduction

During the Games, there will be a workforce of around 200,000 people, comprising 6,000 paid full-time and temporary employees, up to 70,000 volunteers and around 100,000 contractors. Our role in employment and skills initiatives spans all three workforce groups.

The objective is to increase job and business opportunities, improve skills development and reduce unemployment. Opportunities for employment and skills development will be promoted across the UK, recognising the particular need to engage local communities in the Host Boroughs of south-east and east London.

Progress at a glance

Target area	Status	More detail
Monitor and report on delivery of the LOCOG Employment and Skills Strategy's priority areas and associated indicators	On track	Pages 207–213
Monitor and report on supplier update of the LOCOG Employment and Skills Charter	On track	Page 213

The Employment and Skills Strategy was progressively rolled out during 2011, including a number of target zones and other indicators to monitor the delivery.

The role of the strategy is to:

- deliver (responsible for delivery of initiatives);
- partner (work with other stakeholders on initiatives); and
- communicate (communicate and influence initiatives delivered by other stakeholders).

The employment and skills programmes support the Diversity and Inclusion initiatives (see Section 5.8). Quarterly monitoring mechanisms were introduced against key measures during 2011 and a quarterly Employment and Skills Board, chaired by CEO Paul Deighton, was established to monitor and review progress against the delivery of our employment and skills commitments in the following three areas:

- Creating employment opportunities
- Skills development
- Developing young people

The Employment and Skills Board meeting is attended by Mayors and Leaders from the six Host Boroughs, representatives from the Greater London Authority, Government and the Skills Funding Agency. Also in attendance are senior representatives from our Games-time contractors with large workforce needs in areas such as security, catering, cleaning and retail.

Our contribution to enabling sustainable employment



We have also established a monthly Employment and Skills Operational Steering Group Meeting chaired by our HR Director. This is attended by representatives from the Host Boroughs, Jobcentre Plus, higher and further education, the Skills Funding Agency, Greater London Authority and employability and training providers delivering London 2012 specific programmes. This monthly meeting reviews operational plans, ensuring they are on track to deliver on a timely basis, reports, monitors and manages risks and escalates issues to the Employment and Skills Board as appropriate, and provides an escalation channel for the six Host Borough operational Employment and Skills Performance and Management Group.

Creating employment opportunities

Progress against priority areas and associated indicators is as follows:

Priority areas and measures	Status as of end of 2011
Number of opportunities provided by LOCOG through the paid workforce	LOCOG headcount of 2,362 at the end of December 2011.
Number of opportunities provided by LOCOG through the contractor programmes	<p>First pre-Games contractor workforce monitoring will be conducted in 2012. Workforce Employment and Skills targets are for the Games-time workforce.</p> <p>As a result of job brokerage delivered through our Employment and Skills team, at the end of December 2011 7,939 people had received conditional Games-time job offers from LOCOG contractors – 4,130 being Host Borough residents.</p>
Number of people recruited from the Host Boroughs is between 15 and 20% of the total workforce	Monitoring of the paid workforce implemented. At the end of December 2011, 20.4% of the LOCOG workforce was resident in the six Host Boroughs.
Number of previously workless people is between 7 and 12% of the total workforce	First pre-Games contracted workforce monitoring will be conducted in 2012.

– Our contractors

The contracted workforce will number an estimated 100,000 at Games time. This workforce will include those in existing employment, marketing partner workforces, and the largest areas of Games-time employment where there will be additional workforce demand: catering, cleaning, retail, security and transport.

By working with contractors throughout 2011 we have taken steps to maximise opportunities within the Games-time workforces. These jobs were filled through a number of employment initiatives located in the Host Boroughs and across London and the UK.

We have worked with employers, local job brokerages, dedicated employability projects and providers, in partnership with the Host Boroughs and the Department for Work and Pensions. Their roles have been to act as the facilitators between employers and a wide range of supply-side partners.

We have worked with contractors in each of the main 'people' sectors (catering, hospitality, cleaning, retail and security) to identify the core skills and aptitudes required for the high volume general skill or entry-level roles they would be recruiting for Games time. This information was used to generate a series of generic sector-specific job descriptions which detailed the key skills, aptitudes and qualifications required against which multiple contractors in each sector agreed to recruit. Alongside forecasted volumetrics and recruitment timelines, these job descriptions were disseminated through an extensive series of briefings, presentations, meetings and an extranet platform shared with external partners.

This process has helped external partners to understand the contractors' workforce requirements and recruitment processes. This ensures that suitable volumes of appropriately skilled and job-ready candidates are prepared for the Games-time recruitment campaigns.

Alongside this, it has been important to facilitate contractors' access to local jobs brokerage services, and support them in recruiting a diverse, local and previously workless Games-time workforce. This has included working with Jobcentre Plus, further and higher education institutions, community organisations and charities.

In the latter quarter of 2011 almost 100 local recruitment events for Games-time roles were delivered. These events were for roles in catering, cleaning, retail and security. More than 9,000 people attended, with 54 per cent being residents from one of the six Host Boroughs. By the end of 2011 almost 8,000 Games-time job offers had been made through this activity, 4,130 of which were for Host Borough residents.

This workstream to help local people access Games-time roles will continue throughout 2012. The first pre-Games contracted workforce monitoring will be conducted in 2012. Following an initial baselining exercise in July 2011, contractors were asked to provide monthly returns of their actual and projected Games workforce to help them assure their numbers and provide recruitment support if necessary (see also Section 5.2).

– Our employees and volunteers

In parallel to the work being delivered through contractors, similar steps have been taken to ensure local people can access Games-time employment within the direct employed workforce.

Numerous briefings, CV and interview workshops, capacity building exercises, seminars and other targeted activity have been conducted. These raised awareness of roles and enabled local partners and providers to prepare and submit their clients for these opportunities.

The outplacement support initiative was launched in late 2011 to help employees find jobs after the Games. Key elements of the programme are as follows:

- Outplacement: one-day workshops, one-to-one coaching, a resource centre and online tools, and two half-day masterclasses dealing with social media and international opportunities respectively.
- Talent marketing: promotion of internal talent to external organisations, such as marketing partners (sponsors) and partners, through a secure networking site, and talent-marketing events.
- Financial: provision of an end-of-Games redundancy arrangement.

– Community engagement

Thirty-five community engagement events have been delivered in the Host Boroughs and elsewhere in London. These events promoted the range of Games-time roles available in LOCOG and the contracted workforce.

The East London Communities Organisation (TELCO) is the founding chapter of London Citizens, the UK's largest independent community alliance. In partnership with TELCO, six contractor recruitment events have been held, with all of the candidates being sourced and prepared by TELCO.

Capacity building workshops for TELCO organisers were delivered, providing them with training tools to run assessment sessions to screen and prepare potential candidates. In the autumn of 2011 TELCO ran 20 candidate screening events, which were attended by almost 1,700 candidates. By the end of 2011 more than 700 candidates had received Games-time job offers as a result of this engagement initiative.

Security officer contractor, G4S

Ruhel is now a security officer contractor for G4S. Previously he was out of work for around 10 months. Having registered with his local Host Borough job brokerage, Skillsmatch, they told him about recruitment for the London 2012 Organising Committee. Ruhel had recently finished some training with the Security Industry Authority, so he was eager to apply for the opportunity to work with G4S at London 2012.

Ruhel said: 'The application process was quite straightforward. The most challenging part was getting my five-year verifiable history, but once I thought back over what I had done it was just the paperwork and the G4S application form. Now that applications are all done online it is much easier. You can even book your own interview slot.'

Having been successful in securing his new job Ruhel now works in the North Plaza, near the Westfield site, screening and searching all visitors to the Olympic Park. He says the best part of his job is that he gets to meet lots of athletes while also seeing the amazing Games venues. He also receives important security training that will help him in his career.

Experience and skills development

Progress against associated indicators is as follows:

Priority areas and measures	Status as of end of 2011
Number of opportunities provided by LOCOG through the volunteering programmes	Up to 70,000 adult 'Games Makers' and 2,000 16–18-year-old Young Games Makers will be recruited from more than 250,000 applicants.
Number of opportunities created by LOCOG for internship programmes	We have run an undergraduate placement programme within our Technology department with 37 students in 2011 undertaking roles such as Desktop Support and Assistant Venue Technology Managers.
Number of opportunities created by LOCOG for secondment programmes	By the end of 2011, 243 (10.5%) of 2,312 employees were seconded from partner organisations, Government departments and other stakeholders.

The volunteer programme progressed during 2011 with a quarter of a million people from all backgrounds applying to be a Games Maker for London 2012. Candidates were interviewed at nine selection centres around the UK. The first of these was at London's ExCeL in January 2011, where there was capacity to interview up to 300 applicants daily, six days a week. Offers were made to successful applicants in late 2011. The Games Makers will attend at least three training sessions to ensure they are fully prepared (see also Sections 5.2 and 5.8 for more information on volunteers).

Opportunities for young people

Progress against priority areas and associated indicators is as follows:

Priority areas and measures	Status as of end of 2011
Number of apprentices employed	Nine young people joined the Get Ahead School Leaver Programme in 2011, taking the total to 44.
Number of work experience placements offered	47 students completed work experience placements at LOCOG during the 2010/11 academic year.
Number of schools and colleges enrolled in the Get Set education programme	There are currently 24,290 schools and colleges registered for Get Set, with 16,944 of them in the Get Set network.

Chris, cleaning contractor staff

Chris is a 20-year-old student living in Waltham Abbey, close to the Lee Valley White Water Centre. He found temporary work at this London 2012 competition venue when a Canoe Slalom International Invitational competition was held as part of the London Prepares series of test events.

During his summer break Chris heard about the test event cleaning operative job from his local Jobcentre. They referred him for an interview and the cleaning contractor for the Lee Valley site, impressed with Chris, offered him a job the next day in a supervisory position.

On his first day, Chris was given all the training he required for him to carry out his new role. He took on responsibility for the cleaning and preparation of large parts of the site before the athletes, officials and spectators arrived. A week before the competition Chris was introduced to his cleaning crew and his work as a team leader began in earnest.

Chris will return to his studies at the end of the summer break, but the cleaning contractor immediately offered him work at Games time.

– Get Ahead School Leaver Programme

There are limited opportunities in the current economic climate for young people who choose not to go into higher or further education. The Get Ahead School Leaver Programme is an apprenticeship for young people seeking employment opportunities with a vocational qualification. The programme is focused on the Host Boroughs, but it is open to anyone in the UK.



Dame Kelly Holmes inspires London 2012 Young Leaders in their quest to become Games Makers, September 2011

– Schools, colleges and universities outreach initiatives

The structured work experience programme offers placements for young people at school and college. In 2011, 37 students undertook LOCOG roles such as Desktop Support and Assistant Venue Technology Managers.

In 2011, graduate recruitment fairs and events were attended across the UK in partnership with our Official Recruitment Provider Adecco. These events provided opportunities to engage with tens of thousands of students and promote Games-time jobs within LOCOG and the contracted workforce.

– Young Leaders programme

Sponsored by BP, this programme is designed to give 100 young people from disadvantaged backgrounds the opportunity to gain skills, raise their aspirations and develop leadership skills. In 2011, the participants applied these skills in their local communities and in September they began their quest to play an important role as a volunteer at the London 2012 Games. The Young Leaders will be allocated their volunteering roles for the summer of 2012.



Wilson Stuart school pupils at Get Set to exercise your taste buds, July 2011

– Podium

Podium is the further and higher education unit for the Games and has a central remit of engaging universities and colleges to get involved with the Games through communication, fostering of collaboration and utilising London 2012 to enhance existing activity. The unit's website has more than 5,000 registered users and the Head of Unit is seconded to LOCOG to advise on further and higher education.

– Get Set education programme

The Get Set education programme is a key initiative to provide resources to involve school children and young people (see Section 6.2).



Children from schools that are part of Get Set, the London 2012 education programme, learning the mascot dance routine ready for World Sport Day in June 2012

Get Set's aims are:

- to enhance young people's learning right across the curriculum – through sport, culture and education;
- to support and drive existing educational priorities and agendas;
- to involve as many children and young people as possible in the excitement of the London 2012 Olympic and Paralympic Games;
- to take the magic and inspiration of the London 2012 Games out to classrooms, playgrounds and into the lives of young people across the UK; and
- to support children and young people across the UK in the development of their leadership, personal, thinking and life skills.

Inviting inspirational young people from StreetGames to carry the Olympic Flame

As part of the Coca-Cola Future Flame Torchbearer recruitment campaign, participants from Coca-Cola's charity partner StreetGames were invited to apply. StreetGames is a national charity which gives young people in our most disadvantaged areas access to sport.

StreetGames work experience selection

Coca-Cola initially planned to recruit 30 young StreetGames participants from disadvantaged communities to work for four weeks at the Games as part of Coca-Cola's Venue Operations team. A rigorous selection process resulted in over 120 applicants applying and 45 StreetGames applicants being selected.

Forty-three of these individuals will now work for four weeks as part of the Venue Operations team during the Games, and two will join Coca-Cola's Showcasing team for eight months starting in February 2012. The 50 per cent increase of positions versus their original target is testament to the high quality of the applicants, many of whom had carried out hundreds of hours of volunteering.

Employment and Skills Charter

The Employment and Skills Charter is reinforced as part of the procurement process with contractors required to stipulate how they will meet their commitments. The suppliers and contractors are expected to engage with the established partnership initiatives (see above) to encourage applications from local and workless people for Games-time roles.

By allowing the candidates access to job opportunities and the selection process, contractors can shape bespoke employment and training programmes to support their workforce needs.

Contractors are required to measure and report on their achievements. This contributes to target zones (see above) in relation to local employment, Diversity and Inclusion and opportunities for previously workless people.

5.10

Promote sustainable living

Objective: To influence behaviour change and promote sustainable living through outreach initiatives and leveraging the power of commercial partnerships

Introduction

2011 has seen a step change in engagement as programmes and partnerships have been accelerated for the final stages of delivery. Milestones such as the ticketing launch, the recruitment of volunteers and the completion of venues have all been reached. Through engaging spectators and recruiting volunteers the programmes and partnerships have been expanded to inspire behaviour change and promote sustainable living.

Progress at a glance

Commitment	Status	More detail
Develop and deliver the initiatives set out in the LOCOG Sustainability Communications and Stakeholder Engagement Plan	On track	Pages 214–216
Deliver the objectives of the Changing Places programme	On track	Pages 217–220
Deliver the objectives of the London 2012 Active Travel programme	On track	Chapter 4
Embed sustainability messages into all major internal- and external-facing LOCOG-controlled programmes	On track	Pages 221–223
Ensure all major LOCOG events and relevant Cultural Olympiad projects adhere to the London 2012 Sustainability Guidelines for Corporate and Public Events	On track	Pages 223–224
Work with partners to develop and promote new standards of sustainability in event management	On track	Pages 224–225
Develop an engagement programme for athletes and the Olympic and Paralympic Movements	On track	Page 224

Delivering the LOCOG Sustainability communications and engagement plans

LOCOG has developed a Sustainability Communications and Stakeholder Engagement Strategy, which is supported by a detailed implementation plan. Delivery is through either standalone programmes or initiatives (several of which are outlined in this section of the report) or is embedded into other LOCOG-controlled programmes. These programmes and initiatives are running through the whole cycle of the Games, embedding a legacy of sustainable living beyond 2012.

In 2011 implementation of the Sustainability Communications and Stakeholder Engagement Strategy continued with:

- Sustainability Ambassadors visiting the Olympic Park;
- Sustainability Partners planning for sustainability activation at Games time; and
- Over 5,400 volunteer hours clocked up on the Changing Places programme.

Examples of promoting sustainable living are described throughout this report. This chapter brings together a few of the highlights that are building a legacy of sustainable living beyond 2012.

– Sustainability Ambassadors

The objective of the Sustainability Ambassadors programme is to enable individuals to share a behind-the-scenes perspective of the Games within their spheres of influence. The group is focused on how the Games can help bring sustainability alive in education, as well as looking at the challenges and opportunities of hosting and running a more sustainable Games. The group will continue to meet regularly through to the end of the Games.

This year new Sustainability Ambassadors were welcomed to the group, increasing the total number to eight. In 2011 four meetings were held allowing the Ambassadors to get up to speed with the latest sustainability developments of the programme, have a tour of the Olympic Park and the Velodrome, and share ideas for promoting the sustainability agenda in the run up to the Games.

Our London 2012 Sustainability Ambassadors are:

- Jonathon Porritt (Chair)
- James Cracknell
- Eugenie Harvey
- Saci Lloyd
- Kevin McCloud
- Deborah Meaden
- Tim Smit



The Sustainability Ambassadors visit the Olympic Park, November 2011

– Sustainability Ambassadors pin badge programme

The London 2012 Sustainability Ambassadors pin badge programme was launched at the November Sustainability Ambassadors meeting. Building on the ODA's recognition programme, the aim of these specially designed pin badges is to reward those who have worked 'behind the scenes' to deliver a more sustainable Games. The programme has recognised a number of heroes, from an individual who inspired the Foreign and Commonwealth Office Olympic Park sustainability film 'Going for Green', seen by 500 million people worldwide, to a member of the Publications team who sourced a range of sustainable paper stocks and reduced the number of printed publications.

'The aim of these specially designed pin badges is to reward those who have worked "behind the scenes" to deliver a more sustainable Games.'

– Sustainability Partners

We know that by working together with our marketing partners, we can reach more people. To make this easier, London 2012 created an additional marketing rights designation of Sustainability Partner. Together, our six Sustainability Partners (BMW, BP, BT, Cisco, EDF Energy and GE) are looking to inspire a step change in sustainable living through their own products and expertise. Case studies on Sustainability Partner activities can be found throughout this report.

Some of the Sustainability Partners have joined with us to create a sustainability-focused activation in the Olympic Park at Games time. 'Walk in the Park' will bring the transformation of the Olympic Park to life.

Spectators will be invited to join a route within the Park to explore and discover more about our sustainability stories from both London 2012 and our Sustainability Partners. Information about the walk will be available to download through the London 2012 website and the 'spectator app' available at Games time.

'Spectators will be invited to join a route within the Park to explore and discover more about our sustainability stories.'

Deliver the Changing Places programme

Inspired by the regeneration of the Olympic Park, the Changing Places programme was created to support the communities of east London. These are some of the most diverse communities in Europe, suffering from a range of social, economic and environmental challenges.

The Changing Places programme has created opportunities for local people to get involved in creating cleaner, greener and healthier neighbourhoods. The intention is to extend the benefits of the Games far beyond the boundaries of the Olympic Park.

Changing Places' objectives are to:

- inspire communities to improve public spaces such as parks, open spaces and watersides;
- enable people to learn new skills and develop new interests; and
- improve community environments that surround the Games-time venues to create long-lasting change.

'The Changing Places programme has created opportunities for local people to get involved in creating cleaner, greener and healthier neighbourhoods.'

We work with a range of organisations to deliver projects with real benefits for the community, by working with partners in central Government, regional bodies, London 2012 marketing partners, charitable organisations and non-governmental bodies. Changing Places is managed by a full-time secondee from Keep Britain Tidy, helping both organisations share best practice and generate a tangible legacy of knowledge learning beyond 2012.

This year has seen Changing Places accelerate in preparation for the Games. Great progress has been made across 151 locations involving over 3,000 people. A real community has built up within the programme with over 25 per cent of participants being repeat volunteers, returning event after event.

Highlights

During 2011 the Changing Places programme achieved the following:

- 3,216 people were directly involved in the programme, benefiting tens of thousands of people across London and beyond.
- 5,477 hours of volunteering have been given by participants in the programme.
- We have worked at 151 locations across London and beyond.
- 505 bags of litter have been collected weighing approximately 1,262kg, the equivalent of 174 of the men's shots used in athletics.
- More than 900 new trees have been planted.
- 950 square metres of new wildflower meadow were created, the equivalent of three-and-a-half tennis courts.
- 189 new wildlife installations were completed including bird and bat boxes, habitat walls and reptile refuges.
- A total of £765,000 has been secured in grant funding for project delivery.



Wildflower meadow, West Ham park

– Progress at a glance

In 2010 a range of targets was set for Changing Places to achieve by Games time.

Table 14 Progress against Changing Places targets

Overall target	Progress – 2011	Progress – cumulative
10,000 people actively involved in the programme	3,216	6,077
Deliver 40,000 hours of volunteering	5,477	14,428*
Five per cent of participants to be repeat volunteers	11%	26%
20 per cent of projects to include an element of biodiversity enrichment	67%	75%
Changing Places to deliver improvements across 500 sites	151	239*

* Although currently some way short of this target we are confident that all targets will be achieved by Games time. Significant project activity will happen in 2012 and this should result in our targets being realised.

The Big Waterways Clean up

In February 2012 the final programme for Changing Places was launched in partnership with Thames21 on the Lea Navigation opposite the Olympic Park.

The programme was created to clean up and improve east London's waterways, mobilising an army of local volunteers to improve the visual appearance and environmental quality of east London's rivers and canals.

These waterways have been abandoned for many generations, but are being restored to their former glory. They will be used as key routes by thousands of spectators walking and cycling to the Olympic Park this summer.

The Big Waterways Clean Up is up-skilling local people so they can take ownership of their local area. This model is consistent with the majority of the Changing Places projects. Enabling local people to lead the improvements, and be at the centre of the decision-making process, will give the project the greatest chance of long-term success.

– Looking forward

2011 has been a great year for the programme, though there is still a lot to be done during the last few months leading up to the Games. Considerable thought is being put into the legacy the programme will leave once the Games have finished. After the Games, the Changing Places programme will need to adapt. Some elements of the programme will continue to be run by the London Legacy Development Corporation, in its capacity of maintaining the Park and integrating the new communities associated with it.

One particularly exciting development is the creation of a 'time bank' linked directly to the Olympic Park and the surrounding areas. Time banking is a scheme where the community 'deposits' time by giving practical help to others through activities such as help with exercise and developing new skills. Members can then 'withdraw' time in return when they need something. It will help integrate the new Park and its legacy facilities into the surrounding community.

Transformed communities

One of Changing Places' most successful projects has been 'Transform', which is coordinated by Groundwork London. Funding was secured to transform up to 50 poor quality sites that were under-used. The potential is huge to turn these spaces into a thriving resource for local people. From community growing spaces to new areas for play, involvement of the community is vital in the planning and delivery of these transformations. This way they continue to be a real resource for many years to come.

At one site adjacent to the London 2012 venue at ExCeL, a previously derelict and vandalised site has been transformed into a community food growing space. As well as providing a valuable green space for people without gardens, the site has also become a meeting place for the community where they can relax and socialise.

As part of the Transform project, 200 members of the community have been recruited to sustain the projects and continue to pull the community together once the ODA's involvement has finished. Just over 10,000 people have reaped the benefits of improved environmental quality from the Transform project.

Embed sustainability messaging into all internal and external programmes

In 2010 we developed our Sustainability Communications and Stakeholder Engagement Strategy. Having spent time with the team who delivered the Vancouver 2010 sustainability programme, we learnt the importance of prioritising our audience, developing our key messages and preparing them early.

Over the last 18 months we have worked behind the scenes to embed three core sustainability messages – food, travel and waste – into all our communications for spectators (see Section 5.2). We believe that these are three areas that all spectators will participate in and will want to learn more about. In the case of travel and waste, there are also strong operational reasons to ensure these messages are well understood and spectators know what they can do to help us deliver our goals.

‘Over the last 18 months we have worked behind the scenes to embed three core sustainability messages – food, travel and waste – into all our communications for spectators.’

We have focused on five key audiences to target:

- spectators
- workforce
- athletes
- media
- stakeholders – NGOs, Government, IOC, IPC



– Spectators

From the beginning we have focused on embedding sustainability into the communication channels available to us rather than treating sustainability as a separate subject or chapter. Time has been spent developing clear communications for the following channels:

- Spectator guides issued to all ticket holders with their tickets
- The Games-time London 2012 website
- Email: particularly messages focusing on spectators travelling to their venues and what they can expect when they get there
- Venue signage and announcements

We are also developing a simple guide to sustainability at the Games. This will describe how we have made the Games more sustainable and what you can do to make your own lifestyle more sustainable too. We hope that this will be one of the many ways that we have used the power of the Games to inspire change for the long term.

– Workforce

We know the potential power of our Games Makers at Games time. If we can get them engaged with sustainability from the outset, then we will be justly rewarded.

This is why we have spent a lot of time embedding sustainability content across all the Games Maker touch points. Whether that is the materials Games Makers read, the sustainability experience they have at their training events or the appearance of our distinctive waste bins, this has all ensured that from day one, our 70,000 volunteers as well as our 6,000 employees (and around 100,000 contractors) are aware of what sustainability at the Games is and the role they play to deliver a truly sustainable Games.

‘We know the potential power of our Games Makers at Games time. If we can get them engaged with sustainability from the outset, then we will be justly rewarded.’

We have also written a bespoke training course for our sustainability Games Makers who will be joining us for the Games. This training course will provide them with the tools and confidence to deliver their roles at Games time (see Section 5.2).

At Games time, sustainability stats and facts will be shared as ‘did you know’s’ through the workforce communications channels to help bring the sustainability characteristics and heritage of our venues to life.

– Athletes

As well as the Athletes' Sustainability Centre (see Section 5.7) and tours of 'Walk in the Park', we will also use the Olympic and Paralympic Village newspaper to highlight the sustainability aspects of the Village itself and the venues the athletes are competing in. We will share our messages on food and waste in particular to ensure the athletes are both aware of and helping us to deliver our sustainability agenda.

– The media

The Sustainability team will support our Communications team both to promote our highlights and manage the challenging media enquiries that the sustainability agenda creates.

In preparation for Games time we will be developing a range of media factsheets on sustainability that will allow us to share the story as well as allow the media to choose the stories they are most interested in. We are also working with Forum for the Future to launch a Green Futures special edition on the Games in July.

Just before the Games start, we will take the opportunity to share the sustainability story with media by offering them tours of 'Walk in the Park' and interviews with our Sustainability Ambassadors and key stakeholders. We know that once the Games begin their focus will be on sport, therefore our aim is to engage them early.

– Stakeholders

We are in daily communications with our stakeholders, whether they are marketing partners, NGOs, the Commission for a Sustainable London 2012, the IOC, the IPC or Government. We believe our role will change at Games time, and that this will be the time all our stakeholders will want to share the London 2012 sustainability story with their own clients and wider stakeholders.

We have therefore planned accordingly and will provide speakers for events, give tours of 'Walk in the Park', prepare media responses, share sustainability 'stats and facts' and engage whoever would like to know more. We are very proud of what has been achieved by London 2012 and, in addition to delivering a great sporting spectacle, it is incumbent on us to ensure that our pride is shared by as many people as possible.

Delivering more sustainable events before the Games

In 2009, we published guidelines setting out a framework for improving the sustainability of individual events associated with London 2012. The guidelines do not comprise an exhaustive checklist or manual – each event has its particular circumstances and it is important for organisers to consider the key sustainability issues specific to their event.

In February 2012, we published the latest edition of the guidelines which have been updated to include our 'top 10 tips' for more sustainable event management, our learnings so far and some updated case studies that illustrate how we have implemented specific aspects.

We require all our corporate and public events to adhere to these guidelines and where elements are outsourced it is a contractual requirement. More than 300 events took place during 2011, ranging from small business seminars to major events involving thousands of attendees. We review compliance across a sample of these events and our Sustainability team routinely follow up with individuals and teams responsible for organising such events to capture key learnings and best practice. They also provide support and advice to teams involved in organising major events to ensure that key requirements of specific relevance to the event are identified and implemented.

The guidelines are contractual requirement of projects relating to the Cultural Olympiad, London 2012 Festival and Live Sites. A number of sustainability workshops and presentations have been delivered to project leads and producers to explain how to use the guidelines and where to get further support as necessary. We are currently establishing a practical process for evaluating implementation of the guidelines across these projects.

Develop an engagement programme for athletes

In 2010, LOCOG, BioRegional, Defra and Coca-Cola came together to develop an Athletes' Sustainability Centre in the Olympic and Paralympic Village. This centre will be used to engage athletes on two core behaviours – energy use and waste.

We have provided a prominent location in the Village that fits with the desire of the athletes to be engaged in a fun and exciting way (results of a survey carried out by BioRegional with the British Olympic Association and British Paralympic Association).

At Games time, we will invite athletes to join us for a 'Walk in the Park'. This will give us the opportunity to share the transformation story with athletes from across the world.

We are excited about building on the programmes that previous Games have done to engage athletes and we look forward to this developing further at future Games.

New standards of sustainability in event management

Many of the actions we are taking to deliver on our ambitious targets have the potential to inspire lasting positive change. Supply chain interventions, training and publication of key guidelines and tools we have produced and new standards we have inspired all have this legacy potential.

We have been a key inspiration behind the development of a number of sustainability tools, standards and approaches aimed specifically at the events sector. The most obvious example is BS 8901:2009 'Specification for a sustainability management system for events', which has been an important driver for continual improvement in the industry. Its international successor – ISO 20121 – is at an advanced stage and is anticipated to be published in the summer of 2012.

Other examples where we have either supported or initiated the development of new standards include the [Event Resource Management Plan tool](#) (see Section 5.4), the [London 2012 Food Vision](#) (see Section 5.5), the new [Global Reporting Initiative \(GRI\) Event Organisers Sector Supplement](#) (see Section 5.11), our [Diversity and Inclusion Business Charter](#), our [Sustainability Guidelines for Corporate and Public Events](#) (see above), and indeed the newly published [Zero Waste Games Vision](#) and [Zero Waste Events Protocol](#) (see Section 5.4). We believe we are setting and inspiring standards across a number of other areas including supply chain management, employment and skills and the delivery of more sustainable events in general.

A number of our partners are also building on their work with us by working with others in the industry (event clients, organisers, suppliers, regulators and Government) to develop new initiatives. The Food Legacy programme (see Section 5.5) and the WRAP event industry roadmap (see Section 5.4) are two such examples.

Coca-Cola's London 2012 certified sustainability management system

In December 2011, Coca-Cola's operations relating to the London 2012 Olympic Games and Paralympic Games were certified to the BS 8901 standard. A key part of this achievement was delivered by creating the [Coca-Cola London 2012 Sustainability Policy](#). This policy sets out Coca-Cola's sustainability objectives against three core areas: cutting carbon; zero waste; and active healthy living. An additional policy has been created for the company's suppliers, the [Coca-Cola Sustainability Guide for Suppliers](#).

Working towards the BS 8901 standard has been a highly effective tool for further embedding sustainability across Coca-Cola's operations. Through systematically identifying and focusing on its most material sustainability impacts, the company has been able to develop more proactive strategies to address these impacts. Each area of their operations (eg: Olympic Torch Relay, Venue Operations, Showcasing and Hospitality) has specific sustainability targets that will enable progress to be tracked over time.

New procurement processes which further integrate sustainability internally have also been implemented. Prospective suppliers are asked to demonstrate how the goods or services that they intend to supply will meet the objectives set out within the Coca-Cola Sustainability Policy and Sustainability Guide for Suppliers. Suppliers are then scored according to the degree to which they meet these objectives at the pitch stage. A contract then obliges suppliers to meet their sustainability objectives.

In 2012, Coca-Cola will adapt its system to meet the new ISO 20121 standard. To support take-up of best practice in the supply chain, Coca-Cola will also develop case studies to showcase suppliers that have been particularly forward-thinking and innovative from a sustainability perspective. As a Worldwide Partner of the Olympic Movement, the company will ensure that Coca-Cola teams are educated on how to use the ISO 20121 in the future.

5.11

Create knowledge legacy

Objective: To create a knowledge legacy for sustainability in event management through comprehensive knowledge management transfer and transparent sustainability reporting

Introduction

The topic of sustainability is still a relatively new concept for the events sector. In the last five years, a number of standards and guidelines have emerged across all areas of the events sector. The event industry is starting to take cautious steps in its reporting of successes and failures and more organisations are now preparing external sustainability reports than a year ago.

The London 2012 Games provides an unrivalled platform to show leadership in this area, transferring knowledge and raising awareness of sustainability issues. It is also a platform to share information among participants, who can learn not only from the event itself but also from each other.

During our time as an Organising Committee we have learned many lessons and made significant progress. Although we may not deliver on all of our original sustainability objectives, the learnings around these experiences can be passed on for the benefit of others.

Progress at a glance

Target area	Status	More detail
Prepare London 2012 Sustainability Reports in compliance with Global Reporting Initiative guidelines	On track	Pages 226–227
Prepare learning legacy case studies for every corporate sustainability objective (at least one for each objective)	On track	Page 227
Complete Olympic Games Impact Study and fulfil knowledge transfer obligations to the IOC	On track	Pages 227–228

Sustainability reporting

We continued to support the development of the Event Organisers Sector Supplement (EOSS) throughout 2011 and actively participated in the Advisory and Working Group meetings. The final draft was released for public comment between February and May 2011. The EOSS incorporates G3.1 criteria and was launched at a stakeholder event at our offices in January 2012.

We took the opportunity to develop our first Sustainability Report in accordance with the Global Reporting Initiative's (GRI) G3 guidelines. We learnt a lot through this exercise and it has helped position us to report effectively against the new EOSS guidelines.

This report has been developed using the new EOSS guidelines, checked by the GRI, and found to be consistent with a GRI application level of A. An index detailing reporting against the EOSS Guidelines is provided on page 296.

Learning legacy case studies

We are committed to leaving a learning legacy and we feel that we have a lot to share for the benefit of the events sector, wider industry and sustainability practitioners more generally.

During 2011, the ODA launched their [learning legacy website](#) and we supported them in a number of related events. Several of the case studies in this report are adapted from this website.

In the early part of 2012 we will start to scope out our contribution to the learning legacy agenda. A number of our commercial and non-commercial partners have also signalled their interest in participating in this programme.

Olympic Games Impact Study

London 2012 is the first summer Games to be required to undertake the Olympic Games Impact (OGI) Study in full. The OGI is an IOC initiative to establish an independent evaluation of the impact of hosting the Games. The study covers a 12-year period from the start of the bid process (2003 in our case) until three years after the Games (2015) and tracks a series of environmental, social and economic indicators.

The Economic Research and Social Research Council (ESRC) worked in partnership with us to commission the University of East London (UEL) to produce the Pre-Games OGI Report. This was completed in October 2010 and published in April 2011 on [UEL's website](#).

In total 56 impact indicators were assessed – 11 environmental, 23 socio-cultural and 22 economic – ranging from water quality and transport networks to crime rates and the housing market. The research team were confident in reporting that preparations for London 2012 are already having a positive impact in a number of areas. The post-Games report in 2015 will provide the first indications of legacy impacts, although many indicators are provisional and should therefore be tracked over a longer period.

During 2011, we also directly contracted UEL to undertake an objective cost-benefit assessment of the Games from an economic and social perspective. The study is due to conclude in 2012.

IOC knowledge transfer

Transfer of knowledge and Olympic Games Knowledge Management (OGKM) services play a key role in the planning, monitoring and delivery of the Games. We are committed to an effective transfer of knowledge to the IOC and future Games organisers and have already passed on a significant amount of information.

Phase 2 of the official transfer of knowledge process commenced at the end of 2011 and an amount of sustainability-related documentation was submitted to the IOC. These documents are available on the OGKM extranet site, which is accessible to all current Organising Committees. Phase 3 of the official transfer of knowledge process will take place after the Games.

Planning for the official observer programme and post-Games briefings for Rio 2016 also commenced in 2011.



6 Managing the programme

6.1

Governance structure

Olympic Board

The overarching framework for sustainability continues to be the London 2012 Olympic Games and Paralympic Games Sustainability Policy (first issued in July 2006) and the London 2012 Sustainability Plan (Towards a One Planet 2012), which was first published in November 2007. These were produced jointly by the Olympic Board.

The Olympic Board is made up of the:

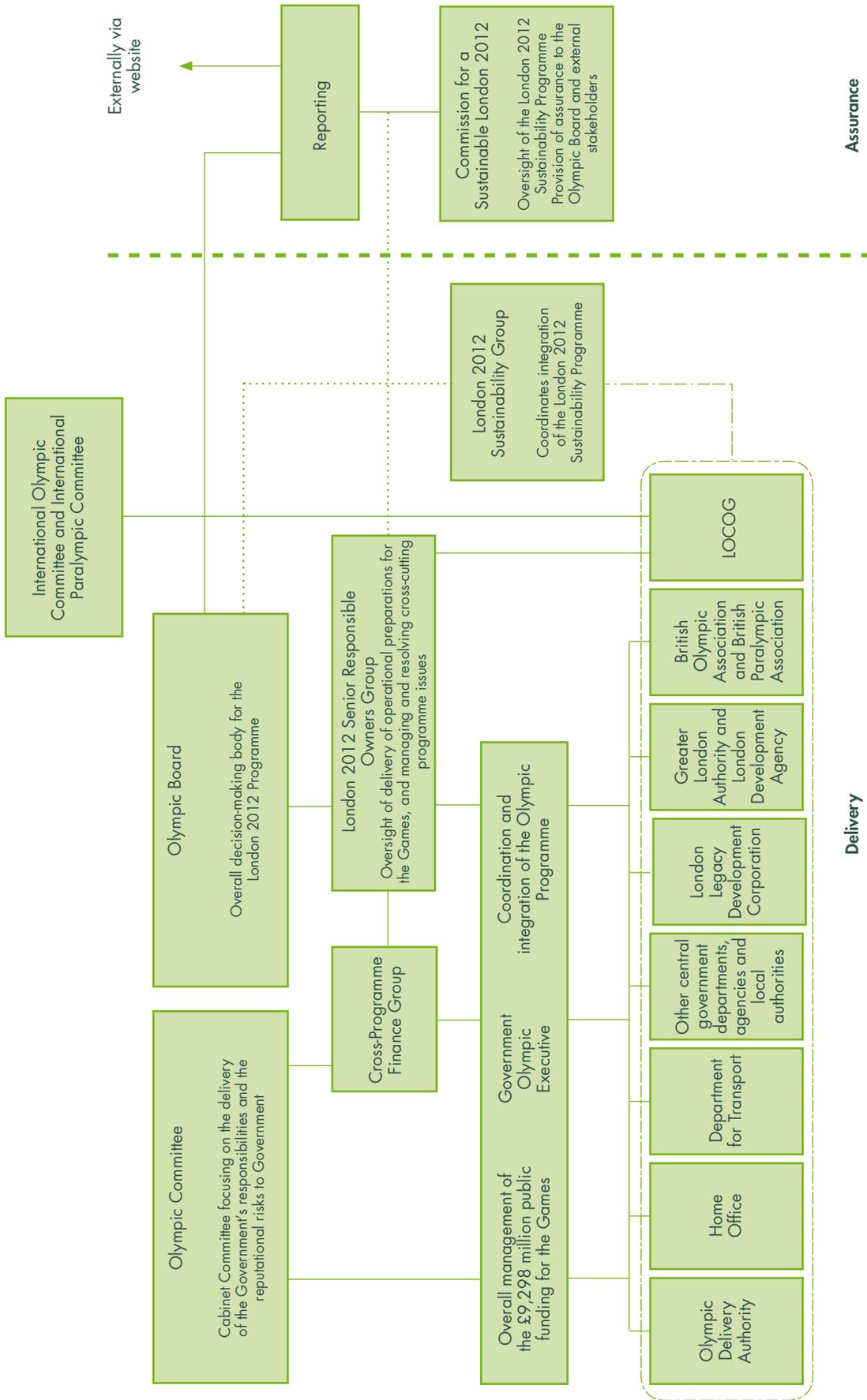
- Secretary of State for Culture, Olympics, Media and Sport, Jeremy Hunt MP;
- Mayor of London, Boris Johnson;
- Chair of the British Olympic Association, Colin Moynihan; and
- Chair of LOCOG, Sebastian Coe.

It continues to meet monthly, with the chair alternating between the Mayor and the Secretary of State. Summaries of previous Olympic Board meetings are available to download from the [London 2012 website](#).

Programme governance

An Olympics Committee, chaired by the Prime Minister, considers all matters relating to the planning and operational delivery of the Games and its legacy, with a focus on the delivery of the Government's responsibilities and reputational risks.

The London 2012 Senior Responsible Owners Group continues to support the Olympic Board and take overall executive authority for preparations for the Games, with a focus on integrated operational planning and delivery. The Cross-Programme Finance Group, comprising the finance leads from each of the main Games delivery bodies, oversees cross-programme financial risks and issues.



Cross-cutting workstreams

The Government Olympic Executive and the other delivery bodies have established seven cross-cutting workstreams which form the operations programme for Games time:

- **Command, Coordination and Communication** led by the Government Olympic Executive: to provide guidance and direction during the Games.
- **City Operations (London)** led by the Greater London Authority: to keep London running smoothly during the Games (see also Section 5.7).
- **Government Operations** led by the Government Olympic Executive: to ensure that the Government delivers on its commitments to the IOC and IPC and prepares public bodies for the change in demand for services during the Games.
- **UK-wide Operations** led by the Government Olympic Executive: to prepare areas of the UK outside London which are impacted by the Games.
- **Games-wide Readiness** led by the Government Olympic Executive: to deliver an effective and coordinated testing programme.
- **Transport** led by the Department for Transport: to coordinate the transport network for spectators in London and across the UK during the Games.
- **Security** led by the Home Office: to coordinate security, safety and policing in and around the Olympic Park and across London and the rest of the UK during the Games.

All of the workstreams have governance arrangements in place and report through to the London 2012 Senior Responsible Owners Group.

The Government Olympic Executive and LOCOG established a joint programme office to oversee progress across these workstreams and minimise duplication in monitoring and assurance work (see also Section 5.2).

Sustainability governance

The Olympic Board continues to be supported by the London 2012 Sustainability Group, which comprises senior representatives from London 2012 and its stakeholders, together with wider stakeholders such as the Department for Communities and Local Government (DCLG), Department of the Environment, Food and Rural Affairs (Defra), NHS London and the British Paralympic Association.

The London 2012 Sustainability Group is co-chaired by the Greater London Authority's Executive Director for Development and Environment and Defra's Director for Sustainable Development. The secretariat is provided by the Government Olympic Executive.

Diversity and Inclusion continue to be governed by the London 2012 Equality and Diversity Forum, chaired by the Deputy Mayor of London. The secretariat is provided by the Greater London Authority and the Forum is attended by Chief Executive Officers and senior officers of all relevant key stakeholders.

Within the delivery bodies, sustainability continues to be fully incorporated into internal management systems (for example, see Section 5.2 in the case of LOCOG).

Programme-wide sustainability assurance

The Commission for a Sustainable London 2012 continues to provide credible, outcome-based assurance on the sustainability of the London 2012 project.

This fulfils one of the principal sustainability commitments in the London 2012 bid and is the first time an independent assurance mechanism has been set up in this way, representing a major advance in ensuring transparent reporting on the Games. The Commission's findings and recommendations are presented to the Olympic Board and made publicly available via its website.

During the course of the year the Commission released public statements on a range of topics and issues such as the ODA's carbon targets, air quality, carrier bags, supply of wrap for the Olympic Stadium, Games energy supply, ticketing and Active Travel (see also Section 6.2). They also held a series of stakeholder sessions during the summer to discuss emerging sustainability issues from their latest annual review, and to help shape their priorities for 2012 and beyond.

In late 2011, the Commission commenced their next two reviews. These are reviewing the preparations being made to ensure that all the Games-time sustainability commitments are on track for delivery, and a wide-ranging review of legacy arrangements. They have commenced their fifth annual review of the London 2012 programme, which will form their pre-Games report. The Commission has provided an independent statement on work carried out during 2011 in Section 8.1.

6.2

Stakeholders and partnerships

Introduction

LOCOG has developed unique partnerships with a diverse range of organisations, as well as communities living close to Games venues. One of the key successes in delivering the Games has been these partnerships. The approach has enabled the planning and delivery of both simple and complex solutions for a more sustainable Games. Stakeholder engagement is an important ongoing activity in achieving an accountable and strategic response to sustainability.

The 12 classes of stakeholder groups recognised in last year's report remain the same (see table). In a wider social context, London 2012 continued to work with specialist organisations and individual experts to help support sustainability plans. These include a number of technical advisory groups or working groups which continued to meet in 2011 such as carbon (page 121), Active Travel (page 82), and Changing Places (page 217). The Food Legacy Group was also fully established during 2011 (see page 150). While other groups did not formally meet (eg: waste and resource management), individual specialists and organisations were engaged on specific topics and issues throughout the year.

Stakeholder group	Definition
Athletes and Team Officials	The 23,260 athletes and team officials participating in the Games as accredited members of a National Olympic Committee (NOC) or National Paralympic Committee (NPC) delegation.
Broadcast	The Olympic Broadcast Services (OBS) and all 220 rights holding broadcasting organisations – broadcasting organisations which are not rights holding are included in the Press client group.
Olympic Family and Paralympic Family	The Olympic Family and Paralympic Family are a diverse group, mostly consisting of Senior Executives and VIPs, and including the IOC and IPC organisations, Chairs and CEOs of marketing partners and broadcasters, international and domestic dignitaries, Presidents and Secretary-Generals of NOCs, NPCs, International Federations, future Organising Committees of the Olympic and Paralympic Games (OCOGs), candidate cities and other eligible guests.
General public	Local communities within which LOCOG operates, including residents in the Host Boroughs, co-Host City residents and London residents – wider society is included as a separate stakeholder group below.
Marketing partners	Marketing partners include The Olympic Programme (TOP) and domestic Tier One, Tier Two and Tier Three commercial partners – there are 54 marketing partners in total.
Technical Officials	The estimated 4,000 or so technical officials who officiate the Field of Play and athlete areas.

Stakeholder group	Definition
Press	Representatives of photographic and written press from the UK and overseas, as well as broadcasters that are not part of rights holding organisations, which are estimated to be in the region of 5,800 during the Olympic Games and 2,500 during the Paralympic Games.
Spectators	Spectators include those who have signed up to the process by which they can apply for the ten million tickets for the Olympic Games and two million tickets for the Paralympic Games and those who will watch an event live where no ticket is needed (eg: Road Events).
Workforce	Games workforce includes all persons who are paid employees (over 6,000), volunteering (up to 70,000) or contracted by LOCOG to directly deliver the Games (approximately 100,000).
Delivery partners	Delivery partners include organisations which are working with LOCOG to deliver the Games such as the Olympic Delivery Authority, City Operations (London) and Transport for London.
Suppliers	LOCOG's supply chain is broad and diverse; by the end of 2011, the number of suppliers of products and services exceeded 400 (including marketing partners and licensees).
Wider society	The wider society encompasses local and national governments, NGOs, industry organisations, multi-stakeholder groups, charities and external expert organisations.

Stakeholder engagement

Stakeholder engagement continues to be an important ongoing activity in achieving an accountable and strategic response to sustainability. During 2011 activities ranged from employee surveys, continuous community engagement and consultations (pages 236–244), outreach programmes such as Inspire (pages 245–246), conferences for specific stakeholders, supplier industry days and use of CompeteFor (page 288). We are committed to being open in receiving feedback on specific policies, strategies and plans.

Stakeholder engagement is embedded into the programme. Formally, London 2012 continues to have two main streams of engagement work:

- **Reactive programme:** systems to handle questions and enquiries including those relating to sustainability issues. In 2011, the London 2012 Contact Centre handled 199,916 calls and email enquiries about all aspects of the London 2012 project.
- **Proactive programme:** complementary mechanisms to facilitate dialogue and engagement with stakeholders to involve them in the delivery of a more sustainable Games and to share best practice.

Highlights include engaging with stakeholders on the following areas:

- Test events
- Materiality review for reporting and the prioritising of our communication messages in preparation for Games time (see page 18)
- Delivering outreach programmes such as Inspire (pages 245–246)
- Delivering the annual sustainability stakeholders conference in April 2012
- Establishment of a Stakeholder Oversight Group for the Sustainable Sourcing Code Complaints and Dispute Resolution process (page 166)
- Bringing together the supplier and licensees community for a major conference in January 2012 (page 172)

Regular monthly 'pulse' checks on sustainability have been completed, through the Nielsen 'State of the Nation' general public survey, as well as the last staff 'Your Say' survey in April 2011, while the programme to engage local communities in our preparations continues (pages 236–244).

The objective of the State of the Nation survey is to gain clear insights from the UK general public into current attitudes towards and opinions about all aspects of the London 2012 Olympic Games and Paralympic Games. The project started in June 2010 and will run up until the Games. Two thousand interviews are conducted each month from an online panel nationally representative of all UK adults aged 16-plus.

The Commission for a Sustainable London 2012 continues to add value to London 2012's sustainability programme by carrying out its own stakeholder engagement activities (see also Sections 6.1 and 8.1).

Community relations

The ambition to deliver a Games that everyone can be proud of and everyone can enjoy involves regular feedback from communities in London and community organisations from across the UK. The need to build trust over time was recognised from the start, as well as providing quality engagement opportunities for residents, businesses and other stakeholders.

Public engagement has continued to include statutory and non-statutory public consultations and UK road shows, as well as the 'Staff into schools' programme and regular public engagement at large-scale community or borough-wide events.



The peloton makes its way up Box Hill during the London-Surrey Cycle Classic road race at Box Hill, August 2011

Box Hill – balancing nature conservation and sport

One of the highlights of the Road Cycling race route is the repeated loop around Box Hill in Surrey. Zig Zag Road provides an ideal, scenic vantage point for spectators but is also a site of high ecological sensitivity.

Our challenge was to balance the high demand for spectator access to the site with the duty to ensure we safeguard the fragile habitats and wildlife. This involved lengthy and detailed discussions with Natural England, the National Trust (the landowners) and the Friends of Box Hill. In parallel, we commissioned detailed ecological surveys to establish a thorough understanding of the areas of greatest sensitivity.

Initial views were sceptical that the two objectives could be reconciled. The test event in August 2011 was planned to provide limited spectator capacity (maximum 3,000) on an area next to Zig Zag Road and the impacts were closely monitored.

A key outcome of the test event was building close engagement with local stakeholders and giving them confidence in the way we were approaching the management of the event. This has led to eventual agreement to increase the spectator capacity on this site for the Games up to 15,000.

Two other factors were crucial to this outcome. First, the ecological surveys provided the most detailed and accurate mapping of species inhabiting the site and hence a better understanding of relative sensitivities. Second, we agreed with the National Trust and Natural England a programme of scrub clearance. This will open up part of the site to provide increased spectator capacity and contribute to a longer-term plan to restore chalk grassland, the most valuable habitat on the site.

We have been able to achieve the desired outcome for sport presentation and secure important nature conservation benefits. Our survey work, in partnership with the National Trust and Natural England, has provided the basis for a long-term management programme for the National Trust to protect key species on Box Hill. This will benefit nationally rare species such as the small blue butterfly.

Additionally, a new BT fibre optic cable will be laid to the top of Box Hill. This will enable efficient communication, recording of results, broadcasting and timing during the Olympic events. It will also provide high-speed broadband capabilities to the area in future. During the cabling process, parts of the road will be resurfaced which has been long sought after by the residents of Box Hill Village.

– London and the Host Boroughs

The London 2012 Forum is the key engagement channel for a number of London communities. Its members have been consulted and informed about plans, including the broadcasting of the Games, Paralympic integration, the Cultural Olympiad and delivering a legitimate sports legacy.

The London visits programme has tried to involve and engage all areas of London with the Games beyond just those hosting events. LOCOG Chair Seb Coe and Jonathan Edwards have visited a range of projects to find out how communities are being inspired by the Games at a local level. Seb Coe's visit to Oak Lodge School for the deaf in Wandsworth, south London, was a truly inspirational occasion for both Seb and the schoolchildren.

This year, the community events programme has involved visiting 30 large-scale community events in London, speaking with over 20,000 members of the public. These events have included targeted opportunities such as Deaf Day, which engaged directly with the deaf community, and events such as the Lambeth Country Show in London.

We have continued work with key community advocates, faith leaders and local figures to develop and deliver the advocacy programme. These groups have been involved in a number of projects including the development of London 2012's diversity pin badges that represent the engagement and participation of communities in the Games.

The Inclusion badge was designed by the disability and deaf group, the Age badge by the older people's group and LOCOG's Youth Forum, the Faith badge by the faith reference group and the Ethnicity badge by the Black, South Asian and Iberio-American groups.



Faith leaders launch the London 2012 Faith pin badge on a visit to the Velodrome, Olympic Park, November 2011

Through the Black Leadership Engagement Network an inspirational reception was hosted for Olympic gold medallist Tommie Smith. He is regarded by supporters of civil rights and equality across the globe, as one of the most inspiring symbols of the Olympic Games. Tommie's visit to the Olympic Park and LOCOG's HQ was a truly memorable event for London's Black community, inspiring and encouraging participation in the London 2012 Games.

This year the ODA handed over responsibility for engaging residents and communities living closest to the venues to LOCOG. This programme informs local residents and helps prepare communities for the arrival of the Games. The focus has been on communities who live close to the following Games venues: the Olympic Park, our London venues, Eton Dorney, and Weymouth and Portland.

Residents have been informed and updated through quarterly meetings in the boroughs of Hackney, Tower Hamlets, Waltham Forest, Newham and Greenwich. These meetings are supported by the residents' newsletter 'In your area', which contains information about Games-related opportunities, outstanding construction work and partner activity affecting local communities.

For communities living around The Royal Artillery Barracks site in Woolwich, a resident open day was held for 200 residents. They were given a detailed tour of the venue and the opportunity to experience the sports.



Aerial view of the Royal Artillery Barracks in Woolwich, April 2012

'This is an excellent initiative, giving local residents an opportunity to learn more about the events and experience what being at this event will be like in 2012.'

Woolwich resident

This year LOCOG also took over the management of the Construction Hotline that was first launched by the ODA in 2007. The free phone hotline operates 24 hours a day to provide residents with a direct link through to the Community Relations team in case of emergencies or issues with construction and operation of the venues.

'As the venues have become operational we have provided the neighbouring communities with access to testing and readiness events.'

Host borough residents have also been given access to free, discounted or priority tickets to major sporting events in the London Prepares series. These events have given them an opportunity to experience world-class sport in world-class venues ahead of the Games. In 2011, over 10,000 residents and schoolchildren across the six Host Boroughs were provided with the opportunity to see world-class sport at the London Handball Cup and London International Goalball Tournament held in the Copper Box.

'In 2011, over 10,000 residents and schoolchildren across the six Host Boroughs were provided with the opportunity to see world-class sport.'

The Olympic Park tour programme has continued to grow and is now operated fully by LOCOG. It is an invaluable tool that enables local people to experience the transformation that has taken place.

In 2011, the number of dignitaries, residents, marketing partners and stakeholders visiting the Olympic Park increased. In September we held the third and final Open House Weekend for 4,000 local people to visit the Olympic Park with the addition of an exclusive opportunity to enter the Olympic Stadium or Aquatics Centre. This marked the end of the ODA visits programme which over four years has seen more than 200,000 people tour the site. In the first two months of the new LOCOG programme over 16,000 people toured the Olympic Park and a third bus joined the fleet.



The fleet of LOCOG buses ready for visitors, 2011

– Throughout the UK

London 2012 is spreading excitement and benefits around the UK, through the work of the London 2012 Nations and Regions Group (NRG). The NRG is a joint team established by LOCOG and the Government Olympic Executive with a group in every nation and region. It's all part of the promise we made that London 2012 would be everyone's Games, with everyone invited to take part and enjoy the benefits of hosting the world's most exciting event.

Monthly visits are organised by London 2012's leaders, ambassadors and mascots to communities right across the UK. Regular media tours of the Olympic Park are hosted to help to raise awareness, promote the benefits of the Games and engage the UK.

'People all over the UK are getting behind the Games and it is a privilege to visit such a wide variety of projects that demonstrate how our vision to use the power of the Games to inspire change is becoming reality.'

Seb Coe, LOCOG Chair



Seb Coe participates in a wheelchair basketball session at Long Road Sixth Form Centre, Cambridge, May 2010

The focus is on three key areas:

- **Social:** this programme aims to inspire and encourage participation through programmes such as Get Set, Inspire, the Cultural Olympiad and Open Weekend. The 70-day Olympic Torch Relay, starting when the Olympic Flame arrives in the UK on 18 May 2012, will be within a one-hour journey time by public transport for 95 per cent of the UK population. The ambition of the Torch Relay is to connect people and places, young people to sport and the UK to the rest of the world. In addition, 70,000 volunteers are being recruited from around the UK to help make the London 2012 Games happen.
- **Sporting:** one of the main aims is to help people of all ages, especially young people, get active through the Games. As well as investment in coaching and facilities, teams from around the world are participating in the London 2012 pre-Games training camp programme. The NRG is successfully working to attract Olympic and Paralympic teams from around the world to acclimatise and train in top facilities in every nation and region.
- **Economic:** the Games are creating opportunities for thousands of businesses across the UK. The London 2012 Business Network and the online brokerage service CompeteFor enable companies of all sizes to bid for billions of pounds worth of contracts, from the steel for the Olympic Stadium to the costumes for the Opening and Closing Ceremonies.

Paralympic training camps

EDF Energy has been working with ParalympicsGB to help their pre-Games training camp set new standards of sustainability while also aiming to raise £600,000 for ParalympicsGB by spring 2013 as part of a three-year charity partnership.

– Operational readiness

The Nations and Regions Group has been working with stakeholders, governments and local authorities to help towns and cities across the UK get ready for the Games. This includes city operations in each venue city and UK-wide activities such as Live Sites and the Torch Relays.

– Paralympic integration

Our vision is to deliver an integrated yet distinctive Games and create a step change in the public perception of disability. Our Director of Paralympic Integration, Chris Holmes, has travelled around the country to experience the many inclusive projects that have been inspired by London 2012 and the powerful effect they are having on people's lives.

'Our vision is to deliver an integrated yet distinctive Games and create a step change in the public perception of disability.'

Highlights

Achievements to the end of 2011

Communications and engagement	
2,200+	Open Weekend events
100+	Briefings for Chairs, Ministers and Stakeholders
30	Parliamentary questions answered
Social	
23,000+	Schools registered with Get Set
2,500+	Inspire marks awarded
Sport	
1,100+	Inspire mark sports projects
130+	Pre-Games training camp agreements
Business	
150,000+	Companies registered on CompeteFor
1,500	Tier One contracts awarded by the ODA
500+	Tier One contracts awarded by LOCOG

Business Network

The London 2012 Business Network provides a pipeline of London 2012 contract opportunities through a dedicated area of the London 2012 website. It also provides the support businesses might need to compete to win those contracts. During 2011, the network offered thousands of businesses targeted advice and support.

CompeteFor is the system of choice for matching buyers and suppliers for the Games. By the end of 2011, over 155,000 businesses had registered on the CompeteFor network. Nearly 9,000 contract opportunities within the London 2012 supply chain have also been posted on the system. Approximately 74 per cent of contracts awarded to CompeteFor suppliers have gone to businesses that have declared themselves as being an SME. All parts of the UK have benefited from opportunities being made available via CompeteFor, with 37 per cent of contracts awarded to CompeteFor suppliers going to businesses based in London (see also Section 5.6).

Trades Union Congress

London 2012 and the Trades Union Congress (TUC) have continued to work together positively in accordance with the 'Principles of Cooperation' Agreement. These principles identify key values which lay the foundations for a smooth and stable working environment.

Work concluded on developing a LOCOG Games-time grievance resolution protocol in collaboration with the TUC and ACAS. This was signed by all parties in February 2011 to provide an accelerated process for resolving individual grievances and collective disputes among LOCOG's paid, volunteer and contractor workforce at Games time.

LOCOG is currently planning the engagement and briefing of senior representatives from TUC and a variety of Trade Unions to ensure the effective implementation of this protocol at Games time (see also Section 5.6).

In terms of other topics during 2011:

- ongoing sectoral engagement with trade union representatives from sectors including Entertainment, Media, Transport and Health, as well as the major general unions;
- supported the TUC in a meeting with Playfair Brazil and international Play Fair campaigns; and
- ongoing engagement in connection with the Playfair 2012 Campaign (see Section 5.6).

LOCOG programmes

LOCOG continues to run a number of programmes to generate economic, social and sporting change before and after the Games.

– Inspire programme

The London 2012 Inspire programme officially recognises non-commercial projects and events that have been inspired by the Games. Inspire programmers harness the power of the Games and the award of the Inspire mark to build relationships with regional stakeholders at community and grass-roots level. This enables projects to own, build and deliver a lasting legacy inspired by London 2012.

On 1 December 2011 the programme officially closed to applications, having awarded the Inspire mark to more than 2,500 great projects and events across the UK. These have been inspired by the Games in the following areas: sustainability, education, volunteering, business, sport and culture.

Over 10 million people have participated in an Inspire project in their local area, leveraging funding in excess of £86m. Excellent collaboration between the Inspire programmer and the projects on a regional basis is encouraging certain projects to roll out more widely, increasing their legacy impact.

North East

The Great North Schools Employability Boot Camp is a joint initiative between the CBI (Future Leaders Awards) and Schools North East. It aims to use the values and inspiration of the 2012 Games to build an understanding of the essential skills young people need to succeed in their future career ambitions.

North East is the 61st project to be awarded the Inspire mark. This one-day event, , involved approximately 160 Year 9 students and is organised around three different workshops, where students are given a series of challenges based on key employability skills identified by regional employers.

Progress at a glance

Table 15 Inspire programme progress at a glance

Nations and Regions	All projects						Total
	Business	Culture	Sustainability	Volunteering	Education	Sport	
Northern Ireland	1	17	1	3	16	25	63
Scotland	0	9	3	6	14	21	53
Wales	1	24	3	2	10	45	85
London	7	69	34	23	70	100	303
East	10	49	4	12	35	73	183
East Midlands	5	58	7	18	30	107	225
South East	5	85	8	10	35	60	203
South West	7	78	13	9	34	87	228
North East	5	22	3	6	22	95	153
North West	3	35	9	17	32	154	250
West Midlands	4	67	11	9	31	68	190
Yorkshire	6	19	5	7	39	89	165
UK/multi-region	1	5	3	7	19	9	44
Total	55	537	104	129	387	933	2,145



– Local Leaders

Local Leaders is a programme inviting people across the UK to plan a celebration for the Games. The objective is to get the whole country behind the Games. Local Leaders are individuals who have a passion for the Games and want to celebrate within their local communities.

Local Leaders can create their own events or get involved with some of the ideas communities across the UK have suggested to London 2012.

Upcoming programme highlights

Garden For the Games (1 March)	From March 2012, dig out your trowel and get planting! Use your window pot, garden or community allotment to celebrate through all things floral.
Line the Streets (18 May – 27 July)	The Olympic Flame is coming to a town near you, from 18 May – 27 July 2012. Get your friends and family together to welcome it as it passes through.
School's Out (June)	Mums, dads, teachers... Come June 2012 the Games will almost be upon us. Crayons and glue at the ready – get the kids decorating.
Opening Night In (27 July)	Opening Ceremony: it's show time. Cook up a storm with themed recipes, or create a VIP gala night as the Games get underway.
Super Saturday (4 August)	The 'gold rush' weekend. Invite neighbours you've never chatted to round for a record-breaking barbecue watching record-breaking athletes.
Last Day of the Games (9 September)	It's (almost) all over. Whether you invite three friends or your whole community, make sure the summer finishes in style.

– Cultural Olympiad

The London 2012 Cultural Olympiad is the largest cultural celebration in the history of the modern Olympic and Paralympic Movements.

Since 2008, the Cultural Olympiad has featured programmes and projects inspired by London 2012, funded by our principal funders and marketing partners (sponsors). As part of the Cultural Olympiad:

- more than 16 million people across the UK have taken part in or attended performances;
- over 169,000 people have attended more than 8,300 workshops;
- more than 3.7 million people have taken part in nearly 3,700 Open Weekend events (see below); and
- some 2,500 cultural projects have been awarded the London 2012 Inspire mark (see above).

The culmination of the Cultural Olympiad is the London 2012 Festival, providing over 10 million chances to see free world-class events throughout the UK.

As an example of activities which took place in 2011, more than 15,000 people participated in 'Meet the Species' events between June and September. This was the biodiversity strand of Discovering Places, London 2012's Cultural Olympiad campaign to inspire people in the UK to discover their local built, historic and natural environment. Discovering Places is using the power of the Games to inspire communities across the UK to celebrate and discover the environment on their doorstep and beyond.

In addition, 'The Tate Movie Project', supported by BP and the Legacy Trust UK, saw 34,000 children work with the BBC, Tate, and Aardman to develop their skills in film animation and create a film, 'The Itch of the Golden Nit'. Already scooping awards, including a Children's BAFTA for the Interactive category in November 2011, and booking into festivals round the world in 2012, including of course the London 2012 Festival, the movie has been enjoyed throughout 2011 by audiences live on big screens across the UK and through broadcasts on the BBC.

London 2012 Open Weekend, supported by BP, took place from 22–24 July 2011 and was the most successful Open Weekend ever. It involved more than 1.3 million people who celebrated a year to go until the Games. With over 1,250 events in every region of the UK, there were opportunities to get involved in a variety of activities. Overall, an estimated three million people participated in over 3,000 events from 2009–2011. The programme is now closed and all participants are being encouraged to join in one of the many official engagement activities being planned, such as the Local Leaders programme.

There are still plenty of opportunities to take part in Cultural Olympiad events all across the UK in the lead up to the Games. Event categories include art, outdoor and carnival, comedy, dance, film, theatre and performance, music and kids and family, and details of all events are on the London 2012 Festival website.

The London 2012 Sustainability Guidelines for Corporate and Public Events are a contractual requirement of the London 2012 Cultural Olympiad (see Section 5.10).

Unlimited

There are now 29 commissions from every nation and region of the UK in the Unlimited programme. Unlimited is the project at the heart of the London 2012 Cultural Olympiad that celebrates disability arts, culture and sport on an unprecedented scale. The project has commissioned work that encourages disabled and Deaf artists to create work which opens doors, changes minds, and inspires new collaborations.

Irresistible – Call of the Sirens is the extraordinary new work from multi-talented composer, musician and performer Jez Colborne, one of the first 10 disabled artists to be commissioned by Unlimited to create an original work for the Cultural Olympiad.

Working in collaboration with Mind the Gap, Jez has drawn inspiration from his long-standing fascination with area-wide warning sirens to create something unique. Irresistible – Call of the Sirens is a symphony of sirens, a musical experience that combines alarm sirens, other non-traditional instruments and singing voices to create a breathtaking choral work.

– Get Set

Launched in September 2008, Get Set is the official London 2012 education programme. It offers a variety of online materials to support young people to make the most of the London 2012 Games and live the Olympic and Paralympic Values in ways that are interesting, relevant and fun. It has nine themes in total, two of which have a specific focus on sustainability: 'Healthy and Active Lifestyles' and 'Sustainability and Regeneration'.

More than 23,500 schools and colleges across the UK have registered with Get Set and, of those, in excess of 17,000 have gone one step further and joined the Get Set network by demonstrating their commitment to the Games and the Values. These schools receive access to a range of rewards and benefits between now and Games time, including access to 175,000 tickets to the Games donated at no charge through the London 2012 Ticketshare initiative. These exciting rewards and opportunities bring the Games to life for young people across the UK and inspire them to live the Values and fulfil their potential. In the independent evaluation of Get Set carried out by Nielsen in 2011, 81 per cent of teachers surveyed said they are likely to continue working with the Olympic and Paralympic Values beyond 2012.

– Staff into schools programme

To ensure that LOCOG staff also have the opportunity to promote the Games, they are actively encouraged to take part in the 'Staff into schools' programme. This involves staff being given work time to visit local schools and talk about the London 2012 Games. To date, over 150 staff have visited more than 250 schools and colleges through the programme.

Get Set goes global

In September 2011, LOCOG launched a major new strand of Get Set called Get Set goes global. This aims to support young people to explore and demonstrate how sport brings the world together. Through Get Set goes global, students in schools around the UK are being invited to:

- learn about the Olympic Truce and promote the themes of the Truce in their school and community;
- support and learn about at least one Olympic team and at least one Paralympic team from around the world, alongside Team GB and ParalympicsGB; and
- join thousands of schools and colleges in celebrating the athletes and cultures of the world on Monday 25 June 2012 as part of London 2012 World Sport Day, presented by Lloyds TSB – the final mass Get Set event before the Games begin.

Through the London 2012 school linking programme, 100 schools in the UK have been linked and are undertaking joint projects with a school from their chosen country nominated by the relevant NOC and NPC.

The London 2012 International Education programme provides online learning resources designed to help students in schools around the world to learn about the London 2012 Games. These resources are available in French, Spanish and English (basic and advanced) and cover themes including the sports, venues and mascots of the Games and a special Section on sustainability. These resources are available for free.



Children from Kirk Hallam Community Technology and Sport College taking part in the Get Set goes global programme in Ilkeston, June 2011

BT and Get Set

Through London 2012-inspired education projects, BT aims to help create a generation of young citizens with the skills to communicate and collaborate in ways that bring about positive changes to our society.

Communication Triathlon

The Communication Triathlon is an Openreach campaign for 4–11-year-olds based around Olympic and Paralympic inspired activities to encourage children to become better at expressing themselves. All the activities are linked to the national curriculum and have been developed in partnership with children's communication charity experts at I CAN. The campaign was launched in April 2011 and has already seen more than 1,000 schools register for the Communication Triathlon, indicating that they will be participating with a total in the region of 200,000 children.

Big Voice

BT's Big Voice is a story telling competition for 11–19-year-olds, with the winning entries getting the opportunity to translate their story into a short film that will be showcased online and in public arenas. Students and young people from across the UK were asked to create a story of what Diversity and Inclusion means to them, using BT's online tools and resources to help them work as teams. To date BT have seen 34,000 downloads of the materials, with 552 schools and institutions registering an interest. The 36 winning schools have now produced films which will be part of a national festival in May 2012.



London 2012 Chair Seb Coe visits Eastlea Community School in Newham

Coaching for Life

The Coaching for Life programme is aimed at 6–11-year-olds and encourages parents, grandparents and carers to help children try different sports, while introducing them to key coaching principles they can adopt to help children. The programme has now been running for 15 months and the resources have been downloaded approximately 20,000 times since launch, with 98 per cent of those responding to BT's online survey finding them useful. A mobile application of the resources is also available so that the mini-games can be played on the go.

The BT Challenge

The BT 'Design an App' Challenge asked teams of young people aged 11–15 across the UK to think about how they could make London 2012 everyone's Games by designing an app that provides useful information, communicated and accessed in the best way possible, to contribute to a great Games experience for all. There were over 260 entries covering every region of the country, and these were judged regionally.



Schools awarded grants to plan their London 2012 Games, November 2012

Science, Technology, Engineering and Mathematics Network (STEMNET)

Science, Technology, Engineering and Mathematics (STEM) skills are crucial to the types of employment that will be available in the UK in the 21st century. However, these are often the subjects dropped by children at Key Stages 3 and 4. To help maintain pupils' interest, a number of sponsors have used the Games as a platform for promoting STEM skills.

Cisco has created two Key Stage 4 workbooks in Mathematics and Science based on Games-related topics, which have been distributed to all UK state-funded secondary schools.

Cisco is also partnering with STEMNET on two of their London 2012 challenges: a website design for Paralympic hand cyclist Rachel Morris and the planning of an Olympic event in each participant team's home town. Cisco is also sponsoring a new Royal Shakespeare Company production, 'I, Cinna'. This will be broadcast to secondary schools with a Q&A session using social media and Cisco collaboration tools, demonstrating that technology is relevant within arts and culture as well as the sciences.

Cisco recognises that having a good grasp of STEM subjects is only the first step on the road to sustainable employment. Cisco has therefore pledged to open up to 30 new Cisco Networking Academy programmes within the Host Boroughs to enable more young people in these communities gain specific job-related knowledge and qualifications. In recognition of the value of Cisco Networking Academies, all its Torch Relay places have been offered to Cisco Networking Academy graduates.

– International Inspiration

International Inspiration is London 2012's groundbreaking international sports legacy programme. It has already achieved its vision to enrich the lives of 12 million children in 20 countries by 2012.

It is the first time an international legacy programme of this scale has been conceived and implemented by an Olympic and Paralympic Organising Committee. The programme has been facilitated through a unique global network of collaborations and partnerships between the British Council, UK Sport, UNICEF, Governments, IOC, IPC, NOCs, NPCs and international sporting federations. The programme's annual report was launched in October 2011 with the following highlights:

- 12 million children and young people have actively participated in sport, physical education and play as a direct result of International Inspiration – many for the first time in their lives.
- Around 79,000 teachers, coaches and young leaders have been trained to lead sport, physical education and play in their schools and communities, learning new skills.
- 21 policies, strategies or legislative changes have been influenced by or implemented in response to International Inspiration.

International Inspiration has a unique approach, working on three levels – with policy makers, sporting practitioners and young people themselves. This is resulting in changes to the way countries are promoting the role of sport in the school curriculum and in the community.

Together these approaches work to create long-term, transformational change for young people around the world through and beyond London 2012.

Community swimming

Being a Swim Safe Community Swimming Instructor is something that gives Masud Sarker, from Panchkandi in rural Narsingdi, Bangladesh, particular pride. As a local man, he is giving back to his community and helping to save lives, while at the same time being paid a small wage to help care for his own family.

'I was really motivated to become a swimming instructor because I have some social responsibility and it is good work, it helps my community. I can help save lives and I also get some money so it's really helped both me and the community.'

While Masud was already an able swimmer before being trained as an instructor, he says his training was invaluable to ensure the children involved in the programme learned important techniques.

'I knew how to swim before I became an instructor, but I didn't know the right techniques which make swimming much safer. I didn't have the opportunity to do something like Swim Safe and had to teach myself. I didn't know how to do freestyle, which is very important. This is a really good programme in Bangladesh, especially for rural people. People who live in the urban areas, they have money and they can learn swimming by paying fees, but in the villages poor people do not have much money to pay so this is an opportunity for them to get their children swimming lessons.'



– Live Sites

Live Sites are big screens and event spaces in urban centres offering live information, video, news and community events.

There are 22 big screens operating at locations all across the UK. Working with the BBC and local authorities, they feature all the latest action and news from London 2012.

They also feature a broad range of UK-wide and local content, events and partnerships with community, arts and media organisations.

The screens are erected and run in partnership between LOCOG, the BBC and the various cities, in association with London 2012 partners BT and Lloyds TSB, supported by Cisco and with funding from the National Lottery through the Olympic Lottery Distributor.

In addition, 'London Live' is the UK's biggest free celebration of the London 2012 Games, taking place at three of London's most iconic locations: Hyde Park, Victoria Park and Trafalgar Square. 'London Live' is a partnership with the Mayor of London, The Royal Parks, the London Borough of Tower Hamlets and international event promoters Live Nation.

The London 2012 Sustainability Guidelines for Corporate and Public Events are a contractual requirement of Live Site projects (see Section 5.10).

Marketing partners

London 2012's marketing partners continue to play an important part in delivering the Games, through:

- employee engagement, such as volunteering activities
- promotional materials and activities
- specific sustainability projects relevant to their category

The collective reach of these organisations through their employees, customers and supply chains is significant. By choosing to focus their communications on sustainability, they send a powerful message to all these people. The result is that while certain Games-time sustainability initiatives are only temporary, the longer-term positive impacts of these marketing partners and their stakeholders will leave a lasting sustainability legacy.

Examples of marketing partner activities are highlighted in several key areas of this report. For information on our Sustainability Partners programme see Section 5.10.



Deloitte Ride Across Britain

Deloitte Ride Across Britain is an annual corporate challenge which sees 500 people cycling end-to-end across Britain over nine days, with the aim of raising £1 million for ParalympicsGB by 2013. Riders are given a training plan and support from the day they sign up to the finish line, helping riders of every ability take on the challenge successfully. The event is open to all Deloitte people and clients, with many members of the public also taking part. After two years the Ride has raised £766,000 for the British Paralympic Association, meaning the £1 million target could be reached in 2012, a year early. The Ride is part of Deloitte Disability Sport which aims to drive participation and performance and secure more podium finishes.

Deloitte Ride Across Britain is raising money to send the best prepared team to the Games and inspire a generation to take up sport and view disability differently. During the Ride the travelling festival provides a platform to educate and engage riders and supporters in disability sport and ParalympicsGB.

'The fundraising from Deloitte RAB has been amazing and as Paralympians we can't thank people enough for all their efforts. We are truly grateful and aim to be the best we can be for London 2012.'

Sarah Storey, Deloitte Ride Across Britain rider and Paralympic double gold medallist at Beijing 2008

Cadbury's activations

Community programme

The Cadbury Spots v Stripes community programme is inspired by the ethos of the London 2012 Olympic and Paralympic Games. This innovative programme aims to get people of all ages and from all walks of life rediscovering the spirit and benefits of playing games.

The programme is focused on some of the most disadvantaged neighbourhoods across the UK and Ireland. Cadbury aspires to use gaming as a catalyst to connect people, improve lives and help build stronger communities – leaving a lasting legacy beyond 2012. To achieve this goal, Cadbury has commissioned research to independently evaluate the social impacts of their programme.

Through working with their community charity partner, Groundwork, from August 2010 to December 2011, Cadbury has helped nearly 118,300 people play games at over 1,800 neighbourhood events. They have recruited over 2,900 volunteers and engaged over 1,000 community groups. In addition, Cadbury employees have worked alongside local communities in Birmingham, Chirk, Dublin, Hackney, Marlbrook, Sheffield and Uxbridge to help improve community spaces for playing games.

The Cadbury Spots v Stripes Community Programme in association with Groundwork has been awarded London 2012's Inspire mark and also the UK Food and Drink Federation's Community Special Award.

'I have learnt a whole range of new skills, especially project management, volunteer recruitment and volunteer management, that have improved my employability and are skills that are likely to be useful in my future career.'

Male volunteer, aged 22

Supporting ParalympicsGB

Since 2009, Cadbury has involved more than 200 employee volunteers in supporting ParalympicsGB Paralympic talent identification days, camps and the sports. Cadbury has also fundraised through Deloitte Ride Across Britain, raising over £40,000 for the British Paralympic Association with 36 employees riding the length of the country.

London 2012 client experience

Planning a spectacular Games experience for LOCOG clients has been central to the culture of the London 2012 Organising Committee from the outset.

A framework and process was established to understand the individual needs of both Olympic and Paralympic clients in greater detail and to ensure that LOCOG was making the correct investment decisions in the areas that matter most to the client groups and delivering the best experience.

An important part of the client strategy over the past year has been to refine needs for each client group and involve stakeholders who need to contribute to delivery of the client experience. This has provided a deeper and more detailed understanding of client expectations and the services that need to be provided. Regular reviews and test events will continue to provide an overview of the client experience and move in line with delivery plans through to Games time.

Stakeholder issues and concerns

In addition to the proactive stakeholder engagement we undertake as part of our programme, stakeholders contact us to provide feedback and comments. Due to the scale of the Games and extensive scope of those who can be considered our stakeholders, we do not have the resources to address all issues and concerns. However, we have set out many of the more significant issues raised by our stakeholders and our response in several areas of this report.

For example, we found stakeholder feedback on our 2010 Sustainability Report to be extremely valuable. This year we chose to engage a representative group of London 2012 stakeholders more formally around this report to understand needs and expectations in advance. The outcomes of this review have been used to inform the development of this report and to inform wider communications and engagement with stakeholders. Specific aspects of the content and structure of this report which have been included at the request of stakeholders are:

- addition of a summary report dedicated to highlighting the priority topics identified by our stakeholders;
- addition of a chapter in the main report dedicated to transport and travel. This section brings together all the work being done to provide sustainable and accessible transport across the London 2012 programme; and
- inclusion of case studies and stakeholder perspectives throughout the main report to add context to the approach London 2012 has taken.

For further details on the priority issues defined through the review see 'About this report' (page 16).

Significant or material topics of concern and dissent raised by multiple stakeholders during 2011 can be summarised as follows:

Topics	More detail
Air quality	<p>The UK's and London's compliance with EU air quality standards is a matter for Government and the Greater London Authority. The Games, however, have been used in connection with ongoing stakeholder campaigns regarding air quality legislation.</p> <p>We have introduced a range of measures to minimise air quality impacts and we do not expect additional pollution risks to arise from transport or other sources associated with the Games. We are encouraging all spectators and workforce coming to the Games to travel by public transport, cycling or walking and we will operate to a Low Emission Venues Policy which complements the London-wide Low Emission Zone (see Chapter 4). We have also introduced measures to limit emissions from non-road mobile machinery and temporary generators (see page 188 and page 176).</p> <p>We want to protect the health of the many visitors, volunteers and participants and advice on air quality will be available during the period of the Games.</p>

Topics	More detail
Use of Greenwich Park as the Equestrian venue	<p>Some concerns have been raised about the use of Greenwich Park as the Equestrian venue for the Games which has led to some localised protests.</p> <p>We take our responsibilities very seriously and we have carried out detailed work on all aspects of our plans for Greenwich Park. We will make sure that we reinstate the Park to its previous condition, and we have fully involved The Royal Parks and English Heritage in the development of all studies and plans. The Royal Parks will continue to monitor and manage our activity in the Park to ensure there is no long-term damage.</p> <p>A dedicated area of the London 2012 website has been created to provide detailed information about Greenwich Park and support ongoing community engagement activities.</p>
Renewable energy and grid electricity supply	<p>Concerns were raised in connection with the ODA's and LOCOG's inability to meet their original renewable energy commitments. This was due to external factors outside their control and plans have been put in place by both organisations to deliver equivalent energy savings.</p> <p>Separately, the Commission for a Sustainable London 2012 made public their views about the carbon impacts of grid electricity supply and how they should be reported by LOCOG.</p> <p>More detail can be found in Chapter 3 in respect to the ODA and Section 5.3 in respect to LOCOG.</p>
Low-carbon fuel for the Olympic Torch	<p>Several stakeholders expressed disappointment when we and our partner, EDF Energy, announced we were no longer proceeding with the development of a new low-carbon fuel for the Olympic Torch in time for the Games (see page 194 for more detail).</p>
Provision of carrier bags	<p>Several stakeholder groups continued to raise the issue of carrier bags during 2011. Our position on carrier bags is laid out in detail in our Zero Waste Games Vision which was published in February 2012.</p>
Ticket prices and allocation	<p>Numerous stakeholders expressed concern over the fairness of the ticket allocation process and plans for the final allocation in 2012. The Commission for a Sustainable London 2012 reviewed LOCOG's ticketing policy and issued a public statement on their website that they were satisfied that the allocation process has been fair. See page 202 for further information about the approach to ticketing.</p>
Labour standards at locations producing goods for London 2012	<p>There was ongoing and constructive dialogue with several stakeholders throughout 2011 regarding their concerns over working conditions at sites producing goods for London 2012 (see pages 170–171 for more detail).</p>

Topics	More detail
<p>Dow's sponsorship of the wrap for the Olympic Stadium</p>	<p>Dow Chemical Company were appointed by the IOC as a Worldwide Partner of the Olympic Games in July 2010. LOCOG has no involvement in the selection of Worldwide Partners.</p> <p>In October 2011, concerns began to be expressed by numerous stakeholder groups and the media regarding the procurement of wrap for the Olympic Stadium and the selection of Dow Chemical Company in August 2011 as the wrap supplier following a competitive tender.</p> <p>Some stakeholders believe Dow Chemical Company has liabilities for the Bhopal gas tragedy 27 years ago and should not be allowed to be a sponsor of the Games.</p> <p>The Commission for a Sustainable London 2012 investigated the procurement of the wrap as a result of representations received by a number of stakeholders. In a statement to the Rt Hon Tessa Jowell MP in December 2011 the Commission confirmed that the Dow Chemical Company offer was the most sustainable both in terms of the product offered and the current stated corporate responsibility practices of the company. Refer to the Commission's website for several public statements relating to Dow Chemical Company and the supply of wrap to the Olympic Stadium.</p> <p>Having carefully looked into the issue and based on everything we know and have seen from Dow Chemical Company, we stand behind them both as a Worldwide Partner of the Olympic Movement and as a supplier to LOCOG.</p>



7 Leaving a legacy

7.1

LOCOG's legacy contribution

Legacy commitments were fundamental to London's bid to stage the 2012 Games. These included the massive regeneration of the area now known as the Olympic Park and associated infrastructure (see Chapter 3), as well as softer but equally important benefits in sport participation, cultural and education development and the UK's standing in the wider world.

The role of the Organising Committee is primarily to deliver the Games. However, with our origins from the bid, we identified both a responsibility and a role in enabling legacy. This is central to our vision: to use the power of the Games to inspire lasting change. In this way we aim to enable others to deliver on their objectives, or to benefit or build on aspects of our delivery.

A number of different work strands represent our contribution to legacy

- delivery areas
- sharing the 'gold dust' of the Games
- responsible dissolution
- knowledge transfer
- physical legacy and regeneration

A number of 'guiding principles' have supported these five strands:

- Clarity about our role: is each relevant area clear about its legacy-enabling role and responsibility?
- Ease of navigation: are internal and external bodies clear about how and who to access for each aspect of supporting legacy?
- Stakeholder understanding and responsibility: are stakeholders clear about our role in each area of legacy enablement and, equally important, are they clear about their own role in legacy delivery?

Delivery areas

There are many areas where our work plays a role in wider participation and legacy. The most obvious examples are in the creation of education programmes, the Cultural Olympiad, the work of our Nations and Regions Group (see Section 6.2), the work of our Catering team in delivering the London 2012 Food Vision (see Section 5.5), the work of our Diversity and Inclusion and Employment and Skills teams (see Section 5.8 and 5.9), and the work we are doing to inspire more sustainable living (see Section 5.10). Work in all of these areas in the years leading up to the Games provides legacy benefits both in the Host City and around the whole of the UK, and sometimes beyond.

Given our limited resources and finite lifespan our action has been through:

- small in-house teams acting as catalysts, coordinators and brand managers with most delivery outsourced;
- partnership working with major long-term specialist agencies;
- use of secondees from such agencies for mutual benefit and legacy;
- fundraising from outside of our core budgets for most delivery, using in-house budgets only for seed funding or enablement; and
- planning for handover of projects and legacy to post-Games agencies.

Sharing the 'gold dust'

There are numerous non-commercial agencies which have been keen and able to exploit the Games responsibly for long-term legacy benefits. These include local and national government, the voluntary sector, and sporting, education, cultural and sustainability organisations. In order to do this many have directly supported us. There has been a sharing of expertise, access to talent and in some cases to our brand.

Many of these agencies have been given access to our brand, either as a result of specific agreements or through the London 2012 Inspire mark which was developed with the support of the IOC/IPC and is a Games first (see Section 6.2).

Responsible dissolution

Where we have projects, brands, IP or experience which has a potential life beyond the end of the Games, we are in the process of dissolution planning and determining which bodies will be able to provide continuity. For example, our Education team are in discussion with various bodies, including the British Olympic Foundation, about the continuity of the Get Set programme (see Section 6.2). One of the reasons why the Cultural Olympiad is supported by major cultural bodies, such as the Arts Council, is so that they will be able to offer continuity of learning or specific programmes of work post-Games.

Many areas of our sustainability programme are also going through this process. Our Active Travel programme is supported by Transport for London which will review, capture and take forward key learnings in walking and cycling (see Chapter 4). Likewise, our Changing Places programme is in the process of seeking legacy owners (see Section 5.10). We are working with partners, such as WRAP and the National Non-Food Crops Centre, to review the effectiveness of our Zero Waste Games Vision to capture best practice and share learnings as a legacy that can be used and built on by others (see Section 5.4). We also plan to work with key stakeholders, such as the TUC, and commission independent research to examine progress made on protecting workers' rights in supply chains for London 2012, and where things could have been done differently (see Section 5.6).

Many of these actions have the potential to inspire lasting positive change. We have been a key inspiration behind the development of a number of sustainability tools, standards and approaches aimed specifically at the events sector. We have provided examples of such actions in Section 5.10.

Knowledge transfer

The Games provide an unrivalled platform to show leadership in this area, transferring knowledge and raising awareness of sustainability issues. During our time we have learned many lessons and achieved significant progress. Our learnings and understanding of the challenges, especially in areas where we could not achieve our original sustainability objectives, will significantly benefit sustainability practitioners, the event sector, and indeed wider industry.

Any Games will also have an impact on the evolution of the Olympic and Paralympic Movements, and this can be maximised if the learnings are captured and shared in a systematic way.

Effective knowledge capture, evaluation and transfer are crucial to achieving this and Section 5.11 outlines what we are doing in this area.

Physical legacy and regeneration

The transformation of such a large area of London into the Olympic Park will probably be the most obvious and valuable lasting impact of the Games. Our major contribution to this legacy is complete. We have supported the principles of legacy in the structure of London's bid and collaborated with key partners – Government, the ODA and the Host Boroughs – to ensure that legacy venues were only built where long-term use is assured.

The increased use of existing and temporary venues has presented additional legacy opportunities. In some cases we have made direct interventions to improve legacy or post-Games usage of venues or assets. At our training venues – which comprise a range of schools, universities, sports clubs and leisure centres across London and throughout the UK – more than £17 million has been invested in bringing them up to world-class standards. For example, at the Becontree Leisure Centre in Dagenham, upgrades required by LOCOG will be retained as legacy and made available to local communities after the Games.

Other examples include contributing to the Blackheath Gates legacy scheme, contributing to funding to enable the return of a Henry Moore sculpture and improvements to the children's playground, all in Greenwich Park; and contributing around £300,000 at each site for pitch improvements, water tanks and irrigation for the Football training venues at Long Lane (Greenwich), Newcastle University, Warwick University and Cardiff University. We have also provided funding for an Equestrian Centre at Shooters Hill and a zebra crossing adjacent to our Uniform Distribution and Accreditation Centre located between West Ham and Canning Town. We are also providing replacement landscaping at Lee Valley White Water Centre and a new fence line.

We will be providing ecological enhancements at Greenwich Park and Hyde Park. In addition, the ecological surveys carried out at Box Hill to ensure we can accommodate spectators for the Cycling Road Race and conserve sensitive habitats have provided the most detailed species inventory ever compiled for this key nature conservation site, and will form the basis for future management plans (see page 237).

We have also increased technological capabilities, capacities and infrastructure at venues, particularly in the area of telecommunications (for example, see below and Section 5.7). We also want to be able to re-use our assets in a way that meets both our sustainability and legacy objectives, firstly by adhering to our zero waste goals (see Section 5.4) and secondly by leaving behind a physical legacy of benefit to communities. We have made significant progress in planning for the responsible redeployment of our physical assets such as FF&E, technology items and sports equipment. We are on course to secure the post-Games use of the majority of FF&E before the Games actually begin. Our Asset Disposal team also plan to appoint one or more suppliers that can further support our efforts to ensure assets are responsibly redeployed after the Games.



Technology legacy

Our Technology team has played a key role in ensuring all technology assets are re-used responsibly as well as exploiting other legacy initiatives that will leave behind lasting benefits. During 2011, we issued a tender to leasing companies for our hardware assets (computers, laptops, servers, storage devices) who would effectively buy the equipment and rent it back to us. We asked the companies to suggest legacy commitments in relation to the asset re-use as part of their bid.

We appointed Econocom, who will be responsible for our asset re-use and refurbishment after the Games. Already the following legacy initiatives are now in place:

Laptops into schools	Working with a charity called the e-Learning Foundation and our Education team, laptops used at the Games will be made available in education establishments. The e-Learning Foundation will identify one school in each of the six Host Boroughs, plus the school at Great Ormond Street Hospital, to buy the laptops at a specially reduced price. The scheme is a way of enabling the pupils to have laptops for home and school use which are fully supported and fully functional.
Asset refurbishment and re-use	<p>All of the electronic equipment (computers, servers, etc) will be refurbished in line with our data disposal policy. All equipment will go through a disposal process where it is certified that data has been erased correctly.</p> <p>Econocom will work with Remploy (provider of specialist employment services for disabled people) to make some of the Games IT equipment available for the Race Online 2012 scheme. The scheme enables disadvantaged UK residents to purchase fully operational computer systems at low prices. There are currently nine million people eligible for this scheme.</p>
Nearly new IT equipment to the public sector	Econocom will work with their reseller network as well as their existing client base to ensure a percentage of the IT equipment is resold into the public sector (NHS, further education, local government) once the equipment has been processed. This is to ensure that a proportion of the assets are sold to UK end users. The benefit to the public bodies will be access to very well priced, nearly new IT systems, again helping drive down costs.

Hackney College

Hackney College is a non-competition venue and will be used as the backup Technology Operations Centre and Main Operations Centre. Post-Games, working in collaboration with Cisco, BT and the College, the technology will be converted into a Cisco Networking Academy.

Cisco Networking Academy (see page 253) is a global education programme that teaches students how to design, build, troubleshoot and secure computer networks for increased access to career and economic opportunities in communities around the world. The Networking Academy provides online courses, interactive tools and hands-on learning activities to help individuals prepare for ICT and networking careers in virtually every type of industry.

Other assets

The Technology team are currently exploring initiatives to redeploy other assets, such as the Panasonic-supplied TV screens.

BT's legacy contribution

An important part of BT's legacy for the Games is to make sure that the communication services they deliver are as sustainable as possible, while maximising the re-use of their network and equipment after the Games are finished. The solution that BT designed to deliver the communication services for London 2012 has now been implemented at most of the venues and has been used in test events since May 2011.

Last year BT built upon London 2012's approach for measuring the carbon footprint of the Games and developed its own methodology to map the carbon footprint of its activities at the Games. In March 2011, as more accurate figures became available, this methodology was refreshed and found to be within six per cent of their original estimate. This has now been incorporated into the revised footprint for the entire Games, produced for LOCOG by Best Foot Forward (see Section 5.3).

BT's intention is to maximise the re-use of the network and equipment that has been installed for London 2012. The Openreach fibre and copper networks will be left in situ after the Games, becoming part of our national infrastructure and being made available to all Communication Providers (CPs) for the benefit of local businesses and communities. BT are actively seeking opportunities to re-use cabling and racking in new venues, as the owners become known, and have already started these discussions with some of the existing venues.

GE's Olympic Park legacy

GE equipment and technology is featured in all the competition and non-competition venues for London 2012, including the Olympic Park. There are over 100 GE Olympic and Paralympic Games projects, involving advanced energy systems, high-tech lighting, uninterruptible power supplies, state of the art healthcare imaging equipment and electric car charging points.

Olympic Stadium: GE Digital Energy's uninterruptible power supplies will allow continuation in the event of power failure and support the emergency lighting system, while large containerised LV switchgear equipment will distribute all the power required for the Opening and Closing Ceremonies on the Park. Meanwhile, GE Lighting is supplying around 14,000 lamps to be used in the back-of house function areas of the Olympic Stadium.

Energy Centre: GE Energy has delivered three Jenbacher cogeneration energy centres to provide power heating and cooling across the Olympic Park. The 10-megawatt project also has the potential to be used for the new buildings and communities that will develop after the Games. The power is monitored by GE's smart grid software, distributed around the Park to the venues, measured by GE's smart meters and backed up by our UPS systems.

Olympic and Paralympic Village Polyclinic: GE Healthcare is supplying a wide range of digital imaging equipment to the Polyclinic to treat athletes during the Olympic and Paralympic Games, including MRI, CT, x-ray and ultrasound. GE Healthcare is also supplying 150 heart defibrillators for spectators during the Games and at many test events.

Velodrome: GE Digital Energy's uninterruptible power supplies will ensure continuation of the event in any scenario and support the emergency lighting system. GE electrical distribution equipment has also been supplied to the venue.

Copper Box and Basketball Arena: GE Lighting has designed, supplied and commissioned HDTV broadcast lighting for both venues.

Post-Games

This report introduces our contribution to legacy and sets the scene for our final report to be published in early 2013. This will look at our planning for leaving a legacy in much more detail.

7.2

The future of the Olympic Park

The London Legacy Development Corporation (Development Corporation) was established on 1 April 2012. The Development Corporation is a new organisation set up to promote and deliver physical, social, economic and environmental regeneration on the Olympic Park and the surrounding area. The Development Corporation continues the work of the Olympic Park Legacy Company.

The Queen Elizabeth Olympic Park (the name for the Olympic Park after the Games) will open its gates to the public in phases from July 2013. The Park will provide a unique and inspiring place for events and leisure activities, be a major centre for sport and culture, include new communities built around family housing with a range of affordability, and be a commercial hub. It will be an exciting new home for business, leisure and life, bringing the best of London together in one place.

On 9 January 2012 the Prime Minister, David Cameron, announced that six out of eight permanent venues now have their future secured with operators. New operators were announced for the Aquatics Centre, the Multi-Use Arena (Copper Box), the Orbit and the contract for the Estates and Facilities Management of the Park after the Games. The post Games use of the Velodrome (VeloPark) and Eton Manor (the Lee Valley Hockey and Tennis Centres) had already been confirmed previously as being operated after the Games by the Lee Valley Regional Park Authority.

'Legacy plans are more advanced than any previous Olympic host city. We are on track to build a new piece of the city in east London and over the next 20 years deliver an exciting mix of new homes, jobs and training, along with sporting, cultural and entertainment opportunities. London has set the benchmark for using the Games as a catalyst for regeneration.'

Andrew Altman,
CEO London Legacy Development
Corporation

Sustainability framework

The Development Corporation's plans for the future of the Park are founded on the key tenets of sustainable infrastructure, promoting innovation and facilitating sustainable lifestyles. These are brought to life in the sustainability vision and policy framework that has been published and reported on in the following reporting period. The policy builds on learning from both the ODA and LOCOG and will provide overarching guidance for the Development Corporation's sustainability work.

The framework identifies three pillars which define the approach to achieving the Park vision. These pillars will drive the entire Development Corporation's work programme and are intended to reflect the Park's wider social, economic and environmental purposes.

Aim	Objectives
<p>People enabled to live sustainable, low carbon, resource efficient and healthy lives.</p>	<ul style="list-style-type: none"> – Develop infrastructure that enables sustainable lifestyles. – Contribute to knowledge-sharing and educational programmes that engage people on sustainable living.
<p>Places that sustain parkland and waterways, while preparing for a changing climate.</p>	<ul style="list-style-type: none"> – Build sustainable neighbourhoods and communities. – Create biodiverse parks and waterways. – Manage parks and waterways for the benefit of wildlife and people. – Ensure the Park works to limit and adapt to climate change.
<p>Performance based on sustainable procurement and long term environmental management.</p>	<ul style="list-style-type: none"> – Work with partners to ensure that all contracts seek to minimise environmental impacts. – Ensure continual improvement in environmental performance across our operations. – Monitor and report on progress.

Commitments and targets

The policy framework is supported by seven primarily environmental themes. These are the specific areas in which the Development Corporation will forge its model for sustainable infrastructure and sustainable lifestyles. Development of the priority themes was informed by a series of stakeholder dialogue sessions.

Each theme will be built around a combination of aspirational and mandatory targets. These targets will be set alongside the Development Corporation's four workstreams:

- **New construction:** all new building work.
- **Venues and parklands:** the venues and green spaces in the Park.
- **Events:** local, national and international events in the Park.
- **Corporate:** the Development Corporation's corporate activities, including innovation and research, performance of office and staff, and focus on achieving standards BS 8901 and ISO 20121 for event management.

The seven themes and key commitments that have already been defined are as follows:

Theme	Key commitments
Energy conservation and carbon reduction	<ul style="list-style-type: none"> – Each and every home on the future Elizabeth Park will be resource efficient and zero carbon ahead of new Government policy. – All homes will connect to the Park’s existing communal heating system.
Waste management	<ul style="list-style-type: none"> – 100 per cent provision of recycling facilities in public areas.
Water management and conservation	<ul style="list-style-type: none"> – All homes on the Park will be water efficient, achieving a usage intensity of 105 litres per person per day (compared to an average of 144 litres per person per day in London).
Transport and connectivity	<ul style="list-style-type: none"> – The Mayor’s cycle hire scheme will extend through the Park. – No home will be more than 350m from a bus stop.
Facilitate sustainable lifestyles	<ul style="list-style-type: none"> – Educational initiatives and research programmes will be put in place to enable sustainable behaviour to become the norm in and around the Park.
Materials selection	<ul style="list-style-type: none"> – New buildings will achieve a 15 per cent reduction in embodied carbon – Collaborate with universities, NGOs and other research bodies to identify low impact building materials and products.
Biodiversity	<ul style="list-style-type: none"> – The amount of green space on the Park will double in legacy to 102 hectares. – Encourage the public to use open space for sport, physical wellbeing, leisure activities, social gathering and cultural events.

These commitments across the seven environmental priority themes will inform the Development Corporation’s work with operators and guide negotiations with developers. The Development Corporation will establish review mechanisms to make sure the targets are updated when they have been met and to address any challenges in meeting them. Progress against the commitments will be monitored by a sustainability working group on a regular basis. The Development Corporation is committed to reporting annually on its programme and intends to begin the cycle following the final London 2012 annual report.

Policies have also been developed in the six areas below. These areas demonstrate the Development Corporation's commitment to promoting convergence and community participation and to championing equality and inclusion:

- Socio-economic
- Equalities and inclusion
- Inclusive design
- Design quality
- Sport and healthy living
- Community engagement

These policies will place community use at the heart of the Queen Elizabeth Olympic Park. They ensure the Development Corporation delivers an exciting mix of new homes, jobs and training, along with sporting, cultural and entertainment opportunities, to the local area.

The Development Corporation is working with education and skills agencies and potential employers on the Park to anticipate the types of jobs that will be available in the future. This proactive engagement means that the Development Corporation can train people in a way that prepares them to move into those jobs and keep their jobs and progress their careers.

In addition, the Development Corporation is developing its food strategy for the Park. This work will adopt and develop key elements of the London 2012 Food Vision and plans are in progress to develop a food charter for the Park.

Biodiversity and open space

Biodiversity is one of the five themes of the London 2012 Sustainability Plan, and there are significant benefits planned for the natural environment in the Olympic Park and at off-Park venues.

Highlights

- 102ha of new urban green space
- 45ha of new biodiversity action plan habitats, 50 per cent of which is ready for Games-time
- Integration of bat and bird boxes, living roofs and artificial wildlife refuges
- 35km of new cycleways and footpaths, providing new access to the River Lea

Natural England

Natural England has been involved with the design for the Olympic Park from the outset, supporting a commitment to conserving 45ha of habitats as a planning condition. As a 'critical friend' of the Olympic Delivery Authority, Natural England helped with the drafting of the Olympic Park Biodiversity Action Plan – the first in the history of the Olympic and Paralympic Games and a blueprint for future Games.

A close working relationship with the London Legacy Development Corporation is already in place to ensure that the Queen Elizabeth Olympic Park provides a rich natural environment experience.

As well as the Lee Valley with the Olympic Park at its heart, Natural England has green infrastructure projects at Eton Dorney (Rowing), Hadleigh Farm (Mountain Bike) and Weymouth and Portland (Sailing). A combination of statutory work, advice and Higher Level Stewardship agreements all play a role in securing a natural environment legacy from the Games – and that includes access for people whose health and well-being will benefit in the future.

Weymouth and Portland

In Weymouth and Portland, Natural England has worked alongside the London 2012 delivery bodies in the development of the new marina and venue management planning, to protect and enhance the marine environment of Weymouth Bay. On land, the choice of Weymouth Bay for the first stretch of Coastal Access has been awarded the London 2012 Inspire mark.

Hadleigh Farm

The Mountain Bike venue at Hadleigh Farm is within the Thames Gateway. Natural England and Essex County Council have used the opportunity to improve the quality of the Benfleet and Southend Marshes through course design to create new habitat elements. This work has been delivered through Higher Level Stewardship agreements – one with the Salvation Army, another with Essex County Council – to manage the natural environment in legacy. 37ha of the legacy course area is being managed for wildlife, a 16km network of accessible routes has been created for a range of users, and new strategic links are being put in place between legacy routes and the wider Thames Gateway Green Grid network.

Performance and management

An effective management system is the key to improving the sustainability of all the Development Corporation's activities. A good management system will provide the necessary process for identifying and evaluating issues and implementing effective sustainability measures.

There are two relevant management systems for the Development Corporation: ISO 140001 and BS 8901 for events management. Work is in progress to develop an integrated certified management system.

This will be put in place during 2012, ready for when the Development Corporation takes over the Park after the Games are delivered.

Preparing to operate the Queen Elizabeth Olympic Park in 2013

The Development Corporation is responsible for the post-Games transformation period and the reopening of the Park following handover from LOCOG. The Park will start to re-open in summer 2013 as part of a phased approach. During the transformation period the remaining ODA sustainability targets will be adopted and delivered by the Development Corporation. This includes ensuring the venues achieve their final BREEAM Excellent rating.

The Development Corporation is already embedding commitments on sustainability in the design and delivery of the Olympic Park and its new communities through the Legacy Communities Scheme planning application and its contracts with developers and operators.

The Legacy Communities Scheme planning application for a phased, mixed use development, five walkable neighbourhoods within the Park was submitted in September. The scheme is supported by reports on convergence, sustainability, energy and green infrastructure strategy. Together, these outline the Development Corporation's commitment to sustainability and the environment.

In January 2012, the Greenwich Leisure Limited was appointed as the operator for the Aquatics Centre and the Multi-Use Arena (Copper Box). Balfour Beatty WorkPlace will run the Orbit and manage the maintenance of the Queen Elizabeth Olympic Park.



These contracts include the following measures:

- 254 full time jobs, 75 per cent of which on average will go to people living in the Host Boroughs.
- Every employee will be paid the London Living Wage as a minimum.
- A total of 410 apprenticeships over the lifetime of the contracts.
- Major opportunities will be made available for volunteering, both within the venues and across the Park.
- Supply chain opportunities will focus on small- and medium-sized enterprises (SMEs).
- The price of swimming at the Aquatics Centre or hiring a court at the Arena will be the same as the average local pool or sports centre in London.
- A Community Interest Company, 'Our Parklife', will be formed by co-creators Balfour Beatty, Renaisi and Groundwork to ensure targets for provision of local jobs and SME supply chain contracts are met.

After the Games, events and programmes will continue to play a key role in the Park and its venues and bespoke guidelines have already been developed for future activities.

The Development Corporation and British Waterways have produced a strategic plan to progress waterways improvements and to promote their active use over the next 20 years. A practical example of this strategy coming to life is the Development Corporation's funding of the pre-Games Big Waterways Clean Up programme.

The Development Corporation will be working closely with the operators to ensure the sustainability aspects of the venues are well managed and that community use is maximised. They will also be working with the parklands maintenance teams to ensure the biodiversity of the landscape is retained through the development of a long-term management plan.



Looking forward

The success of the Olympic Park will depend on the full integration of local communities in the area. The Park will contribute to the Host Boroughs' long-term objectives as set out in their Strategic Regeneration Framework.

The Development Corporation aims to use the vision of the London 2012 Games as a catalyst to inspire change. Through the development of programmes and projects that extend beyond 2012, residents, workers and visitors to the Queen Elizabeth Olympic Park will be encouraged to adopt and support a more sustainable lifestyle.

The Development Corporation will continue to spend time with both the ODA and LOCOG teams to understand the current sustainability management systems in place. These will be developed further to support the needs of the Development Corporation, ensuring an impressive track record of environmental improvement throughout the lifetime of the Queen Elizabeth Olympic Park.



7.3

London's legacy

In 2012 London will host the party of a lifetime. During the Olympic and Paralympic Games sites across the city will welcome visitors to world-class sporting and cultural events. There will be a panoply of attractions, from walking trails in new and undiscovered parts of the city to a touring arts festival, all taking place against the backdrop of London's iconic landmarks.

As London comes alive, the benefits of hosting this amazing event must be felt by everyone.

With the spotlight on London and millions of visitors, the Greater London Authority (GLA) understands that the success of the Games will be judged on what happens both inside and outside the sporting venues.

Information and best practice have been shared and plans and operational procedures are being put in place to deliver a truly sustainable Games. These preparations will benefit everyone in London enjoying the Torch Relays, the London 2012 Festival and the Live Sites around the city.

The GLA's commitment to London's legacy, supported by the Host Boroughs, is focused on the following five areas which are detailed in this report:

- Sustainability in operations and events (see Section 5.7 for more detail)
- Skills and training programmes
- Volunteering
- Skills and employment
- London's sports legacy



Sustainability in operations and events

The Greater London Authority's City Operations team are delivering their operations and events in accordance with BS 8901:2009 and have been independently certified to the standard in February 2012. They are also requiring their suppliers to apply the key principles of BS 8901 in their planning of the 'London Live' events.

This exciting events management legacy will help the GLA Group improve the sustainability of their events and roll out what will then be ISO 20121 by the end of 2012. Further sustainability issues relevant to City Operations can be found in Section 5.7.

Tower Bridge lighting project

A flagship City Operations project is underway to install Olympic Rings and Paralympic Agitos on Tower Bridge during the Games.

Every evening during the Olympic Games and Paralympic Games, these installations will be brought to life by an innovative lighting display. The design will light up different parts of the Bridge with changing colours and the launch of the Rings and Agitos.

Currently Tower Bridge has traditional lighting that was installed in 1989. It comprises large floodlights and unattractive casing boxes that are fixed to the bridge. These lights are not energy efficient, they flatten the architecture and they create significant light spillage, which has prompted complaints from neighbouring residents. The existing lamps are serviced and cleaned annually and have to be replaced every two years.

Ahead of the Games, the existing lighting and fixtures and fittings will be completely overhauled in order to provide the correct technology for the Games-time displays and bring a legacy benefit to Londoners. The installation of energy-efficient LED technology will:

- cut energy consumption by an estimated 40 per cent;
- be more sympathetic to the aesthetics of the bridge;
- reduce glare; and
- deliver ongoing carbon benefits and cost savings over the 25 years it remains in place.

These schemes are jointly funded by the Mayor, the City of London Corporation and London 2012 marketing partners EDF Energy and GE.

Skills and training

As well as delivering large-scale events, the Mayor's team have developed a host of programmes for Londoners to improve their skills through training and volunteering, with the aim of helping them into permanent employment.

Personal Best

Personal Best is an events volunteering programme developed by the London Development Agency (LDA) in response to London winning the bid for the 2012 Games. It is designed for individuals who would like to volunteer in their community to improve their life skills and chances of getting a job, but are currently not in employment, education or training (NEETs). The LDA co-funded and co-delivered the Personal Best programme with the Learning and Skills Council. The programme was originally piloted in the Host Boroughs and was then rolled out across London and the UK.

The funding ended in December 2010. However, participants continued to graduate from the programme until the end of March 2011. At its conclusion the final number of graduates from the programme in London exceeded 4,400. Thirty per cent of programme participants went on to take part in further training or work.

Personal Best

Personal Best gave single mother Chenielle the support she needed to build her skills and find a job. Caught between her day-to-day responsibilities as a mum and the need to support her family, Chenielle's life changed when she was offered a place on the Personal Best programme. One-to-one support from her Personal Best Adviser motivated her to identify and focus on her goals, while supportive tutors and peers enabled her to develop her communication skills.

At the Shoreditch Festival she was comfortable talking to the general public and working alongside representatives from large organisations. Chenielle was attracted to Personal Best because the programme assisted her financially during the training, paying lunch and expenses, and ensuring her children received good quality childcare. After completing the course she was offered a job in the catering and hospitality industry.

Volunteering – London Ambassadors

During the Olympic and Paralympic Games, 8,000 volunteers will welcome visitors from all over the world as part of the Mayor's London Ambassadors programme. They will use their local knowledge of London to provide a world-class welcome service. The Ambassadors will be on hand at 43 locations across the city to help Londoners and visitors alike with information about what's on, how to get around, how to join the party, how to avoid the crowds and where to eat. These locations include visitor hotspots, airport arrivals, mainline railway station concourses and the GLA Live Sites.

In the summer of 2011 the recruitment was completed and 85 per cent of successful applicants were offered their first or second choice location. The inclusion of 16–18-year-olds has been a fundamental part of the programme. At the end of the application period in March 2011, nearly 2,000 of the 23,000 applicants to the programme were under the age of 18.

14–25-year-olds from schools in the Host Boroughs will volunteer their time at Spitalfields, where ELBA (East London Business Alliance) and the Ambassador programme have teamed up to support them.

The recruitment events were delivered in partnership with Greater London Volunteering, with 13,000 hours of volunteering generously committed by Londoners. Applicants will undertake a three-day training programme starting in January 2012. This will take them through to their deployment across the summer of 2012. London Ambassadors are working closely with [Team London](#) to promote volunteering across the capital.

Skills and employment programmes

The £14 million GLA 2012 Employment and Skills programme promotes social inclusion, helping workless Londoners benefit from the Games by supporting them into sustained employment.

The programme comprises three projects:

The Host Borough Employment and Skills Project funds local employment brokerage projects in Barking and Dagenham, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest. The project works with economically inactive¹² residents, helping them access Games-time jobs with LOCOG contractors or other emerging opportunities in east London, and supporting them into sustainable employment thereafter. The project previously provided access to jobs developing the Park, including ODA construction jobs.

2012 Employment Legacy also helps economically inactive people into Games-time jobs and works with them to secure sustainable employment. In this case the project works across the whole of London and is delivered by national provider Seetec, who have 19 bases across London, including Croydon, Lewisham and Walthamstow. The project also runs the Westfield Retail Academy.

Both these projects target the following sectors: cleaning, catering and retail, for all of which there is ongoing demand across London. As such, long-term employment prospects for people supported through the project are very strong.

Construction Employer Accord works with partner sites and contractors to identify suitable vacancies and prepare economically inactive people to access them. As construction jobs are usually time-limited, there is particular emphasis on supporting people into follow-on opportunities.

Recognising the particular challenges faced by young people, the projects work with 16–24-year-olds, who have usually been out of work for a shorter period than older residents.

¹² Economically inactive means people who are not claiming 'active benefits' such as Jobseeker's Allowance. This ensures that our projects do not duplicate the work of mainstream providers Jobcentre Plus or the Work Programme.

Sixty per cent of our payments to delivery partners are made when people have remained in work for six or 12 months. This ensures that partners maintain their support until people are securely established in their job, or, for more seasonal or contract-based sectors, working has become an ingrained habit and employees are confident to pursue follow-on opportunities on their own.

'The London Legacy Development Corporation is estimating the development of the Olympic Park in legacy phase to generate up to 8,000 jobs to 2031.'

These programmes have achieved the following:

<p>Phase 1: 2005 to January 2012</p>	<ul style="list-style-type: none"> - 44,000 people worked on the construction of the Olympic Park and Village, with 10 per cent previously workless and 50 per cent from London including 20 per cent from the Host Boroughs. - Over 14,000 training places relating to the construction programme were provided across London, many in the new east London construction training centres. - More than 30,000 out-of-work Londoners were assisted into jobs through the Games and through the wide variety of job brokerage and skills training initiatives from the London Employment and Skills Taskforce for 2012 and associated activity. - 10,000 jobs were created at the Westfield Stratford City retail centre, adjacent to the Olympic Park, of which 20 per cent went to local previously unemployed people. - 2,500 people from the six Host Boroughs were offered jobs with LOCOG Games-time contractors through early recruitment events.
<p>Phase 2: 2012</p>	<ul style="list-style-type: none"> - 100,000 contractor staff are needed to operate the Games, creating opportunities in areas such as catering, retail and security, including around 10,000 entry-level jobs for previously workless Londoners. - GLA projects worth around £14 million will prepare people across the capital for interviews and give them the necessary skills to compete for work in Games-related sectors. Almost 14,000 people will have been directly supported through these projects, with a target of getting almost 5,000 people into jobs.

**Phase 3:
2013-long-term
legacy**

- GLA projects will continue to sustain employment and support people into long-term jobs once the Games are over, with 4,000-plus expected to still be in work after 12 months.
- The London Legacy Development Corporation is estimating the development of the Olympic Park in legacy phase to generate up to 8,000 jobs to 2031.

London's sport legacy

In terms of a grassroots sporting legacy, no other Games Host City on record has ever delivered a sustained increase in sports participation off the back of the Games. Many voices in London, the Mayor among them, have expressed an intention to make London the first city to oppose this trend. Over the past three years a great deal of progress has been made towards a sporting legacy.

The Mayor is encouraging people to engage in more physical activity to give them the opportunity to lead healthier lifestyles through the Mayor's Sports Legacy Programme. '[A Sporting Future for London](#)' was published in April 2009, setting out the priorities for investment and illustrating the Mayor's belief in the value of sport.

'GLA projects worth around £14 million will prepare people across the capital for interviews and give them the necessary skills to compete for work in Games-related sectors.'

To date, the Mayor's Sports Legacy Programme has invested over £10 million, and has received more than £20 million in matched funding. The purpose of the Mayor's investment is to deliver increased participation in sport by Londoners, as a grassroots Olympic legacy. There has been a particular focus on tackling the large percentage of the population currently considered as being 'inactive'.

In addition, a new role in grassroots sport has begun to emerge for the Mayor's Office. With the complex and fragmented organisation of sport in London, the Mayor and the London Community Sports Board are developing a London-wide facilities strategy, aimed at highlighting gaps in provision across London. This initiative provides local authorities with a valuable tool to understand how best to invest their own resources.

The Board has also helped sports such as athletics and basketball to create comprehensive London plans for their own development. Getting all stakeholders operating according to a particular plan allows them to increase participation and expand their sport in the capital.

All the projects funded through these programmes are subject to rigorous monitoring and evaluation processes. While in most cases it is too early to see the ultimate impact, we know that the programme is already successfully making it easier for Londoners to participate in, and learn about, sport. We are confident that the outcomes will be strong, helping to bring long-term benefits to communities across London.

Highlights of programme investments to date include:

Mayor's Facility Investment Programme

This programme focuses on investment in community facilities, which are often small, local or estate-based facilities. £5 million has been spent so far to fund 58 projects in either new facilities or refurbishment and upgrading of existing facilities. These projects have created capacity for an additional 37,000 users per week.

Mayor's Skills Investment Programme

This is a training programme for those wishing to become coaches, volunteers or officials or for potential employees within the sport and active leisure sector. £1.7 million has been spent so far to fund over 5,000 training places, with over 25,000 volunteer hours committed to sport in London.

Mayor's Participation Programme

This programme has spent £3.8 million so far to fund 33 projects, from BMX to dance to rugby. Some projects focus on driving pure increases in participation, others use sport as a means of helping tackle specific social issues. The total number of beneficiaries of these projects is expected to exceed 250,000, with more than 10 per cent of these people previously having been considered 'inactive'.

Freesport

This programme gives out around 300 grants of up to £1,500 each year to small sports clubs or community groups. The money is used to provide free sports coaching sessions to Londoners. Over 17,000 Londoners have received at least six hours of free coaching through this programme each year.

'Make a Splash' mobile pools

This programme deploys mobile pools in six different locations across London each year, for a period of approximately three months in each location. The pools are staffed with teachers all day and evening, seven days a week, and are used by schools during the weekdays and by the community outside school hours. The annual investment by the GLA is £350,000 and each year the programme has taught between 6,000 and 10,000 Londoners how to swim.



7.4 UK Legacy

In December 2010 DCMS published the Government's detailed Legacy Plan, focusing on these four main areas:

- Harnessing the UK's passion for sport to increase school-based and grassroots participation in competitive sport – and to encourage the whole population to be more physically active.
- Exploiting to the full the opportunities for economic growth offered by hosting the Games, particularly with reference to investment and tourism.
- Promoting community engagement and achieving participation in voluntary work across all groups in society through the Games.
- Ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in east London, with particular focus on the digital and creative industries.

Since then, departments across Government have been working on the delivery of legacy programmes under each of these themes. More than 10,000 schools are signed up for the School Games, hundreds of sports clubs' facilities are being renovated and playing fields preserved under Places People Play, and the UK has successfully bid for the 2017 World Athletics Championships, to take place in the Olympic Stadium.

A short, factual report on progress on the legacy was provided to Parliament in January 2012 as an update to the Legacy Plan. A publication covering all aspects of legacy was launched in March 2012.

Increasing sport participation and physical activity

The Government is committed to delivering a sporting legacy for young people and to bring back a culture of competitive sport in schools.

The Department for Education announced that it will provide funding of £90m between 2011–12 and 2014–15 for specific curriculum support for sport, including £48m for the school years 2011–12 and 2012–13, so that secondary schools can release a physical education teacher to organise competitive sports, embed good practice and train primary teachers.

To broaden the range of Olympic and Paralympic sports available to children and young people, the Department of Health is providing funding of up to £6.4m over two years to secure the future of Change4Life Sports Clubs in secondary schools and to extend them to primary schools.

To inspire young people across the country to choose sport, and to incentivise schools to set their ambitions high, the Government is also creating a new, inclusive School Games, for which every school will be invited to sign up.

Launched in November 2010, 'Places People Play' is the second strand of the Government's commitment to leaving a sporting legacy for young people. This is a £130m Lottery-funded initiative to bring the sporting legacy to life in communities across England. This programme is being delivered by Sport England in partnership with the British Olympic Association and the British Paralympic Association.

During 2011, excellent progress continued to be made on 'Places People Play', including:

- 633 applications received in round one of bids to the Inspired Facilities fund;
- a number of iconic facilities already completed including the National Indoor BMX Centre in Manchester (£3m); and
- launch of the Sport Makers project, with Sir Steve Redgrave as National Ambassador, which will use the inspirational pull of the 2012 Games to recruit, train and deploy 40,000 sport volunteers across the country.

In January 2011 the Government launched a new Youth Sport Strategy. Delivered by Sport England, the strategy will see new school-based sports clubs established with links to national governing bodies of sport. The aim of the strategy is to encourage 14–25-year-olds to develop a sporting habit for life. Key elements of the strategy are:

- £100 million will be invested in creating clubs and tackling the drop-off in sports participation that can happen when young people leave school. Of this, £50 million will be invested to boost sport provision at further education colleges and universities;
- the funding will also provide a full-time sports professional within at least 150 further education colleges, to drive forward innovative sports provision.
- around £450 million will go to national governing bodies between 2013 and 2017 for their whole sport plans; and
- around 60 per cent will benefit young people aged 14–25 so that sports are completely focused on helping to drive a sporting habit for life. The remaining 40 per cent will be aimed at the rest of the population. Funding to governing bodies will be on a payment-by-results basis with sports that fail to deliver putting their public funding at risk.

The Government remains committed to using the Games as a catalyst to increase participation in wider physical activity alongside sport across all communities, recognising and capturing the contribution of all sectors.

Opportunities for economic growth

The Games are already producing considerable economic benefits around the UK. British companies have been able to access almost £6 billion of contracts related to building and supplying the Games. In total, 98 per cent of ODA contracts have gone to UK-based companies and two-thirds of them have gone to SMEs.

– CompeteFor

CompeteFor is a free service part-funded by the Department for Business Innovation and Skills, and supported by the London Development Agency (LDA). The scheme enables businesses to compete for contract opportunities linked to the London 2012 Games and other major public and private sector buying organisations, such as Transport for London, Crossrail and the Metropolitan Police.

To increase the numbers of SMEs registering on CompeteFor and taking up the business support that is available, the LDA has worked in partnership with the ODA, LOCOG, Business Links, the London Business Network (London First, the London Chamber of Commerce and Industry, CBI and the Federation of Small Businesses), the East London Business Place organisation and various other partners across the UK.

- 10,200 opportunities have been made available to businesses on CompeteFor as of November 2011.
- 41,600 suppliers from London have registered on the CompeteFor system, and more than 153,000 suppliers nationwide.
- 38 per cent of contracts awarded to CompeteFor suppliers have gone to London-based businesses.
- Around £350m has been awarded to London-based suppliers on CompeteFor, helping sustain London's economy and employment during difficult economic times.

As well as these contracts, over 40,000 companies across the UK have received some business support through Business Link or an equivalent.

– Boosting tourism

During 2011 DCMS announced the 20.12 per cent discount initiative, which was launched in early 2012 by VisitEngland as part of a campaign to use the Games to boost domestic tourism. It is supported by a £4m investment from DCMS and is expected to deliver around 12,500 new job opportunities and £500m in extra visitor spend over three years.

The GREAT campaign, which was announced by the Prime Minister in September 2011, is designed to promote the UK as one of the very best places to visit, study, work, invest and do business. These combined international marketing activities, focusing on trade, investment and tourism, aim to deliver significant benefits to the UK including:

- generating at least £1 billion worth of additional trade and investment;
- attracting 4.6 million extra visitors to the UK over the next four years;
- securing an additional £2.3 billion in visitor spend; and
- creating up to 50,000 new job opportunities.

Promoting community engagement

The London 2012 Games provide a fantastic opportunity to promote community engagement and bring people together. Some activities are already taking place, such as the London 2012 Inspire mark programme (see pages 245–246). The focus on social action provides many opportunities for people to get involved in local events.

Legacy links are being built on two specific Big Society initiatives:

- Piloting of the National Citizen Service for 16-year-olds in the summer of 2011 by 12 providers, delivering places to over 10,000 16-year-olds. There will be larger-scale pilots in 2012 for around 30,000 young people. The Cabinet Office will work with the providers of these pilots to ensure that they are linked to the Games as closely as possible.
- Enabling Games Makers to act as volunteers after the Games and to use their skills and expertise to benefit their communities, for example through the Cabinet Office Community Organisers programme.

The Government is also funding a project to help disadvantaged young people across the UK through the Opportunity 'Inspired by London 2012' scheme, run by the Prince's Trust.

This scheme commenced in early 2011, involving at least 250 selected young people working on individually tailored training and development programmes. These include being mentored by a local business person or training for a sports coaching qualification.

In 2011 greater clarity emerged around the community engagement legacy and especially plans to capitalise on the high levels of enthusiasm for the Games, and to use the Social Action Fund to build on LOCOG's community engagement programmes, Join In and Local Leaders.

Leaving an international legacy

International Inspiration is London 2012's groundbreaking international sports legacy programme, run by the International Inspiration Foundation and delivered by Government, UK Sport, British Council and UNICEF with support from LOCOG.

Its vision is to enrich the lives of 12 million children in 20 countries by 2012. It is the first time an international legacy programme of this scale has been conceived and implemented by Olympic and Paralympic Host City organisations. The programme has been facilitated through a unique global network of collaborations and partnerships which have extended to overseas governments, IOC, IPC, NOCs, NPCs and sporting federations. For further information see pages 253–254.

Inspiring more sustainable ways of living and working

The ODA has set new standards in sustainable procurement, minimising waste and carbon emissions and ensuring efficient use of natural resources in the construction of the Games venues. The Government has drawn from this experience to develop a set of best practice principles for sustainable procurement.

The ambition is also to use the Games to inspire people to live more sustainably. In 2010, the Department of the Environment, Food and Rural Affairs (Defra) confirmed funding for four local projects to encourage individuals and communities to make more sustainable lifestyle choices:

- **One Planet Experience:** The One Planet Experience is delivered by BioRegional and uses interactive exhibits such as an energy velodrome and carbon calculator house to tell the London 2012 sustainability story. The ambition is to inspire visitors to make a pledge to save energy and reduce waste.
- **Transform:** This is part of the London 2012 Changing Places programme, working with Groundwork London and London Sustainability Exchange. It helps residents in the Host Boroughs to convert neglected and disused sites into thriving community spaces and engages residents in pro-environmental behaviour change.
- **Sustrans Active Travel Champions:** This project encourages more sustainable lifestyles as a result of London 2012. Sustrans' project is creating networks of volunteer 'champions' to encourage people and communities to make more active travel choices (ie: cycling and walking).
- **East Potential:** Delivered by East Thames Group, this project assists London Borough of Newham residents to lead greener, more sustainable lives. The aim is to increase levels of recycling, reduce levels of waste and encourage more efficient energy and water consumption by social housing tenants, while also helping disadvantaged young people to understand and practise sustainable approaches to food and improved nutrition.

One Planet Experience

In October 2011 the Paralympic gold medallist David Weir opened BioRegional's One Planet Experience centre. He was the first London 2012 hopeful to endorse this exciting project. The One Planet Experience, at the BedZED eco-village in Sutton, attracted over 200 visitors in its first six weeks. The target of 2,012 visitors in a year is well within reach.

Mark, a local resident, said: 'I liked the interactive nature of the exhibition, and tying it in with London 2012 is a great idea'. The experience inspired him to make energy-saving pledges, such as upgrading his central heating controls, fitting draught-proofing and installing a home energy monitor. Michelle, another local resident, commented: 'It's a brilliant London 2012 exhibition, it will be a shame if it's only available for one year.'

BioRegional aim to keep the exhibition open beyond the Games as well as taking it to the Olympic Park in 2012. Athletes will be inspired by the London 2012 sustainability story and this legacy will equip them as environmental champions in years to come.

As Jessica Harrison, French national triathlon champion and London 2012 hopeful, concluded:

'The One Planet Experience is a great way to educate about environmental issues and show how everyone can make a difference through small daily gestures. A brilliant idea and a fitting legacy for the Games.'

– Transform

For more information on Transform – please see Changing Places pages 217–220.

– Sustrans Active Travel Champions

The project was awarded Inspire status by LOCOG in January 2011, and Sustrans is already incorporating the 'champions' concept into its existing volunteer programme, supporting volunteers in advocating active travel right across the UK during 2012 and beyond. Sustrans is recruiting, training and supporting 250 volunteers and, through them, expects to reach around 18,000 beneficiaries across workplaces, education establishments and local communities by March 2013. Since launching the champions' website in July, 50 volunteers have been recruited and trained. Sustrans is now engaging in a programme of roll-out to its projects across the UK in time for the Games. For more information on Sustrans please see Chapter 4.

Newham residents go for green

East Thames launched a project in 2011 with two community events where residents signed up for free resource packs with tools and advice on how to make their homes greener and cheaper to run. After the first event Shaz, a local resident, said: 'I didn't realise how much water and energy we use day to day, it's crazy amounts! This has shown me that small changes can make a big difference and be better for my home, family and community'.

There will be four further events aimed at recruiting up to 1,500 residents and 30 volunteers. The project has established two food growing sites for 50 disadvantaged young people. These young people, aged 16–24, were homeless or at risk of homelessness before being provided with housing and support by East Thames. In 2012 the group will learn how to cook the food they have grown. They are also being encouraged to take up sports.

The learnings from this project will help East Thames develop a sustainable home toolkit for the Host Boroughs after the Games and across the region.

Evaluating the legacy benefits

DCMS has commissioned a meta-evaluation of the legacy benefits of the Games from a consortium led by Grant Thornton. The meta-evaluation will provide a robust, overarching analysis of all the legacy programmes and their benefits as a whole. The consortium has already published its first three reports, setting out the methodology and data sources it proposes to use, and the baseline and counterfactual analysis.

There will be two reports setting out an initial assessment of legacy benefits: a pre-Games assessment to be published in autumn 2012 and an initial post-Games assessment in spring 2013.



8 Assurance and Global Reporting Initiative Index

8.1

Independent assurance statement

The Commission for a Sustainable London 2012 was set up in January 2007 in response to a commitment made in the bid that there would be independent, credible assurance over the sustainability of the London 2012 programme. It reports directly to the Olympic Board and provides assurance over sustainability objectives of the London 2012 Key Stakeholders including LOCOG, the Olympic Delivery Authority, the Government Olympic Executive and the GLA Group. The Commission also acts as a 'critical friend' providing advice on request to the delivery bodies.

During 2011 the Commission published three reviews covering the following areas:

- Inclusion and healthy living
- Merchandising
- 2010 annual review

In recognition of the changing nature of the London 2012 programme as the Games draw nearer, the Commission also made 12 official statements during 2011 after conducting short, focused pieces of assurance.

Recommendations

These reports and a summary of their findings can be found on the [Commission's website](#).

In the course of the Commission's reviews it has made 216 recommendations. At the end of December 2011, 78 were complete, 65 were closed (generally having been completed through other means or being superseded by a subsequent recommendation), 72 were still open and one was recorded as having not been achieved (and would not be achieved).

Of the 72 open recommendations, 43 of them are recorded as progressing towards completion, in 18 cases the Commission reports that there is no evidence yet as they are too early to be implemented and in 11 cases it considers that there is a significant risk to the delivery of the recommendation. These have been highlighted to the relevant delivery bodies and the Commission is closely monitoring the action being taken.

During 2011 the Commission made 24 new recommendations, five recommendations were completed and one was closed.

Recommendations completed during 2010 include the ODA publishing its [learning legacy](#) from the Games, LOCOG suppliers actively using CompeteFor and the publication of plans for operating Low Emission Venues at Games time.

Previous recommendations made by the Commission included the elimination of HFC gases, which led to the ODA changing the plans for cooling in the Aquatics Centre. In addition, the Commission recommended the development and communication of the carbon footprint for the Games and its methodology and that environmentally sensitive materials such as PVC are addressed across the programme, leading to the development of a policy on PVC and the ODA working with industry to develop new phthalate-free PVC. The Commission also defined what it considers a sustainable job to be, a definition that has been taken on board by delivery bodies.

The Commission's recommendations and concerns are reported to the Olympic Board and to the London 2012 Sustainability Group, who are using them to support their risk-based approach to setting their agendas and tackling the main issues.

All of the Commission's recommendations and their latest status can be reviewed using the online [recommendation tracker](#).

Wider stakeholder engagement

The Commission held a series of stakeholder engagement events during 2011 to communicate the findings of its reviews and to obtain feedback from stakeholders on the issues they would like to be covered by the Commission's assurance programmes. In addition, it has run events with industry bodies to communicate its findings and engage with industry.

The Commission also engages with stakeholders as part of its reviews to help inform its assurance work. A list of the people the Commission has met with in its reviews can be found in an appendix to each report.

A fuller review of the Commission's activity during 2011 will be found in its 2011 annual review. This is due to be published in May 2012 and will be available via the [Commission's website](#).

8.2

Global Reporting Initiative Index

This Report was prepared using the Global Reporting Initiative's (GRI) G3.1 Sustainability Reporting Guidelines and Event Organisers Sector Supplement and has been checked by GRI to be consistent with an application level of A. To locate the elements and information contained within the guidelines use the index below. Unless otherwise stated, all page references relate to this Report. The GRI Application Level Check Statement follows the table.

It should be noted that several of the indicators in the table refer to impacts associated with products and services which were originally developed with manufacturing organisations in mind (e.g. Product Responsibility). In the context of London 2012 or LOCOG the product is the event itself (i.e. the London 2012 Games) which is made up of a multiplicity of different products and services.

Key	
●	Fully reported
◉	Partially reported
○	Do not report – not available
⊗	Do not report – not considered material
N/A	Do not report – not applicable
X	Do not report – business confidential
LAR	<u>LOCOG Annual Report 2010-11</u> (relevant page numbers in brackets)
LSP	<u>London 2012 Sustainability Plan</u> (2nd edition, December 2009) (relevant page numbers in brackets)
EO1	Event Organisers Sector Supplement Aspects or Indicators

Profile disclosure	Description	Level	Cross-reference section/page reference
1 Strategy and Analysis			
1.1	Statement from Chair and CEO	●	1.1 Statement from the Chair of LOCOG (p7), 1.2 Statement from the Chief Executive of LOCOG (p8–10)
1.2	Description of key impacts, risks, and opportunities	●	2 London 2012 sustainability themes (p23 & 34), 5.1 Sustainability objectives (p98), 5 Target areas (p100, p112, p132, p145, p154, p173, p174, p197, p205, p214, p226), 5.2 Ethics (p103), 5.2 Risk management (p103 & 104), 5.2 Health and safety (p105), 5.2 Incident reporting (p106–108), 5.2 Audit and assurance (p111), 5.6 Contract management (p 162–167), 6.1 Programme-wide sustainability assurance (p233), Principal risks and uncertainties (LAR p33, p37 & 38), Corporate Governance (LAR p54–62)
2 Organisational Profile			
2.1	Name of organisation	●	1.5 About London 2012 (p14)
2.2	Primary brands, products and/or services	●	1.5 About London 2012 (p14 & 15)
2.3	Operational structure of the organization	●	1.5 About London 2012 (p14 & 15)
2.4	Location of headquarters	●	1.5 London 2012's evolution (p15)
2.5	Countries in which the organisation's operations are located	●	1.5 About London 2012 (p14 & 15)
2.6	Nature of ownership and legal form	●	1.5 About London 2012 (p14)
2.7	Markets served	●	1.5 About London 2012 (p14 & 15), 6.2 Stakeholders and partnerships (p233–261)
2.8	Scale of the reporting organisation	●	1.5 About London 2012 (p14 & 15), 5.1 Workforce and volunteering (p108 & 109), Information on revenue, expenditure and equity can be found in (LAR p35–38)
2.9	Significant changes during the reporting period	●	1.5 London 2012's evolution (p15)
2.10	Awards received during the reporting period	●	5.1 Sustainability management system (p101), 5.5 Food vision (p150), 5.8 Diversity and inclusion (p204)
3 Report Parameters			
3.1	Reporting period	●	1.6 Our reporting cycle (p16)
3.2	Date of most recent previous report	●	2010 London 2012 Sustainability Report published in April 2011.
3.3	Reporting cycle	●	1.6 Our reporting cycle (p16)
3.4	Contact point for questions regarding the report	●	1.6 A new way to report (p16)
3.5	Process for defining report content	●	1.6 About the report (p16–21), 6 Managing the programme (p230–233)

Profile disclosure	Description	Level	Cross-reference section/page reference
3.6	Boundary of the report	●	1.6 About the report (p16)
3.7	Specific limitations on scope or boundary	●	1.6 About the report (p16)
3.8	Basis for reporting on JVs, subsidiaries, etc	●	1.6 About the report (p16)
3.9	Data measurement techniques	●	Monitoring and measurement techniques are managed as part of LOCOG's BS 8901 certified sustainability management system which includes audit and assurance (p100 & 101, and p111). Where relevant the bases of calculations are detailed and in some cases includes accompanying footnotes
3.10	Explanation of re-statements	●	LOCOG have not issued any re-statement of information provided in earlier reports
3.11	Significant changes from previous reporting periods	●	There are no significant changes since the previous reporting period
3.12	Standard GRI Disclosures Table	●	8.2 Global Reporting Initiative Index (p296)
3.13	Policy and practice on external assurance	●	6.1 Programme-wide sustainability assurance (p233), 8.1 Independent assurance statement (p294 & 295)
4 Governance, Commitments and Engagement			
4.1	Governance structure	●	5.2 Governance and decision-making (p101–103), 6.1 Governance structure (p230–233), The LOCOG Corporate Governance Report can be found in LAR (p54–62) which includes an overview of the LOCOG Board and its committees
4.2	Position of Chair of Board	●	The Chair of LOCOG is a non-executive director and is also a member of the Olympic Board (see 6.1 Olympic Board (p230))
4.3	Independent, non-executive directors on Board	●	LAR (p54)
4.4	Shareholders/employees communication to Board	●	2.5 Sustainability management (p100 & 101), 5.2 Governance and decision-making (p101–103), 5.2 Ethics (p103), 5.2 Health & safety (p105), 6.1 Programme-wide sustainability assurance (p233), Corporate Governance (LAR p54–62)
4.5	Executive compensation	●	LOCOG's remuneration strategy is outlined in LAR (p63 & 64)
4.6	Avoiding conflicts of interest	●	5.2 Ethics (p103), The report of the LOCOG Audit Committee outlines further information in respect to conflicts of interest (LAR 58)
4.7	Board members qualifications/expertise	●	LAR (p54)
4.8	Mission/values statements, codes, sustainability principles	●	Appendix 1
4.9	Board procedures for overseeing sustainability management	●	2.5 Sustainability management (p99–111), 6.1 Programme governance (p230–233), Corporate Governance (LAR p54–62)

Profile disclosure	Description	Level	Cross-reference section/page reference
4.10	Processes for evaluating Board sustainability performance	●	2.5 Sustainability management (p100 & 101), 5.2 Governance and decision-making (p101–103), 5.2 Audit and assurance (p111), 6.1 Programme-wide sustainability assurance (p233), Corporate Governance (LAR p54–62)
4.11	Precautionary approach/ principle	●	5.2 Risk management (p103 & 104), Corporate Governance (LAR p54–62)
4.12	External charters, principles or initiatives endorsed	●	Appendix 1
4.13	Memberships in associations	●	Chartered Institute of Purchasing and Supply (p160), Sedex (p165), 5.8 Diversity and inclusion (p204), GRI Event Organisers Sector Supplement Working Group (p226), 6.1 Programme Governance (p230–232), London 2012 Nations and Regions Group (p242), 6.2 International Inspiration (p253–254).
4.14	List of stakeholder groups engaged	●	6.2 Stakeholders and partnerships (p234 & 235)
4.15	Identification and selection of stakeholders for engagement	●	6.2 Stakeholders and partnerships (p233 & 234)
4.16	Approaches to stakeholder engagement	●	6.2 Stakeholders and partnerships (p235 & 236)
4.17	Key topics raised through stakeholder engagement	●	6.2 Stakeholder issues and concerns (p258–261)
Disclosure on Management Approach (DMA): Economic (EC)			
Aspects	Economic performance	●	1.5 About London 2012 (p14), 5.2 Governance and decision making (p101–103), 5.6 Sponsorship and licensing (p154, 155, & p158), LAR (p35–38)
	Market presence	●	5.2 Sustainability management (p99–101, p104), London Living Wage (p170), Refer also to LOCOG Diversity and Inclusion Strategy, LOCOG Employment and Skills Strategy, London 2012 Food Vision and LOCOG Sustainable Sourcing Code (Appendix 1)
	Indirect economic impacts	●	1.4 Our vision for a sustainable Games (p13), 5.2 Sustainability management (p99–101, p104), LOCOG legacy contribution (p263)

Profile disclosure	Description	Level	Cross-reference section/page reference
EC Performance indicators			
EC1	Direct economic value generated and distributed	●	Information on direct economic performance can be found in LAR (p35–38), More detailed information on income, expenditure, statements of financial position and supporting notes can be found in LAR (p74–76). Information on wages can be found in LAR (p 85)
EC2	Risks and opportunities due to climate change	⊙	5.3 Low carbon Games (p116–126)
EC3	Defined benefit plan contributions	●	LAR (p64, 82)
EC4	Government financial assistance	●	LAR (p36, 78, 85 and 100)
EC5	Wage ratios	●	LOCOG only operates in the UK. The UK standard minimum wage is complied with. See also London Living Wage (p170)
EC6	Practices and spending on locally-based suppliers	●	5.5 Food vision (p146–147), 5.6 Procurement, licensing and sponsorship (p158–161), 5.7 Ceremonies (p192–193), 5.7 Torch (p194)
EC7	Procedures for local hiring	⊙	5.9 Employment and skills (p205–213)
EC8	Infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	●	The Games have lead to significant infrastructure investments and services for public benefit, obvious examples being the Olympic Park and other new venues (p26–66) and transport infrastructure improvements (p74–79, p83 & 84). Whilst these have been delivered by other delivery bodies LOCOG has provided significant support and expertise to facilitate delivery. Specific LOCOG lead or inspired initiatives include Broadcast training programme (p186), Games Maker volunteer programme (p201), schools, colleges and universities outreach initiatives (p212 & 213), Inspire programme (p245–246), Get Set and Staff into schools programme (p249), the Changing Places programme (p217–220), International Inspiration (p253–254), and our physical legacy and regeneration contributions (p265–269). Several initiatives are lead by commercial partners such as McDonald’s (p110), Deloitte (p256), Cadbury’s (p257), and Coca-Cola (p213).

Profile disclosure	Description	Level	Cross-reference section/page reference
EC9	Indirect economic impacts	●	<p>Olympic Park and new venues (p26–66), Transport improvements (p74–79), Active travel (p82–86), McDonald’s (p110), Reuse of assets (p128, p135, p183, and p193), Carbon compensation (p126–130), Food vision (p144–153), Sourcing/procurement (p158, p160 & p161), London Living Wage (p170), Airwave (p185), Knowledge legacy (p189, p226–228, and p264 & 265), Diversity and inclusion (p164, p197–204), Employment and skills (p205–214), Changing places (p217–220), Nations and Regions (p242–244), Business network (p244), Outreach initiatives (p245–257), LOCOG legacy contribution (p264–268), Olympic Park post Games (p270–277), London legacy (p278–285), UK legacy (p286–292)</p>
EO1	Direct economic impacts and value creation as a result of sustainability initiatives	○	<p>LOCOG is not currently in a position to report against this indicator as many of its sustainability initiatives are not realised until the Games. We plan to report against this indicator in our final Sustainability Report prepared after the Games</p>

Profile disclosure	Description	Level	Cross-reference section/page reference
Disclosure on Management Approach (DMA): Environmental (EN)			
Aspects	Materials	●	5.2 Sustainability management (p99–101, and p104), Materials (LSP (p71 & 72)), Refer also to the LOCOG Sustainable Sourcing Code (Appendix 1)
	Energy	●	5.2 Sustainability management (p99–101, & p104), 5.3 Energy conservation (p121 & 122), Climate change (LSP p16), Refer also to the LOCOG Sustainable Sourcing Code (Appendix 1)
	Water	●	5.2 Sustainability management (p99–101, & p104), Water (LSP p25)
	Biodiversity	●	5.2 Sustainability management (p99–101, & p104), Biodiversity (LSP p41 & 42)
	Emissions, effluents and waste	●	5.2 Sustainability management (p99–101, & p104), Climate change (LSP p15–24), Air quality (LSP p60 & 61), Refer also to the London 2012 Zero Waste Games Vision, and LOCOG Sustainable Sourcing Code (Appendix 1)
	Products and services	●	5.2 Sustainability management (p99–101, & p104), Procurement (LSP p69 & 70), Refer also to LOCOG Sustainable Sourcing Code (Appendix 1)
	Compliance	●	5.2 Sustainability management (p99–101, and p104), Refer also to London 2012 Sustainability Policy and LOCOG Sustainable Sourcing Code (Appendix 1)
	Transport	●	4.1 Transport (p68), 5.2 Sustainability management (p99–101, & p104), Transport and Logistics (LSP p72–75), Refer also to LOCOG Sustainable Sourcing Code (Appendix 1).
	Overall	●	5.2 Sustainability management (p99–101, & p104), Refer also to LOCOG Sustainable Sourcing Code (Appendix 1)
EN Performance Indicators			
EN1	Materials used by weight or volume	⊗	This indicator is concerned primarily with the use of materials in manufacture. As LOCOG is not a manufacturer, the indicator is not considered material
EN2	Percentage of materials used that are recycled input materials	⊗	This indicator is concerned primarily with the use of materials in manufacture. As LOCOG is not a manufacturer, the indicator is not considered material
EN3	Direct energy consumption by primary energy source	●	Energy consumption (Appendix 2)
EN4	Indirect energy consumption by primary source	●	Energy consumption (Appendix 2)
EN5	Energy saved due to conservation and efficiency improvements	●	5.3 Energy conservation plan (p121–122)

Profile disclosure	Description	Level	Cross-reference section/page reference
EN6	Energy efficient or renewable energy based events, products and services	●	Our approach to energy conservation applies across our organisation including events see p121–122 (5.3 Energy conservation plan)
EN7	Reduction of indirect energy consumption	●	5.3 Emissions avoidance, reduction and substitution (p114–126)
EN8	Total water withdrawal by source and conservation initiatives	●	Water consumption and discharges (Appendix 2)
EN9	Water sources affected by withdrawal of water	●	Water consumption and discharges (Appendix 2)
EN10	Percentage and total volume of water recycled and reused	○	LOCOG was not a major user of water during the reporting period and there was no opportunity to reuse or recycle water. This is an area that is being actively explored and we will report further in our final Sustainability Report produced after the Games
EN11	Land in/next to protected areas and areas of high biodiversity value	●	Biodiversity (Appendix 2)
EN12	Impacts on biodiversity in protected areas and areas of high biodiversity value	●	Biodiversity (Appendix 2)
EN13	Habitats protected or restored	●	Town and country planning (p179), Biodiversity (Appendix 2)
EN14	Strategies and actions for managing impacts on biodiversity	●	Town and country planning (p179), Biodiversity (Appendix 2)
EN15	IUCN Red List and national conservation list species	⊙	Biodiversity (Appendix 2)
EN16	Total direct and indirect greenhouse gas emissions by weight	●	5.3 Carbon footprint (p113–115)
EN17	Other relevant indirect greenhouse gas emissions by weight	●	5.3 Carbon footprint (p113–115)
EN18	Initiatives to reduce greenhouse gas emissions	●	5.3 Emissions avoidance, reduction and substitution (p114–126)
EN19	Emissions of ozone depleting substances by weight	N/A	This indicator is concerned primarily with the use of ozone-depleting substances in manufacture. As LOCOG is not a manufacturer, the indicator is not applicable
EN20	NO _x , SO _x and other significant air emissions	●	Emissions to air (Appendix 2)
EN21	Total water discharge by quality, destination and improvement initiatives	●	Water consumption and discharges (Appendix 2)
EN22	Total weight of waste and initiatives to manage waste	●	Waste management (Appendix 2), 5.4 Zero waste Games (p132–143)
EN23	Total number of significant spills	●	5.1 Incident reporting (p106–108)

Profile disclosure	Description	Level	Cross-reference section/page reference
EN24	Transported, imported, exported or treated hazardous waste	●	No transfrontier movements are understood to have taken place in relation to waste generated by LOCOG activities during the reporting period
EN25	Water bodies and related habitats affected by discharges	●	Water consumption and discharges (Appendix 2)
EN26	Mitigating environmental impacts of events, products and services	●	This indicator considers the mitigation of impacts associated with the supply of events, products and services. LOCOG does not manufacture products but instead sources finished products and services to deliver the Games. Its approach to sourcing is not restricted to environmental impacts. Please refer to EO9 for information on sourcing of products and services
EN27	Products sold or provided and packaging materials	●	In the majority of instances the sale or provision of packaged products to end consumers is via LOCOG's suppliers and licensees. See London 2012 products and packaging (p143) and the LOCOG Packaging Guidelines for further information on management approach (Appendix 1)
EN28	Fines and sanctions for non-compliance with legislation	●	LOCOG has not received any fines or non-monetary sanctions for non-compliance with environmental legislation during the reporting period
EN29	Environmental and socio-economic impacts of transporting goods and services and workforce	●	Workforce: 4.2 Public transport (p69–74), 4.5 Walking and cycling (p82–86), 4.6 Games family (p87–94) Goods and services: 5.7 Logistics (p186–189), 5.6 Overlay related transport impacts (p163)
EN30	Total environmental protection expenditures and investments	○	LOCOG is not currently in a position to report against this indicator. It plans to report against this indicator in its final Sustainability Report prepared after the Games
EO2	Modes of transport taken by attendees and participants and use of sustainable transport	●	4.1 London 2012's role and responsibility (p68), 4.2 Public transport (p69–71), 4.3 London 2012 related transport improvements (74–79), 4.5 Walking and cycling (p82–86), 4.6 Games family transport (87–92, 94)
EO3	Significant environmental and socio-economic impacts of transporting attendees and participants	●	4.2 Public transport (p69–74), 4.3 London 2012 related transport improvements (p74–79), 4.4 Travel management (p79–81), 4.5 Walking and cycling (p82–86), 4.6 Games family transport (87–94)

Profile disclosure	Description	Level	Cross-reference section/page reference
Disclosure on Management Approach (DMA): Labour Practices and Decent Work (LA)			
Aspects	Employment	●	5.2 Workforce and volunteering (p108 & 109), LAR (p63 & 64), Refer also to: LOCOG Sustainable Sourcing Code, LOCOG Diversity and Inclusion Strategy, and LOCOG Employment and Skills Strategy (Appendix 1)
	Labour/management relations	●	LOCOG operates in accordance with a 'Principles of Cooperation' Agreement that exists between London 2012 and the Trades Union Congress (TUC) (p244 & 245), LOCOG also operates a framework for employee information and consultation which complies with the requirements of UK legislation
	Occupational health and safety	●	5.2 Health and safety management (p104 & 105)
	Training and education	●	5.2 Workforce and volunteering (p109), Refer also to LOCOG Employment and Skills Strategy (Appendix 1)
	Diversity and equal opportunity	●	Refer to the LOCOG Diversity and Inclusion Strategy (Appendix 1)
	Equal remuneration for women and men	●	Refer to the LOCOG Diversity and Inclusion Strategy (Appendix 1)
LA Performance Indicators			
LA1	Total workforce by employment type and gender	⊙	5.2 Workforce and volunteering (p108), 5.8 Diversity and inclusion (p198–199)
LA2	New employee hires and volunteers recruited and employee and volunteer turnover	⊙	Overall headcount increased by 2,661 during the reporting period. Diversity data is provided in 5.8 (p198–199). During 2011 there were 177 total leavers (48% female and 52% male) (Broken down by age: 30 (22%), 30–50 (61%), 50+ (77%), and unknown (11%)).
LA3	Employee benefits	●	LAR (p64)
LA4	Employees covered by collective bargaining agreements	●	All employees have been provided with access to unions and are able join one should they chose. Currently, LOCOG does not have any employees who are covered by a collective bargaining agreement. LOCOG also has a 'Principles of Cooperation Agreement' with the Trades Union Congress (TUC) which applies to the whole workforce including supply chain (p244–245 and Appendix 1)
LA5	Minimum notice periods	●	Minimum notice periods are specified in individual contracts, generally this is one month
LA6	Joint health and safety committee workforce representation	●	All the workforce are represented by a number of forums which consider health and safety matters (see p105)
LA7	Injuries, occupational diseases, lost days and fatalities	⊙	5.2 Health and safety (p105)

Profile disclosure	Description	Level	Cross-reference section/page reference
LA8	Education, training, counselling, prevention and risk control programmes on serious diseases	●	Education, training, and counselling with regards to serious diseases are all included in the mandatory governmental health package. LOCOG has a dedicated Medical Services team which provides a comprehensive mitigation, treatment and prevention service for all client groups. A major campaign on sexual health aimed at athletes is planned for during the Games
LA9	Health and safety topics included in trade union agreements	●	The London 2012 and Trades Union Congress (TUC) 'Principles of Cooperation Agreement' includes health and safety and welfare matters (Appendix 1)
LA10	Workforce training	⊙	An overview of workforce training programme is provided in 5.1 (p108–110)
LA11	Programmes for skills management and lifelong learning	●	5.9 Employment and skills (p205–213)
LA12	Employee performance reviews	●	All employees receive two formal performance appraisals and reviews by their line manager each year and is tracked centrally.
LA13	Diversity of employees and governance bodies	●	Diversity data is provided for the entire workforce (p198–199), Individual members of the LOCOG Board are available in the LOCOG Annual Report (LAR (p41–45))
LA14	Ratio of basic salary of men to women	N/A	Men and women can receive the same low/high range of pay within salary bands. As there are such diverse job roles within LOCOG it is not meaningful to compare the basic salary of women and for men
LA15	Return to work and retention rates after parental leave	⊙	LOCOG only operates in the UK and adheres to UK legislation regarding maternity and paternity leave. 29 women went on maternity leave in the reporting period. Of these individuals 4 also returned in 2011 and the rest are due to return in 2012

Profile disclosure	Description	Level	Cross-reference section/page reference
Disclosure on Management Approach (DMA): Human Rights (HR)			
Aspects	Investment and procurement practices	●	5.2 Sustainability management (p99–101, p104), Procurement (LSP p69 & 70), Refer also to LOCOG Sustainable Sourcing Code (Appendix 1)
	Non-discrimination	●	5.2 Sustainability management (p99–101, & p104), Refer also to the LOCOG Diversity and Inclusion Strategy and LOCOG Sustainable Sourcing Code (Appendix 1)
	Freedom of association and collective bargaining	●	LOCOG operates in accordance with a 'Principles of Cooperation' Agreement that exists between London 2012 and the Trades Union Congress (TUC) (p244 & 245), Refer also to the LOCOG Sustainable Sourcing Code (Appendix 1)
	Child labour	●	LOCOG ensure legal compliance with UK child employment legislation, Refer also to LOCOG Sustainable Sourcing Code (Appendix 1)
	Forced and compulsory labour	●	As LOCOG operates only in the UK, it is unlikely to have to deal with forced and compulsory labour in its paid and volunteer workforce, Refer also to LOCOG Sustainable Sourcing Code (Appendix 1).
	Security practices	●	Contracted security organisations will operate in accordance with LOCOG policies, including the LOCOG Sustainable Sourcing Code (Appendix 1)
	Indigenous rights	●	As LOCOG operates only in the UK it is unlikely to have to deal with incidents involving the rights of indigenous people in its workforce, Refer also to the LOCOG Sustainable Sourcing Code (Appendix 1)
	Assessment	●	As LOCOG operates only in the UK, there are no operations at significant risk of human rights violations. There are supply chain and workforce grievance mechanisms in place (5.6 p166–167)
	Remediation	●	5.6 Supply chain and workforce grievance mechanisms (p166 & 167)
HR Performance Indicators			
HR1	Investment agreements with human rights clauses	●	5.6 Sponsorship status is outlined (p154 & 155). All LOCOG marketing partner and licensee agreements contain clauses which require compliance with the LOCOG Sustainable Sourcing Code, which includes taking appropriate steps to meet the provisions of the Ethical Trading Initiative Base Code (Appendix 1)
HR2	Supplier screening on human rights	●	All licensee production locations are disclosed on Sedex and audited to determine compliance with the ETI Base Code (p158–160, and p165). Other parts of the supply chain are prioritised according to risk and opportunity (see contract management, p162) and may also be audited (p165). See also Appendix A of the LOCOG Sustainable Sourcing Code (Appendix 1)

Profile disclosure	Description	Level	Cross-reference section/page reference
HR3	Human rights training of employees and volunteers	●	No specific training on human rights was delivered in 2011. There is a specialist team which supports the business in ensuring specific human rights issues are considered. Specific training requirements for contracted workforce are currently being reviewed
HR4	Incidents of discrimination	X	Information required for this indicator is considered business confidential
HR5	Freedom of association/collective bargaining	●	As LOCOG operates only in the UK, there are no operations at significant risk although it continues to work positively with the Trades Union Congress (TUC) in accordance with the 'Principles of Cooperation' Agreement (Appendix 1). Refer to response to HR2 in respect to the supply chain screening
HR6	Child labour risk	●	As LOCOG operates only in the UK, there are no operations at significant risk. Refer to response to HR2 in respect to the supply chain screening
HR7	Forced or compulsory labour risk	●	As LOCOG operates only in the UK, there are no operations at significant risk. Refer to response to HR2 in respect to the supply chain screening
HR8	Human rights training of security personnel	●	No specific training on human rights was delivered in 2011. There is a specialist team which supports the business in ensuring specific human rights issues are considered. Specific training requirements for contracted workforce are currently being reviewed
HR9	Violations involving rights of indigenous people	●	No incidents of violations involving the rights of indigenous people were identified during the reporting period
HR10	Human rights reviews and/or impact assessments	●	As LOCOG operates only in the UK, there are no operations at significant risk. There are supply chain and workforce grievance mechanisms in place (p166–167)
HR11	Grievances related to human rights	●	As at the end of 2011 worker rights issues were encountered as a result of ongoing assurance work, but no formal grievances had been filed (p166–167)

Profile disclosure	Description	Level	Cross-reference section/page reference
Disclosure on Management Approach (DMA): Society (SO)			
Aspects	Community	●	2 London 2012 Sustainability themes (p23 & 24), 5.2 Sustainability management (p99–101, p104), 6.2 Community relations (p236), Inclusion (LSP p47), Refer also to LOCOG Sustainable Sourcing Code, LOCOG Diversity and Inclusion Strategy, and LOCOG Employment and Skills Strategy (Appendix 1)
	Corruption	●	5.2 Ethics (p103)
	Public policy	●	1.4. Vision for a sustainable Games (p13), 7.1 Legacy contribution (p263)
	Anti-competitive behaviour	●	5.2 Sustainability management (p99–101, & p104), 5.2 Ethics (p103)
	Compliance	●	5.2 Sustainability management (p99–101 & p104), Refer also to London 2012 Sustainability Policy (Appendix 1)
	Inclusivity	●	5.2 Sustainability management (p99–101, & p104), Refer also to LOCOG Diversity and Inclusion Strategy and Web Accessibility Statement (Appendix 1)
SO Performance Indicators			
SO1	Operations with implemented local community engagement, impact assessments and development programmes	⊙	In 2011, LOCOG moved from being a largely office based organisation to operating at a number of competition and non-competition venues across London and elsewhere in the UK (p15). In excess of 300 corporate and public events were held including 22 LOCOG owned test events. At these locations we operated over short periods and in the majority of instances we did not have full control over the venue and site management was primarily the responsibility of the venue or landowners. Impacts on the community are managed through conditions imposed through planning, Environmental Management Plans (p179-181) and venue licensing legislation. The process for engaging with stakeholders, including local communities, which covers the whole organisation is described in Section 6.2 (p235–261)
SO2	Bribery and corruption risks	●	5.2 Ethics (p103)
SO3	Training in anti-corruption policies and procedures	⊙	5.2 Ethics (p103)
SO4	Actions taken in response to incidents of corruption and wrong-doing	X	Information required for this indicator is considered business confidential
SO5	Public policy positions	●	1.4 Vision for a sustainable Games (p13), 6.2 International Inspiration (p253 & 254), 7.1 Legacy contribution (p263–269),
SO6	Financial and in-kind contributions to political parties	●	During the reporting period LOCOG made no political donations.
SO7	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	●	There has been no legal action taken against LOCOG for anti-competitive behaviour, anti-trust and monopoly practices during the reporting period

Profile disclosure	Description	Level	Cross-reference section/page reference
SO8	Fines and sanctions for non-compliance with legislation	●	LOCOG has not received any fines or non-monetary sanctions for non-compliance with legislation during the reporting period.
SO9	Operations with significant potential or actual negative impacts on local communities	●	LOCOG only operates in the UK and the nature of our operations means this indicator is not considered to be fully applicable. Potential impacts to the community from our major event activities are identified and managed through conditions imposed through planning and Environmental Management Plans (EMPs) (p179–181) and venue licensing legislation. In respect to LOCOG owned test events it operated at locations for short periods and do not consider that our activities resulted in significant impacts on the local community. This indicator is considered to be more relevant in 2012 and it will report further on this in our final Sustainability Report produced after the Games
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	●	LOCOG only operates in the UK and the nature of our operations means this indicator is not considered to be fully applicable. Potential impacts to the community from our major event activities are identified and managed through conditions imposed through planning, Environmental Management Plans (EMPs) (p179–181) and venue licensing legislation. In respect to LOCOG owned test events it operated at locations for short periods and do not consider that our activities resulted in significant impacts on the local community. This indicator is considered to be more relevant in 2012 and will report further on this in its final Sustainability Report produced after the Games
EO4	Expressions of dissent by type, issue, scale and response	●	6.2 Stakeholder issues and concerns (p258–261)
EO5	Type and impact of initiatives to create a socially inclusive event	●	5.6 Procurement (p164, p172), 5.7 Technology (p183), 5.8 Diversity and inclusion (p197–204), 5.9 Employment and skills (p205–213), 6.2 Community engagement initiatives (p235–257)
EO6	Type and impact of initiatives to create an accessible environment	●	5.8 Accessibility initiatives (p201–204)

Profile disclosure	Description	Level	Cross-reference section/page reference
Disclosure on Management Approach (DMA): Product Responsibility (PR)			
Aspects	Customer wellbeing, health and safety	●	5.2 Sustainability management (p99–101, & p104), 5.2 Health and safety management (p104 & 105), Refer also to: LOCOG Sustainable Sourcing Code (Appendix 1)
	Product and service labelling	●	5.2 Sustainability management (p99–101), Refer also to London 2012 Food Vision and LOCOG Sustainable Sourcing Code (Appendix 1)
	Marketing communications	●	London 2012 Brand Protection Guidelines (Appendix 1)
	Customer privacy	●	London 2012 Privacy Policy (Appendix 1)
	Compliance	●	5.2 Sustainability management (p99–101, & p104), Refer also to London 2012 Sustainability Policy (Appendix 1)
	Food and beverage	●	5.2 Sustainability management (p99–101, & p104), Refer also to London 2012 Food Vision and LOCOG Sustainable Sourcing Code (Appendix 1)
PR Performance Indicators			
PR1	Assessment of health and safety impacts of products	●	LOCOG only operates in the UK and adheres to UK health, safety and welfare legislation, 5.2 Health and safety management system (p105), 5.2 Sustainability management system (p100) covers the entire organisation and all aspects of event planning and delivery are assessed in respect health, safety and wellbeing, The Ethical Trading Initiative (ETI) Base Code also applies (see Appendix 1)
PR2	Incidents of non-compliances with regulations and voluntary codes concerning health and safety	●	LOCOG has not identified any non-compliances with regulations and voluntary codes during the reporting period
PR3	Product information required by procedures	⊙	LOCOG developed and tested their approach to communications and engagement on sustainability aspects of the Games with its different client groups during the reporting period which is outlined in section 5.10 Promote sustainable living (p221–224)
PR4	Incidents of non-compliance with regulations and voluntary codes concerning the event and its products and service information and labelling	⊙	There were no incidents of non-compliance with legalisation during the reporting period. Compliance monitoring is undertaken in accordance with management systems arrangements (p100 & 101, 105). Any non-compliances with voluntary codes are reported and managed in accordance with incident reporting (p106–108) and audit (p111) arrangements

Profile disclosure	Description	Level	Cross-reference section/page reference
PR5	Practices relating to customer satisfaction, and satisfaction of attendees and participants, including results of surveys	⊙	Planning a spectacular Games experience for our client groups has been central to our culture from the outset. We have provided an update on our approach to client experience in Section 6.2 (page 258). During 2011 we conducted spectator experience research at 6 test events in 2011 and 1 test event in January 2012 to review and refine our research plans for the Games. The last set of test events in 2012 will enable us to do some final checks before the Games begin. We plan to survey ticketed spectators (UK and International) before the Games to establish their expectations, conduct face-to-face, mobile and email surveys at Games venues, and carry out a post Games survey of ticketed spectators (UK and International)
PR6	Marketing communications compliance	●	All proposed marketing materials are reviewed in accordance with London 2012 Brand Guidelines, IOC, and sustainability requirements (where applicable) through a dedicated approvals process. Compliance monitoring is provided by a dedicated team of Brand Protection lawyers
PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship	X	Information required for this indicator is considered business confidential
PR8	Customer privacy breaches	X	Information required for this indicator is considered business confidential
PR9	Monetary value of significant fines	●	There have been no non-compliances with legislation concerning the provision and use of products and services during the reporting period
EO7	Injuries, fatalities and notifiable incidents for attendees, participants and other stakeholders	●	5.2 Health and safety (p105)
EO8	Percentage of and access to food and beverage that meets the organisers policies or local, national or international standards	●	5.5 Food vision (p144–153)
Disclosure on Management Approach (DMA): Sourcing (EO)			
Aspects	Sourcing	●	5.2 Sustainability management (p99–101, p104), Procurement (LSP (p69 & 70)), Refer also to LOCOG Sustainable Sourcing Code (Appendix 1)

Profile disclosure	Description	Level	Cross-reference section/page reference
EO Sourcing Indicators			
EO9	Type and sustainability performance of sourcing initiatives	●	<p>The LOCOG Sustainable Sourcing Code (Appendix 1) provides the framework for sourcing of products and services and the standards we are striving to achieve. This has been developed and amended in consultation with various stakeholders. Our approach, including assurance of the supply chain, is explained further in Section 5.6 (p154–172).</p> <p>Sustainable sourcing initiatives are included throughout this report. Examples include:</p> <ul style="list-style-type: none"> Vehicles (p88–93), Packaging (p135, p137–139, and p143), Look, wayfinding, and signage (p141–142), Food and beverage (p146–150), Uniforms (p155–158), mattresses (p161), Diversity (p164), materials (p167–169), London Living Wage (p170), Diesel particulate filters (p176), Venues design (p177 & 178), Logistics (p186–189), Cleaning services (p191), Ceremonies (p192–193), Torch (p194), Contractors (p208–209), Technology assets (p267)
EO10	Type, amount and impact of benefits, financial and in-kind, received by the event organiser from suppliers	⊙	<p>LOCOG has clear and strict ethical policies in place for managing risks associated with its engagement with prospective and contracted suppliers (p103). A portion of sponsorship revenue is receivable as value in kind rather than cash and licensing deals generate revenues in the form of royalties and minimum guarantees. LOCOG also has a number of sole supplier arrangements in place.</p> <p>LOCOG's accounts are fully audited in accordance with UK law and its Annual Report (LAR) provides an overview of revenue and operating expenditure (LAR (p35-38)). More detailed information on income, expenditure, statements of financial position and supporting notes can be found in LAR (p74–102)</p>
Disclosure on Management Approach (DMA): Legacy (EO)			
Aspects	Soft legacies	●	1.4 Our vision for a sustainable Games (p13), 5.2 Sustainability management (p99–101, p104), 7.1 LOCOG's legacy contribution (p263)
	Hard legacies	●	1.4 Our vision for a sustainable Games (p13), 5.2 Sustainability management (p99–101, p104), 7.1 LOCOG's legacy contribution (p263)

Profile disclosure	Description	Level	Cross-reference section/page reference
EO Legacy Indicators			
EO11	Number, type and impact of sustainability initiatives designed to raise awareness and impact behaviour change	●	5.10 Promote sustainable living (p214–225, p264 & 265), 7.3 London’s legacy (p278–285), 7.4 UK legacy (p286–292)
EO12	Nature and extent of knowledge transfer of best practice and lessons learned	●	Knowledge legacy (p189, p226–228, and p264 & 265)
EO13	Number, type and impact of physical and technological legacies	●	3 Building the stage (Olympic Park and new venues (p26–66)), 4.3 London 2012 related transport improvements (p74–79), 4.5 Walking and cycling (p83 & 84), McDonald’s (p110), Reuse of assets (p128, p135, p183, and p193), Airwave (p185), Physical legacy and regeneration (p265–268), Olympic Park post Games (p270–277)



Statement GRI Application Level Check

GRI hereby states that the **London Organising Committee of the Olympic Games and Paralympic Games Ltd** has presented its report "London 2012 Sustainability Report: Delivering change" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 20 April 2012

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint, large watermark of the GRI logo.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 16 April 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

Appendix 1

Supporting policies, strategies and plans

The following table (Table 16) provides a non-exhaustive list of current key policies, strategies and plans of relevance to the delivery of LOCOG's sustainability objectives. All have been developed in collaboration with our stakeholders and many also incorporate or refer to externally developed international, national or industry standards, codes, principles, or other initiatives (see also Table 17). Internal policies have been developed for specific operational aspects of the Games which are too numerous to list.

Table 16 Summary of current key policies, strategies and plans of relevance to sustainability

Title	Description	Application	First issued
<u>London 2012 Brand Protection Guidelines</u>	Guidelines to control the use of the London 2012 brand and prevent its unauthorised exploitation	All London 2012 delivery bodies	2005
<u>Web Accessibility Statement</u>	Set out the policy and measures to ensure the website is as inclusive as possible	London 2012 website and other domains, microsites or web pages maintained by or on behalf of LOCOG or any other official London 2012 organisations	2005
Code of Practice on Gifts and Gratuities	Internal policy to ensure that any gifts given or received are appropriate	LOCOG wide	2006
Code on Conflicts of Interest	Internal policy to prevent or manage instances of potential or actual conflicts of interest	LOCOG wide	2006
<u>London 2012 Olympic Games and Paralympic Games Sustainability Policy</u>	Overarching sustainability policy for the entire London 2012 programme	All London 2012 delivery bodies	2006
<u>London 2012 Privacy Policy</u>	Sets out the measures taken by LOCOG to protect individuals privacy	London 2012 website and other domains, microsites or web pages maintained by or on behalf of LOCOG or any other official London 2012 organisations	2006
Anti-Fraud Policy	Internal policy to prevent and manage instances of fraud and corruption	LOCOG wide	2007
'Speak up' Policy	Internal policy to encourage employees to speak up and disclose malpractice or wrongdoing	LOCOG wide	2007
<u>London 2012 Sustainability Plan (2nd edition)</u>	Overarching sustainability plan for the entire London 2012 programme	All London 2012 delivery bodies	2007

Title	Description	Application	First issued
<u>Olympic Park Code of Construction Practice</u>	Applies throughout the Games construction and Legacy Transformation phases of construction activity, to maintain satisfactory levels of environmental protection and limit disturbance from construction activities	All construction activities on the Olympic Park	2007
<u>LOCOG Sustainable Sourcing Code (3rd edition)</u>	Establishes the framework for sourcing goods and services in a more sustainable manner	LOCOG wide	2008
<u>LOCOG Diversity and Inclusion Strategy</u>	LOCOG strategy for delivering on its commitments to diversity and inclusion	LOCOG wide	2008
<u>LOCOG Diversity and Inclusion Business Charter (1st edition)</u>	Framework for delivering specific business objectives relating to diversity and inclusion	LOCOG wide	2008
<u>LOCOG Packaging Guidelines (2nd edition)</u>	Guidelines which provide additional advice to suppliers regarding relevant provisions of the <u>LOCOG Sustainable Sourcing Code</u>	LOCOG wide	2008
LOCOG Sustainability Communications & Stakeholder Engagement Strategy	Internal strategy which establishes the sustainability communications and stakeholder engagement framework	LOCOG wide	2008
<u>LOCOG Guidelines on Carbon Emissions of Products and Services</u>	Guidelines which provide supplemental advice to suppliers regarding the provisions of the <u>LOCOG Sustainable Sourcing Code</u> that relate to energy and resource use	LOCOG wide	2008
<u>Principles of Cooperation between London 2012 and the Trades Union Congress</u>	Principles which form the basis of a positive partnership between the TUC and London 2012 on areas such as training, equality, health and safety and fair employment standards	LOCOG and the ODA	2008
<u>Guidance for the provision of translations and alternative formats of London 2012 documents</u>	Guidelines for ensuring communications accessible to different groups where English is not a first language	LOCOG and the ODA	2008
LOCOG Sustainability Strategy	Internal strategy which formalises the overarching framework for embedding sustainability into the organisation	LOCOG wide	2009
<u>London 2012 Food Vision</u>	Overarching plan for delivering more sustainable food and beverage services at the Games	Games food and beverage services	2009
<u>London 2012 Sustainability Guidelines on Corporate and Public Events (3rd edition)</u>	Guidelines for delivering more sustainable corporate and public events associated with London 2012	All London 2012 delivery bodies	2009

Title	Description	Application	First issued
<u>Policy on the use of PVC for the London 2012 Olympic and Paralympic Games</u>	Olympic Board level policy which establishes the parameters for when PVC may be used	All London 2012 delivery bodies	2009
<u>Policy on the use of hydrofluorocarbons for the London 2012 Olympic and Paralympic Games</u>	Olympic Board level policy which establishes the parameters for when HFC gases may be used	All London 2012 delivery bodies	2009
LOCOG Overlay Access File (LOAF)	Internal document which establishes a common set of access and inclusion standards, to be applied to temporary overlay across all Games venues	LOCOG wide	2009
London 2012 Sustainable Office Policy	Internal policy for operating a more sustainable office environment	London 2012 offices	2010
<u>LOCOG Temporary Materials Guidelines</u>	Guidelines to support a more sustainable approach to selecting materials which may only be used for a short period of time	LOCOG wide	2010
LOCOG Venues and Infrastructure Sustainability Strategy	Internal strategy for delivering sustainability objectives of relevance to Games venues and infrastructure	LOCOG Venues and Infrastructure	2010
LOCOG Technology Sustainability Strategy	Internal strategy for delivering sustainability objectives of relevance to Games technology	LOCOG Technology	2010
LOCOG Logistics Sustainability Strategy	Internal strategy for delivering sustainability objectives of relevance to Games logistics	LOCOG Logistics	2010
<u>London 2012 Carbon Footprint Methodology and Reference Footprint</u>	Sets out the carbon footprint methodology and reference footprint for the Games. This has informed the carbon management strategy for the Games, which is set out in the <u>London 2012 Sustainability Plan (2nd edition)</u>	All London 2012 delivery bodies	2010
<u>LOCOG Employment and Skills Strategy</u>	LOCOG strategy for delivering on its commitments to employment and skills	LOCOG wide	2010
LOCOG Sustainability Guidance Pack for Suppliers	Guidelines to support venue based suppliers and contractors deliver on their sustainability obligations	LOCOG venues based suppliers	2011
Event and Hospitality Recycling Guidelines	Guidelines developed in collaboration with WRAP to modify the Recycle Now and On Pack Recycling Label scheme for Games recycling communications purposes	LOCOG wide	2011
London 2012 Ceremonies Sustainability Plan	Internal plan for delivering sustainability objectives of relevance to London 2012 Ceremonies	London 2012 Ceremonies	2011
Olympic Torch Relay Sustainability Strategy	Internal strategy for delivering sustainability objectives of relevance to the Olympic Torch Relay	Olympic Torch Relay	2011

Title	Description	Application	First issued
LOCOG Games-time Grievance Resolution Protocol	Protocol developed in collaboration with the TUC and ACAS which seeks to ensure workers' grievances that arise are dealt with fairly and speedily, and minimise disruption to the Games	LOCOG wide	2011
<u>London 2012 Zero Waste Games Vision</u>	Overarching plan for delivering a Zero Waste Games	All London 2012 delivery bodies	2012
<u>London 2012 Zero Waste Events Protocol</u>	Framework to encourage event organisers to take a more responsible approach to waste management	London 2012 activities not under LOCOG's control and influence	2012
Paralympic Torch Relay Sustainability Strategy	Internal strategy for delivering sustainability objectives of relevance to the Paralympic Torch Relay	Paralympic Torch Relay	2012

The following table provides a non-exhaustive list of externally developed non-statutory charters, codes, principles or other initiatives which have been adopted by LOCOG.

Table 17 Externally developed adopted charters, codes, principles or other initiatives

Title	Description	Application	First adopted
<u>Olympic Charter</u>	Codification of the fundamental principles of Olympism, and the rules and bye-laws adopted by the IOC. It governs the organisation, actions and functioning of the Olympic Movement and establishes the conditions for the celebration of the Olympic Games	LOCOG wide	2005
<u>Ethical Trading Initiative Base Code (ETI Base Code)</u>	Internationally recognised code of labour practice and is founded on the conventions of the International Labour Organisation (ILO)	LOCOG wide	2006
<u>BS 8901:2009 Specification for a sustainability management system for events</u>	Sustainability management system standard for the events sector and was inspired by London 2012	LOCOG wide	2007
<u>Supplier Ethical Data Exchange (Sedex)</u>	Collaborative platform for sharing ethical supply chain data	LOCOG wide	2008
<u>Sedex Members Ethical Trade Audit (SMETA) Best Practice Methodology</u>	Reporting format and best practice guidelines for ethical trade audits	LOCOG wide	2008
<u>Forest Stewardship Council (FSC) certification</u>	Voluntary, market-based tool that supports responsible forest management worldwide	LOCOG wide	2008
Programme for Endorsement of Forest Certification (PEFC)	Voluntary, market-based tool that supports responsible forest management worldwide	LOCOG wide	2008

Title	Description	Application	First adopted
<u>Fairtrade</u>	Product certification system designed to allow people to identify products that meet agreed environmental, labour and developmental standards	London 2012 benchmark and aspirational food and beverage standard	2008
<u>Rainforest Alliance certification</u>	Certification system designed to allow people to identify products that meet agreed environmental and social standards, including agrochemical reduction, ecosystem conservation, and worker health and safety	London 2012 aspirational food and beverage standard	2008
<u>Combined Code on Corporate Governance</u>	Defines a set of a set of principles of good corporate governance	LOCOG wide	2008
<u>Diversity Works for London</u>	Mayoral programme that encourages and supports businesses to realise the competitive advantage of London's diversity. By providing a comprehensive suite of tailored business support products the programme enables companies to improve performance through Diversity	LOCOG wide	2008
<u>The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard</u>	The London 2012 Carbon footprint study – Methodology and reference footprint builds on the GHG Protocol developed by the World Business Council on Sustainable Development and World Resources Institute	All London 2012 delivery bodies	2008
<u>PAS2050: Assessing the life cycle greenhouse gas emissions of goods and services</u>	The London 2012 Carbon footprint study – Methodology and reference footprint builds on PAS 2050 developed jointly by BSI, Defra and the Carbon Trust	All London 2012 delivery bodies	2008
<u>Recruitment and Employment Confederation</u>	Professional body dedicated to representing the interests of the recruitment industry. All members have to abide by the Code of Professional Practice	Suppliers of temporary staff	2008
<u>London Living Wage</u>	A voluntary hourly rate, set independently, every year (by the GLA in London). It is calculated according to cost of living and gives the minimum pay rate required for a worker to provide their family with the essentials of life	LOCOG wide	2008
<u>IUCN Red List of Threatened Species</u>	Provides a list of animals that are endangered and tells how they are being threatened	LOCOG wide	2008
<u>Eco-Management and Audit Scheme (EMAS)</u>	Voluntary initiative designed to improve companies' environmental performance and requires those participating to publicly report on their performance	LOCOG supply chain (where relevant)	2008

Title	Description	Application	First adopted
<u>BS EN ISO 14001 'Environmental management systems. Requirements with guidance for use'</u>	International standard which sets out the requirements for environmental management systems	LOCOG supply chain (where relevant)	2008
<u>BS EN ISO 9001 'Quality management systems. Requirements'</u>	International standard which sets out the requirements for quality management systems	LOCOG supply chain (where relevant)	2008
<u>BS 8555 'Environmental management systems. Guide to the phased implementation of an environmental management system including the use of environmental performance evaluation'</u>	British Standard designed for small and medium sized enterprises which sets out the requirements for a generic environmental management systems and can be used as a route towards ISO 14001 and EMAS	LOCOG supply chain (where relevant)	2008
<u>EU Energy Label</u>	EU wide programme which rates energy efficient products	Sourcing of electrical items (where relevant)	2008
<u>Energy Star</u>	US programme which rates energy efficient products and practices	Sourcing of electrical items (where relevant)	2008
<u>Green Claims Guidance</u>	Government guidance to promote the use of clear, accurate and relevant environmental claims in marketing and advertising	LOCOG wide	2008
<u>BS OHSAS 18001 'Occupational health and safety management systems. Requirements'</u>	British Standard which sets out the requirements for occupational health and safety management systems	LOCOG supply chain (where relevant)	2008
<u>Stonewall Diversity Champions</u>	Good practice employers' forum on sexual orientation	LOCOG wide	2008
<u>Guidance on how to measure and report your greenhouse gas emissions</u>	The London 2012 Carbon footprint study – Methodology and reference footprint builds on this guidance developed by the UK Department for Environment Food and Rural Affairs (Defra) and the Department of Energy and Climate Change (DECC)	London 2012 delivery bodies	2009
<u>On-Pack Recycling Label scheme</u>	Scheme which aims to deliver a simpler, UK-wide, consistent, recycling message on both retailer private label and brand-owner packaging to help consumers recycle more material, more often	London 2012 merchandise and catering packaging	2009

Title	Description	Application	First adopted
<u>BS EN 13432:2000 'Packaging Requirements for packaging recoverable through composting and biodegradation. Test scheme and evaluation criteria for the final acceptance of packaging'</u>	The standard a material must meet to be considered industrially compostable. This has been incorporated into all catering packaging specifications and guidelines	Games compostable packaging	2009
<u>Red Tractor Assurance Scheme</u>	Sets effective, internationally recognised production standards that apply to various product sectors and to different links in the food supply chain. The standards cover food safety, animal welfare and environmental protection	London 2012 benchmark food standard	2009
<u>LEAF Marque</u>	LEAF (Linking Environment And Farming) promotes environmentally responsible farming. We help farmers produce good food, with care and to high environmental standards, identified in-store by the LEAF Marque logo	London 2012 aspirational food standard	2009
<u>GLOBALGAP Certification</u>	Non-governmental organization that sets voluntary standards for the certification of agricultural products around the globe	London 2012 aspirational food standard	2009
<u>British Lion Mark</u>	British Lion mark on egg shells and egg boxes means that the eggs have been produced to the highest standards of food safety	London 2012 benchmark food standard	2009
<u>RSPCA Freedom Food</u>	RSPCA's farm assurance and food labelling scheme. It is the only UK farm assurance scheme to focus solely on improving the welfare of farm animals reared for food	London 2012 benchmark and aspirational food standard	2009
<u>Soil Association Organic Certification</u>	Organic certification for farms and businesses that meet our organic standards	London 2012 aspirational food standard	2009
<u>FAO Code of Conduct for Responsible Fisheries</u>	Voluntary principles to improve the sustainability of fisheries	London 2012 benchmark food standard	2009
<u>Marine Stewardship Council certification</u>	Fishery certification programme and seafood ecolabel which recognises and rewards sustainable fishing	London 2012 benchmark food standard	2009

Title	Description	Application	First adopted
<u>Marine Conservation Society 'Fish to Eat' and 'Fish to Avoid' lists</u>	Identifies fish species from well-managed, sustainable stocks or farms, or are resilient to fishing pressure and are in the MCS's opinion, the best seafood choice or those that should be avoided because they are from unsustainable, overfished, highly vulnerable or poorly-managed fisheries or farming systems	London 2012 benchmark food standard	2009
<u>Safe and Local Supplier Approval (SALSA)</u>	Nationally recognised food safety certification scheme specifically developed for small and micro producers	London 2012 food and beverage suppliers	2009
<u>Employers Forum on Age</u>	Independent network of leading employers who recognise the need to attract and retain employees whatever their age	LOCOG wide	2009
<u>Race for Opportunity</u>	Race campaign from Business in the Community	LOCOG wide	2009
<u>Opportunity Now</u>	Gender campaign from Business in the Community	LOCOG wide	2009
<u>Employers Forum on Belief</u>	Independent employers' network developed by employers to share good practice on religion, belief and non-belief in order to make the most of their diverse workforces	LOCOG wide	2009
<u>Employers' Forum on Disability</u>	Employers' organisation focused on disability as it affects business	LOCOG wide	2009
<u>Recycle Now scheme</u>	Campaign and materials created and is run by the Waste and Resources Action Programme (WRAP) to make sure the recycling message is heard	Games recycling communications	2010
<u>Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework</u>	Standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity which has been used as the basis of the <u>LOCOG Sustainable Sourcing Code</u> Complaints and Dispute Resolution mechanism	LOCOG supply chain (complaints and disputes)	2010
<u>Event Resource Management Plan</u>	Free online tool developed by WRAP in collaboration with LOCOG for event organisers, venues and suppliers to help reduce waste created from an event	LOCOG supply chain (key suppliers)	2011
<u>Global Reporting Initiative (GRI) G3 Guidelines</u>	Internationally accepted sustainability reporting guidelines	London 2012 Sustainability Report 2010	2011
<u>Inclusive Employers</u>	Organisation created to help employers develop an inclusive workplace, avoid the pitfalls of discrimination and get more from their workforce	LOCOG wide	2011

Title	Description	Application	First adopted
<u>Family Friendly Scheme</u>	Major scheme that aims to change the way UK society views families – by giving you and your family the voice you deserve	LOCOG wide	2011
<u>Advanced Equality Standard for Sport</u>	Framework for assisting sports organisations to widen access and reduce inequalities in sport and physical activity from under represented individuals, groups and communities	LOCOG wide	2011
<u>Global Reporting Initiative (GRI) Event Organisers Sector Supplement</u>	Internationally accepted Sustainability Reporting guidelines for Event Organisers	London 2012 Sustainability Report 2011	2012

Appendix 2

Supplemental environmental information

This appendix provides additional environmental data and information to supplement Chapter 5 of this report. Data gathering itself has been part of our testing processes and we are continually reviewing mechanisms for capturing key data of relevance to sustainability reporting. The figures presented here are not intended to be an exhaustive record for the 2011 calendar year, nor should they be seen as an indicator for the Games when we will have much tighter control over the venues and infrastructure we use.

Energy consumption

The majority of energy used during 2011 came via indirect sources through third party energy providers. For example, at our corporate offices utilities are managed centrally by the landlord and their representations.

Direct energy consumption during 2011 is limited to fuels used for transport, generation of electricity through temporary generators, and emergency power through Uninterrupted Power Supply (UPS) systems. Whilst some venues do have on-site low carbon sources of energy (such as the Olympic Park) LOCOG has not benefited directly from these technologies as they feed into the national grid. As with 2010, no gas is believed to have been consumed in connection with our venue based activities in 2011.

We estimate our energy consumption during 2011 to be as in Table 18.

Energy management continues to be an area of priority for the organisation and further detail is provided in Section 5.3.

We will continue to work with our partners, EDF Energy, BP, and Aggreko, as well as representatives of existing venues, and key suppliers to improve mechanisms to track and record energy usage.

Water consumption and discharges

Our approach to water resource management is set out in the London 2012 Sustainability Plan (Appendix 1). This includes a strategic objective to optimise the opportunities for efficient water use, reuse and recycling. Our approach to achieving this covers the following areas:

- Reduce demand through management techniques and behaviour change
- Reduce demand via inclusion of water saving technologies
- Substituting potable water with non-potable water and particularly treated sewage effluent where appropriate (toilet flushing, irrigation, cooling etc)
- Optimise water efficiency during the Games through venue operational management plans
- Work with partners to ensure high standards of drinking water and bathing water quality at Games venues and accommodation sites

During 2011, we procured a supplier of portable water and wastewater services. The supplier is committed to monitoring and actively minimising water usage. They are currently investigating the use of non-potable water to flush toilets at Lee Valley White Water Centre and Eton Dorney.

Table 18 Estimated energy consumption during 2011

	Total volume	Energy consumed (kWh)
Direct energy consumption¹		
Temporary generators	169,268 litres (diesel) ²	629,677 (electrical) ³
Non-Road Mobile Machinery (NRMM)	110,365 litres (diesel) ²	1,214,015 ⁴
Vehicles	48,163 litres (diesel) ⁵	529,790 ⁵
Indirect energy consumption		
Corporate offices ⁶	–	12,268,695
Operational sites and test events ⁷	–	13,156,391
Total estimated direct energy consumption (kWh)		2,373,482
Total estimated indirect energy consumption (kWh)		25,425,086

Notes:

- 1 Excludes fuel used in a small number of boats used by LOCOG and our contractors in connection with water based test events as data was not available in time for this report.
- 2 Includes fuel used by LOCOG and our contractors at our test event and overlay works sites.
- 3 Assume 3.72kWh (electrical) consumed per litre of fuel. Source: London 2012 estimated average for all on-site and off-site generators.
- 4 Assume 11kWh per litre (gross calorific value) (Source: Carbon Trust).
- 5 Based on fleet average of 5.8 litres per 100km (Source: London 2012) and assuming 11kWh per litre (gross calorific value). (Source: Carbon Trust).
- 6 Includes electricity data for One Churchill Place, 10 Upper Bank Street, 25 Canada Square, and 3 Mills but excludes data for Marshgate Centre which became operational at the end of 2011.
- 7 Includes electricity data for following venues: Aquatics, Basketball/BMX, Earls Court, Copper Box, Olympic Stadium, Velodrome, Weymouth and Portland, and IBC/MPC but excludes locations where grid electricity was provided as part of venue hire arrangements (e.g. Lord's and ExCel)

Data available from our test events suggests that at least 3,249m³ of water was consumed. Potable (or mains) water was the dominant source with a small quantity of groundwater (9m³) being abstracted from existing boreholes on the Olympic Park to support dust suppression activities.

Full water consumption data, including use of bottled water, for our operational activities in 2011 is not available. Water at our corporate offices is charged according to a deductive methodology using sub-meters on certain floors, so it is not possible to determine exact consumption attributable to our usage. However, as in 2010, we still believe we were not a major user of water during 2011.

We anticipate that we will become a major user of water during 2012. We estimate that in excess of 200,000m³ of water will be consumed on the Olympic Park alone during the 77-day period of the Games. This will be reported on in more detail in our final Sustainability Report after the Games.

A number of our activities have the potential to give rise to effluent which may in turn need to be discharged to controlled waters or to foul sewer. Several of our operational locations also have water bodies either on-site or in the vicinity. Locations of particular significance are the Olympic Park, Weymouth and Portland, Eton Dorney, ExCeL, Greenwich Park, Lee Valley, Hadleigh Farm and Hyde Park. Prevention of pollution is through the implementation of Environmental Management Plans (EMPs) for each venue and we do not anticipate any significant impacts on these water bodies from our operations.

During 2011 we also worked with Thames Water and the Environment Agency to develop a protocol for managing effluent and determine the need for any discharge consents at our venues. Effluent generated in connection with our activities during 2011 is not considered to be of major significance. In 2012, it is anticipated that trade effluent consents will be required for bus washing facilities and the stables at Greenwich Park. Other discharges will only be made once permission to connect to a Thames Water (or other water authority) asset has been granted.

We will continue to work with Thames Water, representatives of existing venues and key suppliers including Coca-Cola to improve mechanisms to track and record water usage.

Biodiversity

In 2011, we moved from being a largely office based organisation to operating at a number of competition and non-competition venues across London and elsewhere in the UK. Many of these are located in urban areas with little or no ecological interest. However, we also began operating at a number of Greenfield sites where ecological aspects assume greater importance.

We have carried out a range of ecological assessments at all our main venues, from basic walkovers to detailed ecological surveys to ensure that any sensitive areas and plant and animal species are identified and can be protected during installation, event and removal phases. The types of impact addressed through our venue environmental management plans include measures to avoid damage to natural vegetation, mature and veteran trees, increased path erosion, disturbance to nesting birds and roosting and foraging bats and other protected wildlife. Potential causes of impact may include trampling damage from spectators straying onto sensitive habitats, or by contractors installing and removing overlay items (e.g. security fencing). At Weymouth Bay, for example, detailed mapping of the sea bed has enabled us to ensure that the location of temporary moorings avoid sensitive marine habitats.

We continue to work closely with relevant stakeholders including Natural England, Environment Agency, English Heritage, Royal Parks, National Trust and Lee Valley Regional Park Authority to ensure that there will be no significant adverse effect on biodiversity and that we identify opportunities to raise awareness of nature conservation issues and enhance wildlife habitats.

In 2011 we operated over short periods at venues with, or adjacent to a number of protected areas and areas of high biodiversity value. In the majority of instances we did not have full control over the venue and site management was primarily the responsibility of the venue or landowners. Table 19 provides a summary of protected areas and areas of high biodiversity value at or adjacent to locations where we were operational during 2011.

Protected plant and animal species also exist, or have the potential to exist, at several of our locations. These include species identified on the IUCN Red List of Threatened Species¹ or species which are afforded legislative or other protection. Locations of particular significance are Box Hill (see also p237), Greenwich Park, Hadleigh Farm, Weymouth and Portland, Eton Dorney and the Olympic Park. We do not report the total number of Red List and other protected species corporately but these are highlighted in our venue EMPs and other supporting documentation where applicable.

We have continued to identify appropriate mitigation and restoration measures in conjunction with relevant landowners, operators and our wider stakeholders.

The adoption of best practice principles during the set-up and removal phase, combined with careful positioning of the event facilities and the temporary nature of the works ensures that impacts to habitats and species are minimised, and not significant in the long-term.

This has been managed through the implementation of EMPs for each venue. For all the venues where LOCOG operated at during 2011 any residual impacts to biodiversity from our activities is unlikely to be significant.

We have also developed an Ecological Mitigation and Management Plan for activities at Greenwich Park. The same applies for any Tree Preservation Orders, for example a specific Tree Management Plan has also been developed for Greenwich Park. Notable biodiversity enhancements in the following London parks have been secured as part of the planning process at St James's Park, Greenwich Park and Hyde Park. The status of current actions for managing our impacts on biodiversity and protection or restoration initiatives will be reported in more detail in our final Sustainability Report produced after the Games.

¹ IUCN Red List of Threatened Species (<http://www.iucnredlist.org/>)

Table 19 Aspects associated with main locations used for LOCOG owned test events during 2011

Venue/ location	Directly protected site?	Protected sites in 2km radius?	Type	Details	Other information
Earls Court	No	Yes	Site of Borough Importance for Nature Conservation (Grade I); Green Corridor, and Metropolitan Open Land.	Railway line and Brompton Cemetery.	N/A
Eton Dorney	No	Yes	Site of Special Scientific Interest (SSSI); Local Nature Reserve (LNR); Local Wildlife Site (LWS); and Wildlife Heritage Site.	Bray Pennyroyal Field SSSI and Sutherland Grange LNR; Dorney Common and Cress Brook LWS; and Greenway Corridor (including York Stream) (WHS).	Venue includes a rowing lake, amenity grassland, semi-improved grassland, broadleaved woodland, ponds, scrub and standard trees. A nature conservation area and arboretum was created as part of the Dorney Lake development where there is a detailed conservation management programme.
ExCeL	No	Yes	Sites of Nature Conservation Importance.	All docks and up to 10 metres around the water's edge.	N/A
Greenwich Park	Yes	Yes	Site of Metropolitan Importance for Nature Conservation; Site of Nature Conservation Importance; Conservation Area; and World Heritage Site (Grade 1 Listed Landscape).	Entire venue falls within Blackheath and Greenwich Site of Metropolitan Importance.	Acid grassland is the most important habitat within the venue and is a priority habitat within the Local Biodiversity Plan. Up to five species of bats have been identified and the Flower Garden, Observatory Gardens, Park Office Gardens and the Dell are identified as areas of concentrated bird activity.

Venue/location	Directly protected site?	Protected sites in 2km radius?	Type	Details	Other information
Hadleigh Farm	Yes	Yes	Site of Special Scientific Interest (SSSI) and Local Wildlife Site (direct); SSSI, Special Protection Area (SPA) and RAMSAR and Local Nature Reserves (LNRs) and Local Wildlife Sites (LWS) (indirect)	Benfleet and Southend Marshes SSSI; Castle Point/Hadleigh Castle Grasslands Local Wildlife Site (LWS) covers a large part of the venue (direct) and Benfleet and Southend Marshes SPA and RAMSAR site (immediately to the south). Great Wood and Dodds Grove SSSI (which also encompasses Belfairs Local Nature reserve (LNR)). There are a number of other LWSs within 2km of the Site, including West Wood approximately 0.5km to the north.	A large proportion of the venue is included within the Castle Farm/Hadleigh Castle Grasslands Local Wildlife Site (LWS). These pastures form a natural extension to the Country Park SSSI grasslands to the west, forming one of the largest non-grazing-marsh grassland sites in the south of the county.
Horse Guards Parade and The Mall	No	Yes	Sites of Metropolitan Importance for Nature Conservation (SMINCs); Sites of Borough Grade Importance for Nature Conservation; and 13 of local importance for nature conservation.	The two most relevant sites are St James's Park SMINC and Marlborough House Garden Site of Borough Importance (Grade I)	St James's Park is a large area of open space including old parkland, trees and ornamental lakes.
Hyde Park	Yes	Yes	Site of Metropolitan Importance for Nature Conservation; Sites of Borough Importance for Nature Conservation (Grade II); and sites of local importance for nature conservation.	Hyde Park and Kensington Gardens is designated as a Site of Metropolitan Importance for Nature Conservation. In addition there are three Metropolitan sites, eight as Borough Grade II Importance (BGI), and nine as local importance for nature conservation within 2km of the venue.	Hyde Park is the largest area of open space in central London.
Lee Valley	No	Yes	Site of Special Scientific Interest (SSSI) and Special Protection Area (SPA)	Lee Valley Site of Special Protection Area (SPA) and Turnford and Chestnut Pits (SSSI) located approximately 0.2km north west of the site.	

Venue/ location	Directly protected site?	Protected sites in 2km radius?	Type	Details	Other information
Lord's	No	Yes	Local Nature Reserve; Sites of Borough Grade Importance for Nature Conservation and Metropolitan importance (BGI and II); Site of Metropolitan Importance for Nature Conservation; and local nature conservation sites.	St John's Wood Church Grounds Local Nature Reserve lies adjacent to the site. In addition there are two Metropolitan sites, three BGI sites, nine BGI sites, and nine as local importance for nature conservation within 2km of the venue.	Grassland and trees.
Olympic Park	No	Yes	Sites of Metropolitan Importance for Nature Conservation; and Sites of Borough Importance for Nature Conservation (Grade I and II).	There are several designated sites within 2km of the venue including two Metropolitan sites, four BGI sites and one BGI site.	Urban site with a network of watercourses and a number of areas of open space with ecological interest including wetlands.
Road Race Route (including Box Hill)	Yes	Yes	Sites of Special Scientific Interest (SSSIs); Special Area of Conservation (SAC); Special Protection Area (SPA); and Sites of National Conservation Importance (SINCs)	Road race route is located within or adjacent to a number of protected areas including Box Hill to Reigate Escarpment SSSI and SAC, South-West London Waterbodies SPA/RAMSAR site, Knight and Bessborough Reservoirs SSSI, Richmond Park SAC and SSSI, Esher Common SSSI, Combe Bottom SSSI, and Papercourt SSSI. In addition there are 27 SINCs in the vicinity of the route. Richmond Park and Bushy Park are designated as Sites of Metropolitan Importance for Nature Conservation.	None
Weymouth and Portland	Yes	Yes	Sites of Special Scientific Interest (SSSI); Special Area of Conservation (SAC); RAMSAR; Special Protection Area (SPA); a Local Nature Reserve and Sites of Importance for Nature Conservation (SINCs)	Located within 2km of the venue are Chesil Beach and the Fleet (SSSI, RAMSAR and SAC), Isle of Portland and Studland Cliffs (SSSI, and SAC), and Veme Yeates (a Local Nature Reserve). Portland Heights, Veme Yeates and East Wearre Camp SINCs are also located within 2km of the venue.	Marine and coastal environment with special wildlife and geological value.

Emissions to air

We commissioned Atkins, our Official Engineering Design Services Provider, to prepare an inventory of emissions from our activities following the principles set out in the EMEP/EEA air pollutant emission inventory guidebook². This guidebook categorises emission types using the Nomenclature for Reporting (NFR) as used for reporting emissions according to the United Nations Economic Commission for Europe (UNECE) Guidelines for Reporting Emission Data under the Convention on Long-Range Transboundary Air Pollution³.

This work has focussed on emissions of oxides of nitrogen (NO_x), oxides of sulphur (SO_x) and also particulate matter (in terms of Total Suspended Particles (TSP) and PM₁₀⁴). Atkins considers that in light of our activities and the relevant constraints to local and regional air quality in the UK, these are the key pollutants of relevance. These pollutants are primarily associated with the combustion of fossil fuels in motor vehicle engines and both mobile and stationary plant, which represent our principal activities under consideration.

Only direct emissions from our activities are included. Indirect emissions, for instance from fossil fuel combustion at power stations, are not included as these will be regulated by the UK Environment Agencies and data statutorily disclosed by the various operators.

The following LOCOG activities give rise to emissions:

- Back of House – everyday activities at our corporate offices and where teams are already operational at certain venues;
- Overlay – construction and dismantling of temporary buildings and infrastructure to enable the operation of LOCOG-owned test events;
- Test events – activities associated with operation of LOCOG-owned test events;
- Torch Relay related activities – not applicable for 2011 report, but will be included in the 2012 report; and
- Games Time – not applicable for 2011 report but will apply to all competition venues and the majority of non-competition venues under the control of LOCOG in 2012.

The principal sources of air emissions associated with our activities are:

- Temporary generators;
- Vehicles;
- Non Road Mobile Machinery (NRMM); and
- Boilers.

² European Environment Agency, 2009, Cooperative programme for monitoring and evaluation of the long-range transmission of air pollutants in Europe (EMEP)/European Environment Agency (EEA) air pollutant emission inventory guidebook 2009 (<http://www.eea.europa.eu/publications/emep-eea-emission-inventory-guidebook-2009/#>) formerly referred to as the EMEP CORINAIR emission inventory guidebook.

³ United Nations Economic Commission for Europe (UNECE), 2009, Guidelines for reporting emission data under the Convention on Long-range Transboundary Air Pollution, ECE/EB.AIR/97.

⁴ Fine particulate matter (aerodynamic diameter of less than 10 micrometres).

Table 20 Estimated total air pollutant emissions for our activities during 2011

Pollutant	2011 total emissions (kg/year) ¹
Oxides of nitrogen	5,475
Oxides of sulphur	376
Total suspended particles (TSP)	431
PM ₁₀	395

Notes: ¹ Emissions from boiler plant at premises occupied partially or fully by LOCOG have not been included in emission calculations. Heating is managed centrally at these locations and it is not possible to allocate the portion of any emissions that is attributable to LOCOG activities.

Waste management

We have provided a full overview of our progress towards delivering a Zero waste Games in Section 5.4. Here we provide a more detailed breakdown of our waste performance during 2011.

The majority of waste generated in connection with our operations during 2011 was associated with our overlay and test event activities.

Tables 21 and 22 provide an indication of progress against our targets (see Section 5.4). They amalgamate data from a variety of sources including waste service providers, our contractors/suppliers and estimates and assumptions from specialist waste management consultants. Each table has supporting notes and narrative where appropriate. We have attempted to present an accurate picture of waste management however due to time constraints data has not been independently verified.

Fuller estimates of waste prevention/reduction initiatives do not yet exist and is an area that will be reported in more detail in the final Sustainability Report which will be produced after the Games. Waste prevention initiatives will be reported in accordance with Annex 2 of the Zero Waste Games Vision. Note however that re-use (where it is confirmed as such) is classified under the revised European Waste Hierarchy as waste prevention/reduction.

Table 21 Waste generated in connection with operational activities during 2011¹

Method	Tonnes ²	Percentage of total
Re-use	0.96	0.17
Recycling	350.2 ³	62.17
Recovery		
Energy recovery	180.8	32.10
Solid recovered fuel (SRF)	3.5	0.62
Rotating autoclave (clinical waste)	0.70	0.12
Treatment (hazardous)	0.30	0.05
Incineration	3.5 ⁴	0.62
Other	11.6 ⁵	2.06
Landfill	11.7 ⁶	2.08
Total	561.16	100
% of total waste re-used and recycled		62
% of total waste diverted from landfill		96

Notes:

1. Includes data for all LOCOG corporate offices, operational sites and the 22 LOCOG owned test events but excludes the estimated 2 tonnes of waste generated in connection with larger corporate events at venues where LOCOG could not exercise any control (e.g. World Press Briefing, Chef de Mission Seminars, etc). It also excludes locations where London 2012 associated activities took place but were not under the control of LOCOG (see [Zero Waste Games Vision](#) for more detail).
2. Data provided by SITA UK, Weymouth and Portland National Sailing Academy, Enterprise (for the Beach Volleyball test event), and Resource Futures in the case of specialist estimates and assumptions for venues where LOCOG did not have complete control over arrangements (i.e. LOCOG offices, Earl's Court, ExCeL, Hyde Park, Lord's, Road Cycling, and Volunteer Selection Events). All waste management facilities (recycling, treatment, etc) were based within the UK.
3. Includes 28.9 tonnes of horse waste from Greenwich Park and 0.3 tonnes of organic material from Weymouth and Portland which was disclosed as being composted at a PAS 100 certified facility and is therefore classed as recycling.
4. Includes 0.95 tonnes of clinical waste which was incinerated.
5. Relates to waste which has been sent on to other sorting locations for further recycling and it cannot be confirmed the extent to which material has been recycled and is shown as "Other" for transparency purposes and is not included in the total re-use and recycling and diversion percentage figures. Includes 7.5 tonnes of material disclosed as "diversion" from ExCeL and 4.1 tonnes of "mixed recyclables" disclosed by Enterprise from the Beach Volleyball test event.
6. Landfill occurred where LOCOG did not have complete control over the venue and had to use existing waste management arrangements. Landfill data comprises actual data from ExCeL and the Weymouth and Portland test event and specialist estimates and assumptions by Resources Futures for LOCOG offices, Hyde Park, Road Cycling and Selection Events.

Table 22 Waste generated in connection with the installation and decommissioning of venues during 2011¹

Method	Tonnes ²	Percentage of total
Re-use	2,525.8 ³	92.5
Recycling	179.8	6.5
Recovery		
Energy recovery	47.5	1.73
Treatment (hazardous)	1.1	0.04
Landfill	0.4 ⁴	0.01
Total	2,754.63	100
% of total waste re-used and recycled		98
% of total waste diverted from landfill		99.99

Notes:

- 1 Includes data from a number of overlay projects including McDonald's restaurant build on the Olympic Park, Stadium Warm Up-Track, Hockey Venue, fit-out of the IBC and the 22 LOCOG owned test events (where relevant).
- 2 Data provided by SITA UK, McDonald's and various contractors including ISG, Arena Group, FCC Elliot, GL Events, Smiths Construction, Andrew Bowens, HJ Martin, Honeywell, STI, STRI, and TSG. All waste management facilities (recycling, treatment, etc) were based within the UK.
- 3 2,490 tonnes is attributable to the re-use of sand from temporary surfaces at Greenwich Park and Horse Guards Parade test events. Sand for the riding surface used at the test event in Greenwich Park has been stored for re-use during the Games. The sand from Horse Guards Parade was delivered to sites agreed with Volleyball England which was used to build beach volleyball courts at 3 locations in London and 1 in Kettering, Lincolnshire. Other items re-used from test events include the temporary geo-textile surfacing used at Greenwich Park and plasterboard from the Olympic Park.
- 4 A small amount of waste associated with the fit-out of the IBC was deposited to landfill.

Delivering a memorable Olympic Games to inspire a generation with the support of our Partners



Worldwide Olympic Partners



London 2012 Olympic Partners



London 2012 Olympic Supporters



London 2012 Olympic Suppliers and Providers

Aggreko, Airwave, Atkins, The Boston Consulting Group, CBS Outdoor, Crystal CG, Eurostar, Freshfields Bruckhaus Deringer LLP, G4S, GlaxoSmithKline, Gymnova, Heathrow Airport, Heineken UK, Holiday Inn, John Lewis, McCann Worldgroup, Mondo, NATURE VALLEY, Next, Nielsen, Populous, Rapisan Systems, Rio Tinto, Technogym, Thames Water, Ticketmaster, Trebor, Westfield.

Delivering a memorable Paralympic Games to inspire a generation with the support of our Partners



Worldwide Paralympic Partners



London 2012 Paralympic Partners



London 2012 Paralympic Supporters



London 2012 Paralympic Suppliers and Providers

Aggreko, Airwave, Atkins, The Boston Consulting Group, CBS Outdoor, Crystal CG, Eurostar, Freshfields Bruckhaus Deringer LLP, G4S, GlaxoSmithKline, Gymnova, Heathrow Airport, Heineken UK, Holiday Inn, John Lewis, McCann Worldgroup, Mondo, NATURE VALLEY, Next, Nielsen, Otto Bock, Populous, Rapiscan Systems, Rio Tinto, Technogym, Thames Water, Ticketmaster, Trebor, Westfield.



The London 2012 Paralympic Games also acknowledges the support of the National Lottery

The London Organising Committee of the
Olympic Games and Paralympic Games Ltd.
One Churchill Place
Canary Wharf
London E14 5LN
Switchboard +44 (0)20 3 2012 000
Fax +44 (0)20 3 2012 001
london2012.com

This publication is available on request in other languages and formats.
To obtain these please quote reference number LOC2012/SUS/1307
Email info@enquiries.london2012.com
Phone +44 (0)845 267 2012

This document is correct as of 27/04/2012

This document and the official Emblems of the London 2012 Games are
© London Organising Committee of the Olympic Games and Paralympic
Games Limited 2007–2012. All rights reserved.

This document is only available electronically.

Please consider the environment before printing this document. If printing is necessary try to print
double-sided on 100 per cent recycled paper from post-consumer waste or use scrap paper where
appropriate.