

Practice to be assessed and included in the Guidelines

Number/code: GOV7

Title: STAKEHOLDER ENGAGEMENT

Guidelines section:

<input checked="" type="checkbox"/> Governance	<input type="checkbox"/> Operational management
<input type="checkbox"/> Context of the event	<input type="checkbox"/> Procurement
<input type="checkbox"/> Event	<input type="checkbox"/> Mobility and logistics
<input type="checkbox"/> Stadium management	

Description:

Stakeholder engagement aims at instructing and engaging relevant stakeholders with regard to the organizers’ sustainability and environmental objectives, as well as collecting feedbacks and advices on environmental performance targets and means to achieve them. Stakeholder engagement may rely on different engagement methodologies, such as surveys, focus groups, multi-stakeholder consultations, workshops, information-sharing events, shared decision-making consultations, and partnerships. The first step in stakeholder engagement is identifying relevant stakeholders, among actors such as athletes, spectators, media and those engaged in directly staging the events, such as workforce, suppliers, and sport federations. For example, in the case of Rio 2016, 12 categories of stakeholders were identified (see table).

STAKEHOLDER GROUP	Definition
Athletes and team officials	The estimated 24,000 athletes and team officials participating in the Games as accredited members of a National Olympic Committee (NOC) or National Paralympic Committee (NPC) delegation
Technical officials	The estimated 4,000 technical officials who officiate the field of play and athlete areas

Olympic and Paralympic family	A diverse group mostly consisting of Senior Executives and VIPs, it also includes 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 for the Olympic and Paralympic Games, candidate cities and other eligible guests
Spectators	Those who hold one of the 11 million tickets that will be made available for the Olympic and Paralympic Games and those who will watch an event live, on site, where no ticket is needed (e.g. the Marathon)
Broadcast	The Olympic Broadcast Services (OBS) and all 220 rights-holding broadcasting organisations
Press	The estimated 32,000 representatives of photographic and written Press, as well as broadcasters that are part of non rights-holding organisations
Workforce	Workforce includes all people who are paid employees, volunteering or contracted by Rio 2016 to directly deliver the Games
Corporate sponsors	Corporate sponsors include The Olympic Programme (TOP) and domestic commercial partners
Suppliers and licensees	Rio 2016 supply-chain, i.e. companies in the various sectors of goods and services that the organisation of the Games will require and license up to 2016
Delivery partners	Delivery partners include organisations that are working with Rio 2016 to deliver the Games, such as the Olympic Municipal Company (EOM), the Olympic Public Authority (APO), the Governor's Office of Rio de Janeiro State (EGP) and a group of the Federal Government Sport Ministry, among other public agencies. Private companies delivering construction work under public-private partnership agreements (PPP) are also included
Local population	Local population in areas within which Rio 2016 operates, such as the Barra, Deodoro, Maracanã and Copacabana zones in Rio de Janeiro and the cities where football competitions will take place (São Paulo, Brasília, Belo Horizonte and Salvador)
Wider society	The wider society encompasses NGOs, industry organisations, multi-stakeholder groups, opinion leaders and external expert organisations

For instance, the organizing committee of Rio 2016 tackled the following topics by means of stakeholder engagement:

TOPIC	Key feedback from stakeholders	Rio 2016 Response
Stakeholder and community engagement	<ul style="list-style-type: none"> To reach additional stakeholders and create a mechanism for continuous engagement Create a contact centre to handle questions and enquiries, including those related to sustainability issues 	<ul style="list-style-type: none"> Set up as a goal for 2014-2015 Set up as a goal for 2014-2015
Energy and climate change	<ul style="list-style-type: none"> Establish carbon emission reduction targets based on the city of Rio's carbon emission reduction commitment 	<ul style="list-style-type: none"> Completed

Waste management and recycling	<ul style="list-style-type: none"> • Work with local cooperatives of waste pickers in the Games waste management operations in a socially responsible way • Join the Brazilian business volunteer initiative for sustainable management of solid waste 	<ul style="list-style-type: none"> • Set up as a goal for Games time • Under discussion
Environmental education and communication	<ul style="list-style-type: none"> • Include environmental education as a cross-cutting action stream • Use more effective communication tools to reach out to local communities and stakeholders 	<ul style="list-style-type: none"> • Completed • Set up as a goal for 2014-2015

As suggested by IOC in “SUSTAINABILITY ESSENTIALS”, practical ways of gaining stakeholder input may include:

- one-on-one meetings;
- group briefings and discussions;
- structured surveys and questionnaires;
- sending out draft policies/strategies for comment;
- establishing specialist working groups.

The French Ministry of Sport Guidelines suggests to train and regularly educate employees.

To enable the involvement of all employees in the process, organize regularly training and awareness time. The courses must in particular enable employees to acquire skills and a common culture of sustainable development. It is possible, for example, presenting an environmental issue at each service meeting.

French public authorities have launched an ambitious environmental responsibility initiative aimed at international sporting events. They have signed a charter of 15 commitments. This approach is underpinned by practical action on the ground, in addition to the steps stakeholders take every day to reduce their impact. It is consolidated through a national ecological transition strategy for sustainable development. The Charter is part of an ambitious environmental responsibility initiative by the Ministry of Sports, and sets quantitative targets and specific indicators to take account of all aspects of sustainable development between now and 2020. The commitments were developed in collaboration with WWF, allowing all stakeholders to take ownership of the tool. These people and groups are totally committed to meeting the 15 objectives for their organisation. They have committed to measuring and monitoring these objectives by creating a common assessment tool to ensure that it is done effectively and efficiently. The Charter, set up in 2017, has been signed by 24 organisers with others set to join in 2018. Public authorities are planning a new version of the Charter for other stakeholders, particularly for sport equipment manufacturers. This initiative could in time influence all stakeholders of the French sports industry.

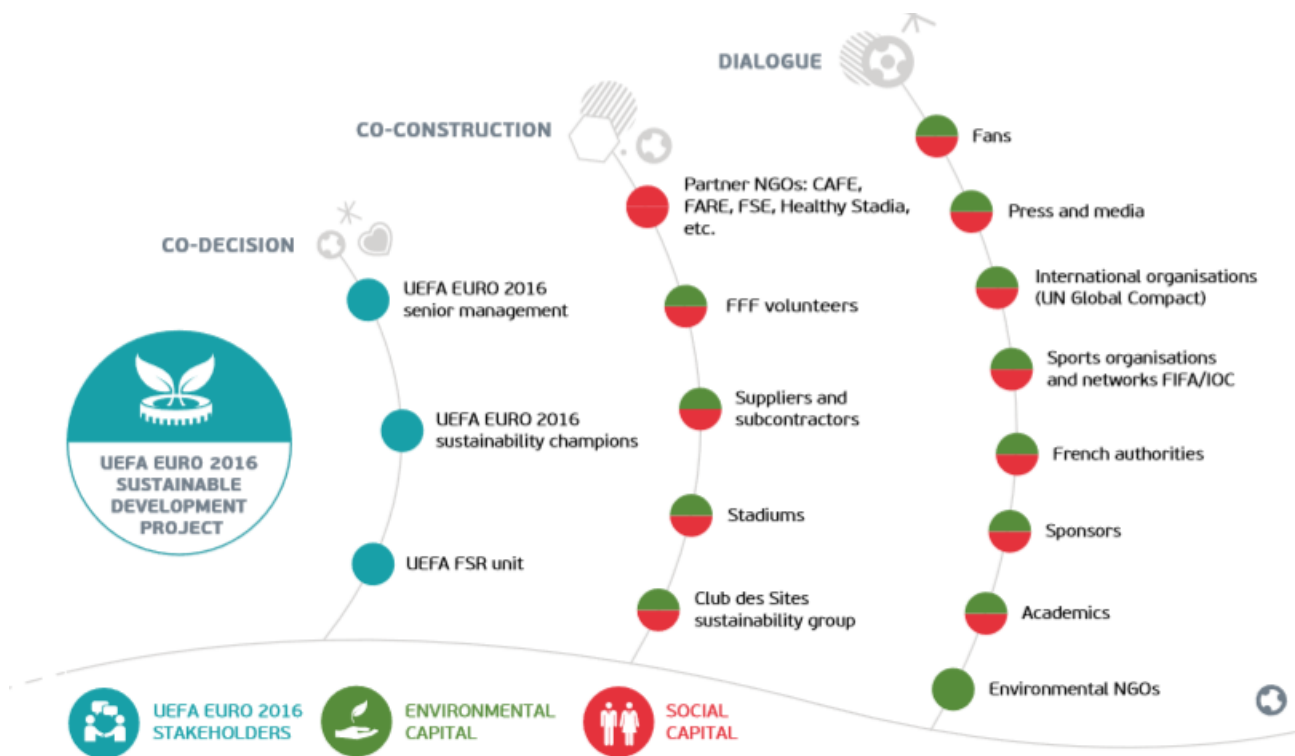
In London 2012 Games, LOCOG kept the amount of materials required for look and feel to a minimum by adopting the mantra “communicate, not decorate”. LOCOG succeeded in getting both of the international committees (IOC and IPC) to agree to their respective logos being displayed side by side in locations around the city, with only wholesale changes occurring in the Last Mile around venues.

In FIFA 2014, in seeking ways to collaborate on the implementation of concrete activities, exchanges with potential partners were conducted through a variety of channels, including face-to-face meetings in Brazil, presentations at workshops with commercial affiliates, participation at government meetings, telephone conferences with international institutions, and emails where written input was necessary. The main challenge FIFA and the LOC faced in their engagement with stakeholders for a mega-event like the FIFA World Cup, which has a very high number of potential stakeholders, was

finding the right balance between stakeholder inclusiveness and moving ahead with the implementation of projects.

Tottenham Hotspur: since the club plans for the opening of our new stadium, they have been exploring ways to ensure that products they use do not end their life at the stadium as part of their commitment to reducing their single-use plastic footprint across Club operations. They have sought to source more environmentally sustainable alternatives to single-use plastic and will continue to do so as part of their commitment to phasing out single-use plastics from their operations. Any new contracts which come up for tender will also include a requirement to cut single-use plastics. As such, plastic straws, stirrers or cutlery from day one at their new stadium across all concourse areas will not be in use any more, nor will they be wrapped in plastic disposable packaging. In addition, no single-use plastics will be used to serve food inside their premium areas. All the “One Hotspur” members will receive a Bag for Life as part of their membership packs for the 2018-19 season. The see-through Bags for Life meet the stadium security and safety requirements, meaning fans can bring their bag along on match-days to carry all of their belongings and in-store purchases. Stadium visitors that are not part of the membership scheme will be able to purchase a multi-use, reusable drawstring bag from one of the retail outlets at a cost of £1. The club shall also be phasing out standard 5p carrier bags and replacing them with biodegradable alternatives, including a new see-through option for security purposes that will help to reduce queue times when entering the stadium.

In UEFA EURO 2016 several stakeholders were taken into consideration at different level of decision making: co-decision, co-construction and dialogue. See the following image.



Environmental benefits:

Stakeholder engagement has no direct environmental benefits but only indirect such as the increase of environmental awareness of the involved stakeholders.

Economic benefits:

Stakeholder engagement has no direct economic benefits but indirectly it improves the reputation of the organisation.

Applicability and replicability potential

Largely replicable

Source

[RIO 2016](#)

[EXPO MILAN 2015 - Sustainability Report 2013](#) (pag. 48 ss)

[IOC Sustainability Essentials](#) (p. 26)

[IOC 2018](#) (p. 39)

[French Ministry of Sport Guidelines](#) (p. 8)

[Playing for our planet](#) (p.13)

[London 2012](#) (p. 34)

[FIFA 2014](#) (p. 25)

[Tottenham Hotspur](#)

[UEFA EURO 2016](#) (p. 14-15)