



Towards a one planet 2012





Contents

Introduction	4
Climate change	14
Waste	24
Biodiversity	30
Inclusion	38
Healthy living	46
Managing continuous improvement	52
Annexe A	59
– From One Planet Living® to legacy promises	
Annexe B	60
– London 2012 Sustainability Policy	
Annexe C	62
– Background documents and more information	
Annexe D	63
– London 2012 Diversity Statement	

introduction



For six weeks in the summer of 2012, the eyes of the world will be on London as the city hosts the Olympic Games and Paralympic Games. The 2012 Games will give people from around the world the opportunity to compete and to share cultures and friendship alongside the sporting events.

The Games are a sporting and cultural event on a unique scale, but they are a lot more than that. They are an opportunity to show off the best that the host nation can offer. They give organisers the chance to demonstrate excellence in the way that the Games are planned and staged, and in the legacy of benefits that they create, both directly and through inspiring changes in behaviour among people across the world.

London put sustainability at the heart of its bid for the 2012 Games, framed by the concept of 'Towards a One Planet Olympics'. This was derived from the WWF/BioRegional concept of 'One Planet Living'¹, which encapsulates the challenges facing us in stark and compelling terms: if everybody in the world lived the same lifestyle as we do in the UK, we would need three planets' worth of resources to support us. As the most high-profile event in the world, the Games give us the chance to show how changes to the way we build, live, work, do business and travel could help us to live happy and healthy lives, within the resources available to us.

Social, economic and environmental sustainability – and the One Planet Living® concept – remain central to the vision for 2012. This document brings this vision up to date and forms the basis for how London 2012 and our partners intend to achieve sustainable Games. It sets out:

- our achievements so far;
- details of key commitments and targets; and
- the challenges that still face us.

Much of this document focuses on the Olympic Park development, the principal construction site for the Games in the Lower Lea Valley of east London. This is a reflection of the current programme priorities and the relatively early stage we are at in terms of operational planning with just under five years still to go to the Opening Ceremony of the Olympic Games on 27 July 2012. However, we have a programme-wide commitment to sustainability, which will apply across all venues and Games-related activities, wherever and whenever they come on stream.

This is a live document, presented against the backdrop of a fast-moving programme: as the programme evolves, we will track progress, review content and issue annual updates. This first issue of the London 2012 Sustainability Plan does not provide detailed information on Games-time operations, or legacy plans. These, along with specific performance indicators and reporting requirements are work in progress and will be presented in future editions.

Sustainability itself is a rapidly evolving discipline; new methods and technologies are continually being developed. As we move from preparing for the Games, to staging them, to converting venues and facilities for legacy uses we need to be able to respond to new situations and take advantage of new practices. For these reasons we are committed to a process of continual improvement and welcome feedback from and dialogue with interested stakeholders to help us achieve the best outcomes for sustainability throughout this project.

¹ To find out more visit www.oneplanetliving.org

The London 2012 Programme – context

The Games

Every four years, a new Host City begins its preparations to welcome the world to its streets and its stadia for the Summer Olympic Games and Paralympic Games. Timescales are always testing and preparations conducted under intense scrutiny, with an absolutely immovable deadline for delivery.

London's bid was based on an ambitious vision – to use the Olympic and Paralympic Games to make a real change in London, across the UK and globally. The heart of the 2012 Games will be the Olympic Park in east London, on a site surrounded by some of the most diverse – and most deprived – communities in the country, and at the western edge of the Thames Gateway – the biggest regeneration project in Europe.

During the Games, the 246-hectare Olympic Park (equivalent in size to Hyde Park) will accommodate nine sport venues, the Olympic Village, media centres and new parkland built around the Lea Valley waterways. After the Games, a number of venues will be retained, the parkland will be extended, and thousands of new homes will boost regeneration in east London. The selection of this site was based on sustainability considerations: the area's accessibility by public transport and the potential for regeneration that the Games could unlock. London has kept legacy in mind from the outset, by planning the after-use of facilities at an early stage, building temporary structures where no long-term legacy could be assured and developing the vision for regeneration, at the same time as preparing the plans for the 2012 Games themselves – the first time a Host City has done this.

The organisations

Two organisations are at the centre of delivering the London 2012 Games:

- **The London 2012 Organising Committee of the Olympic and Paralympic Games (LOCOG)** is responsible for planning, financing and staging the Games. LOCOG is a private company limited by guarantee, and raises almost all its funding from tickets, sponsorship, broadcasting revenues and merchandise.
- **The Olympic Delivery Authority (ODA)** is responsible for building the new venues and infrastructure for the Games, and ensuring that they have a viable legacy use. The ODA, which is also the planning authority for the Olympic Park site in east London, is a public body funded through council tax, lottery and regeneration funding.

These two organisations work closely together, sharing the same offices and sharing the designation as 'London 2012'. They are supported by the 'London 2012 Stakeholders', who are also responsible for ensuring that UK athletes, London and the UK benefit as much as possible from the 2012 Games. The London 2012 Stakeholders are set out below:

- **The Minister for the Olympics** represents the UK Government. Government has promoted legislation to establish the Olympic Lottery Distributor and the Olympic Delivery Authority. They are also working cross-departmentally to ensure that all of the UK's population can benefit from the Games, and is also supplying regeneration funding for the Olympic Park site.

‘Everyone has a part to play in making the Games and their legacy a success.’

- The **Mayor of London** provides council tax funding for the Games and is responsible for ensuring a legacy for Londoners. The London Development Agency (LDA), the Mayor’s agency for sustainable economic development, has acquired the land for the Olympic Park, and is working with London 2012, local authorities and other partners to develop a Legacy Masterplan Framework, so that the regeneration of the Lower Lea Valley can be effectively taken forward after the Games. Another mayoral agency, Transport for London, is working with London 2012 to provide the transport infrastructure required for the Games and the legacy development.
- The **British Olympic Association** (BOA) is the National Olympic Committee for Great Britain and Northern Ireland, and is responsible for Team GB’s participation in both Summer and Winter Olympic Games. The BOA is independent of Government, and is a joint signatory to the Host City Contract (together with the Mayor of London).

Another key partner is the **British Paralympic Association** which is responsible for British participation in Summer and Winter Paralympic Games, providing support services to all those competing as members of the GB Paralympics Team. It is also responsible for promoting the Paralympic Movement in the UK.

The London 2012 Stakeholders meet regularly, together with the LOCOG Chair, Sebastian Coe, as the **Olympic Board**. The Chair of the ODA and the Sports Minister also attend these meetings. The Olympic Board has agreed strategic objectives to deliver its mission to ‘stage an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK’ – and its members are preparing delivery plans to turn that mission into a reality. This document brings together the work undertaken by the London 2012 Stakeholders in ensuring a sustainable social, economic and environmental legacy in these plans.

Everyone has a part to play in making the Games and their legacy a success, and the project is already benefiting from the engagement, enthusiasm and expertise of a wide variety of public, private and third sector organisations. This plan focuses on the work of London 2012 and the London 2012 Stakeholders, but working towards a one planet 2012 is a project for a much wider partnership.



The programme

London 2012 and the London 2012 Stakeholders have been working closely together since the beginning of 2006. However, they are at very different stages in their life cycle. The ODA is now preparing the site for construction and is engaged in procurement and design for most of the major Games venues. Construction will begin in earnest in 2008.

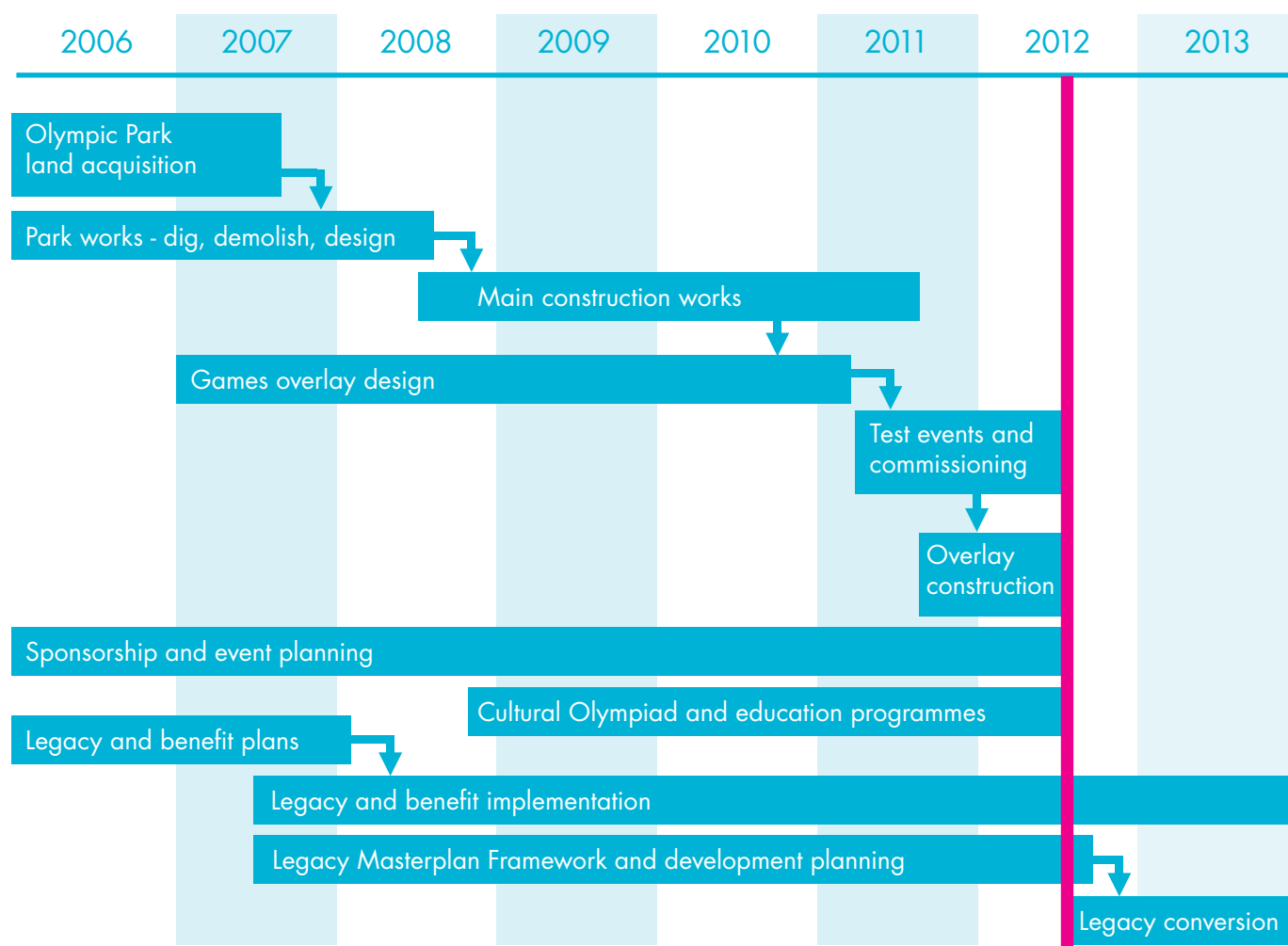
LOCOG is developing its plans for the Games and working with the ODA on venue design and venue overlay, as well as developing its brand and recruiting its major domestic commercial partners. The end of the Beijing Games in 2008 will mark the beginning of the four-year cultural festival running up to the London Games, and London 2012 will become increasingly visible from that time.

As construction begins, the LDA is working with the ODA and local authorities to plan for the conversion of the Park to a mixture of housing, sporting venues, parkland and workspace, integrated with surrounding communities, following the Games.

Underpinning this work on site is the development of a wider legacy, addressing:

- the benefits that the Games can bring to communities across the UK, by creating employment, business, training and volunteering opportunities; and
- the inspiration that can be provided for changes in behaviour and healthier lives, not just among people who visit the Games and the citizens of the host nation and host city, but among people across the world.

London 2012 and the London 2012 Stakeholders share a commitment to maximise sustainability, and the beneficial impact of the Games, across all these phases of the 2012 programme. It is this programme-wide, holistic approach that forms our vision for a one planet 2012.



London 2012 Sustainability Policy

The Olympic Board agreed a Sustainability Policy in June 2006 (see Annexe B). This has been revised to incorporate the Government's legacy promises for 2012, published in June 2007². These set out objectives for how London and the UK can be transformed by the London 2012 Games, if people, communities and organisations work together to:

- make the UK a world-leading sporting nation;
- transform the heart of east London;
- inspire a new generation of young people to take part in local volunteering, cultural and physical activity;
- make the Olympic Park a blueprint for sustainable living; and
- demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.

The Sustainability Policy identifies five priority themes, where London 2012 and the Stakeholders believe they can have the most impact and best contribute to achieving legacy aims. These themes form the basis for the organisation of this document:

- **Climate change** – the Games can make a real difference by minimising greenhouse gas emissions, from construction to legacy, and by ensuring that legacy facilities are able to cope with the impacts of climate change.
- **Waste** – London 2012 is committed to minimising construction waste, will send no waste produced during the Games to landfill, and will act as a catalyst for encouraging the development of new waste processing infrastructure in east London and promoting changes in public attitudes and behaviour.

- **Biodiversity** – London 2012 will minimise the impact of the Games on the ecology of the Lower Lea Valley and at other Games venues during the planning construction and operational phases; it will leave a legacy of enhanced habitats within the Olympic Park; and will foster an understanding of the importance of biodiversity in supporting healthy lifestyles.
- **Inclusion** – the Games will be genuinely open to all, will promote inclusion and attitude change, especially towards disability, celebrate the diversity of the people of London and the UK, and will create new employment, training and business opportunities, contributing to the social and economic regeneration of communities living around the Olympic Park site and the wider Lower Lea Valley.
- **Healthy living** – the Games will be used to inspire people across the country to take up sport and develop active, healthy and sustainable lifestyles.

These themes and the policy are informed by the One Planet Living® principles and underpin the five legacy promises listed above. Annexe A shows how these documents, principles and promises relate to each other. These are presented as separate categories, but in reality they are mutually supporting, and each theme embraces all three conventional strands of sustainability: economic, social and environmental. Examples of the cross-cutting nature of sustainability include:

- On-site recycling, and re-using waste during construction which reduces the amount of carbon dioxide 'embodied' in construction materials and the need for fuel-intensive transport, and will minimise disruption to local residents.

² see www.culture.gov.uk

- The enhanced green infrastructure of the Lea Valley will help to combat climate change effects like ‘urban heat islands’, as well as boosting biodiversity.
- An accessible and greener environment encourages sport and other outdoor recreation, and makes a better place to live for everyone.
- Eating healthy, seasonal and local food helps the local economy and may reduce the carbon impact of food production.
- Regeneration and lowered levels of worklessness are major factors in promoting better health.
- Creating more inclusive communities underpins respect for the local and global environment.

This Sustainability Plan was not developed in isolation, but against a background of rapidly changing national, regional and local policy, in particular in relation to climate change. A list of relevant policy documents – which include the Mayor of London’s London Plan, Climate Change Action Plan and Waste Strategy, and the Government’s Sustainable Development and Sustainable Communities Strategies – is appended at Annexe C.



About this document

'Towards a one planet 2012' sets out how sustainability is being incorporated throughout the planning and construction, staging and legacy phases of the London 2012 programme (as set out in the table below). This document outlines what has been agreed so far, the indicators and targets that we have set and the areas

where we know there is more to be done to meet our goals. It focuses specifically on Games-related projects and initiatives promoted by London 2012 and the London 2012 Stakeholders, and does not seek to set out everything that is being done in London, or UK-wide, to ensure sustainable development and sustainable lifestyles.

Table 1: Phases and organisations

[illegible]

Sustainability is not an ‘add on’. It lies at the heart of every stage of the programme. Therefore, while we use the five themes as a structure for this document, there are a number of policies and work programme

elements that address several aspects of sustainability. Specific details are addressed in the chapters that follow, but the table below illustrates the way that these programme elements cover the full range of sustainability themes.

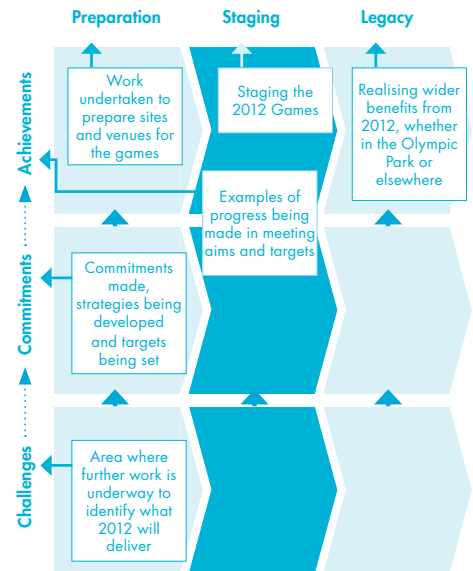
Table 2: Cross-cutting action on sustainability

Programme element	Climate change	Waste	Biodiversity	Inclusion	Healthy living
Architecture and urban design	Environmentally efficient and climate-proofed design and construction		Creation of new habitats on and around buildings	Using architecture and urban design to create inclusive places that boost cohesion and regeneration	
Procurement	Sourcing materials with low-embodied carbon	Minimising waste at source, promoting use of secondary materials	Policies on ecologically sensitive materials: eg: timber, food	Ethical procurement and fair employment	Sourcing healthy materials and ensuring health and safety on site
Sponsorship	Sustainability section included in invitations to tender, evaluation criteria and partner agreements. Commercial partners will also be required to follow London 2012’s sustainability policies on materials, packaging and ethical trading. They may also ‘activate’ their sponsorship by taking on a variety of special projects to support and promote the one planet projects programme				
Venue operations	Venue environment management plans to include resource use (energy, water, materials), waste management, pollution monitoring (water and air quality) and impact on natural environment			Accessibility standards, language services, signage, accommodating faith groups	Health and safety
Transport	‘Public transport Games’ Freighting materials by rail and water Re-use of materials on-site to reduce off-site transportation Low emission vehicles			Games Mobility service	Active Spectator Programme, low emission vehicles
Technology	Remediation of contaminated land Utilising technology to reduce carbon emissions and waste Environmental monitoring			Maximising connectivity – Games for a Connected World®	Environmental monitoring equipment
Food	Using food with lower greenhouse gas impacts	Reduced packaging and food waste, and recycling residual waste (composting)	Sourcing food from environmentally responsible farming	Ensuring local suppliers can contribute and develop sustainable businesses	Providing opportunities for healthy eating
Outreach and education	Promoting Olympic and Paralympic values, including respect for environment, through the One Planet Education Programme			Promoting Olympic and Paralympic values, including respect for others and friendship	Promoting Olympic and Paralympic values, including fair play, healthy living and personal excellence
Legacy planning	<p>Planning across Government and the GLA Group to ensure that the inspirational value of the Games is used to promote sustainability across London and the UK, including the publication of Government’s ‘Promise for 2012’ and the development of legacy action plans, which will set out key programmes to spread the benefits and leave a sustainable legacy across the UK.</p> <p>London 2012 will use a higher proportion of existing and temporary venues than in recent Games history. This minimises construction impacts and provides for a more sustainable legacy by avoiding building structures with no viable after-use.</p>				

There are limits and constraints on what can be achieved by London 2012. They do not lessen our ambition, but they need to be presented openly:

- Some plans, for example for the treatment of waste during and after the Games, will depend on the provision of facilities and technologies that are not yet in place. Where this is the case, we can only signal our intention, and set out the developments that we will depend on to make this intention a reality.
- The Games can act as a catalyst for new building technologies and new approaches to staging events, but the approaches used must be robust enough to cope with the largest event in the world and to take account of immovable deadlines, the priorities of sport and security, and contractual obligations to sponsors and rights holders.
- Budgets must be respected: value for money does not mean lowering ambitions to achieve the lowest costs, but economic viability (and the added value that can be achieved through sustainable procurement) must be seen as an integral part of overall sustainability.
- London 2012 can commit to the standards it will meet, but in other areas we can only influence, using the huge inspirational power of the Games to encourage others to change their behaviour, for example by encouraging international spectators to minimise the carbon impact of their travel to the UK. For specific cases, like a number of transport infrastructure projects, London 2012 is a part-funder but does not have complete control.

In the chapters that follow we review progress in relation to the five sustainability themes set out above, during the planning and development, staging and legacy phases of the project. Short summary boxes at the beginning of each chapter highlight key achievements, commitments and areas where work is underway to refine what we can achieve.



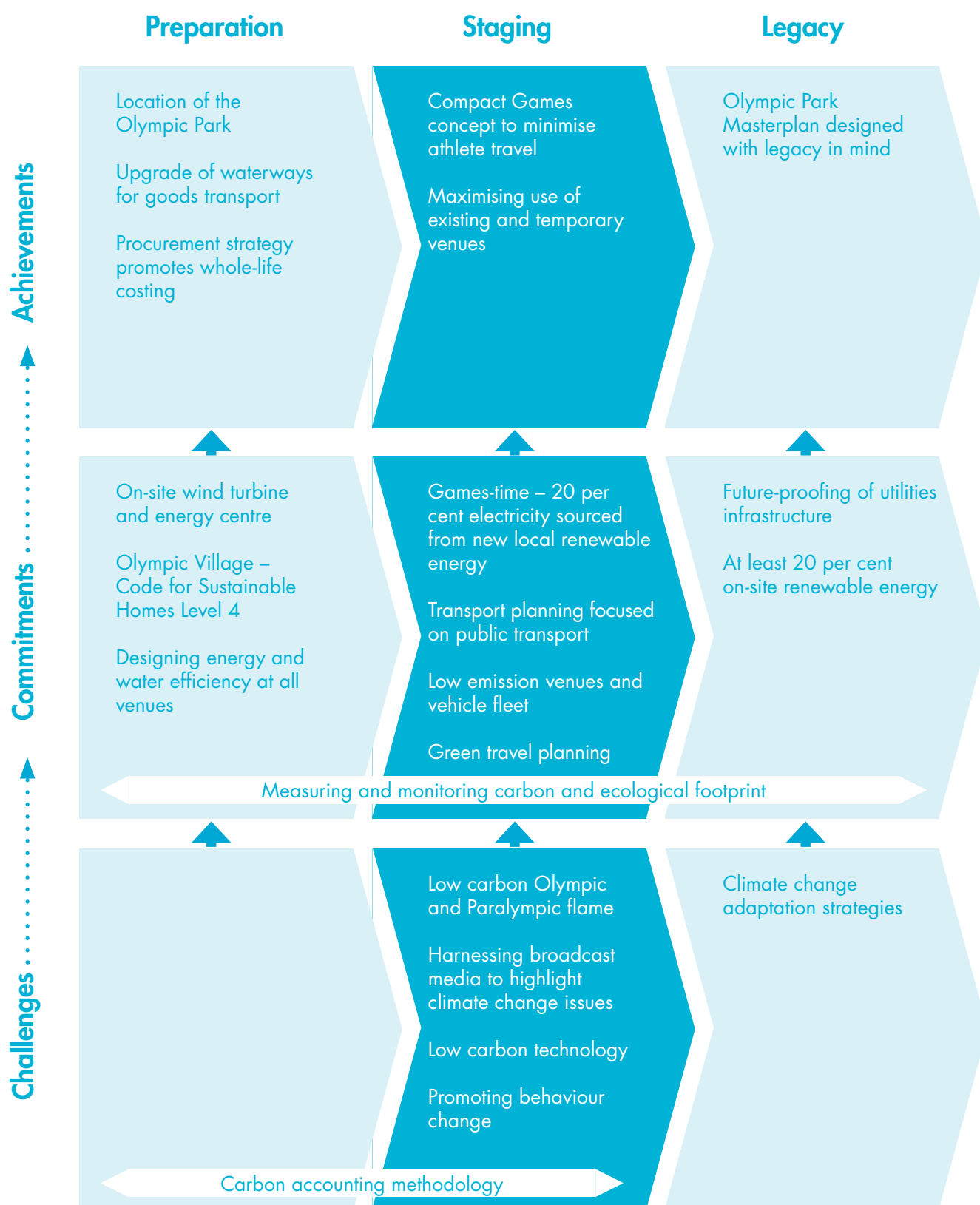
Continuous improvement is central to this Plan. Over time, commitments should become achievements and further commitments will be introduced in response to current challenges. The final chapter sets out the management, review and assurance structures that will make sure that we do continue to improve, to learn and to excel as we move towards a one planet 2012. The plan will be re-issued annually and we anticipate that the next version will include progress on:

- initial carbon footprint and carbon reduction management strategy;
- remediation and construction waste targets;
- draft Games waste management strategy;
- biodiversity strategy and key projects; and
- draft sustainable food strategy.

A full-page background image of a bright blue sky filled with fluffy white cumulus clouds. The clouds are scattered across the frame, with a large, prominent one in the upper left and several smaller ones towards the bottom.

*climate
change*

Climate change: summary



Introduction and strategic approach

There is now a strong scientific consensus, both on the severity of the threat that climate change poses to our lives and lifestyles, and on the role played by greenhouse gases, and in particular carbon dioxide, in pushing global temperatures higher. Carbon dioxide is released as coal, oil and gas are burned to fuel vehicles, heat and cool buildings, or generate electricity, so almost every aspect of our lives can contribute to climate change.

The challenge that faces all of us is one of mitigation and adaptation: to minimise our demands on fossil fuel-derived energy and materials, and at that same time to ensure that our buildings and lifestyles are capable of coping with the impacts that climate change is already beginning to have. London 2012 and the London 2012 Stakeholders are committed to minimising greenhouse gas emissions throughout the project, from the approach to construction and legacy conversion, to the operation of the 2012 Olympic and Paralympic Games themselves.

The timing of London 2012's Olympiad (from the closing of the Beijing Games in 2008 to the end of the London Games in 2012) mirrors the Kyoto Protocol implementation period. Throughout this period global attention will sharpen its focus on climate change issues and London 2012 will be uniquely placed to contribute to raising awareness and changing public attitudes locally, within the UK and internationally.

Throughout the programme we have adopted the internationally recognised hierarchy of:

- reduce – to minimise emissions at source by reducing energy use;
- replace – to use cleaner, low/zero carbon alternatives such as renewable energy; and
- offset – to use carbon offset projects, after reduction and replacement, as a final step in neutralising unavoidable emissions.

London 2012's action on climate change and commitment to deliver a 'low carbon Games' responds to the One Planet Living® principle of zero carbon ('reducing carbon dioxide emissions by minimising building energy demand and supplying from zero-low carbon and renewable resources').

This chapter also includes measures to reduce water use, as the consequences of climate change are likely to include shortages of fresh water. Other consequences include a heightened threat of flooding from rising sea levels and more intense and unseasonal rainfall. It covers the Transport Plan for the London 2012 Olympic and Paralympic Games, though transport also has relevance to the inclusion and healthy living chapters.

Key areas for action on climate change include:

- defining and measuring the carbon footprint of the Games;
- use of waterways and rail for construction freight, and waste transfer;
- the design of buildings and parkland, to minimise energy and water use and to be resilient to climate change impacts;
- the provision of new decentralised energy supply infrastructure for the Games and legacy;
- maximising the use of public transport to reach venues during the Games;
- procurement of low carbon vehicles and fuels for the official fleets;
- use of the Games' inspirational power to influence behaviour change; and
- verifiable carbon offset projects to highlight global dimension of climate change.

Achievements

The decision to locate the Olympic Park site near a major national and international public transport hub in east London has provided the opportunity to develop and implement many low-carbon choices.

- Public transport accessibility is excellent and will improve in the years up to 2012, so the Transport Plan for the London 2012 Games makes no provision for ticket holders (except for those disabled people for whom public transport is inaccessible) to use private cars to reach venues.
- The Masterplan for the Olympic Park has been prepared with legacy in mind, so that it is clear from the outset which buildings will be retained, which will be changed and which will be demolished, minimising the carbon cost of extensive demolition and conversion after the Games.
- The Masterplan is based on the concept of 'compact Games', locating a large number of venues within walking distance of the Olympic Village, thereby reducing fuel use and traffic impacts at Games-time and car dependency in legacy.
- Work is underway to construct a new lock on the part of the River Lee known as the Prescott Channel, in Bow. This will enable large freight vessels to bring in construction materials and remove waste materials, significantly reducing the numbers of lorry movements and road miles otherwise entailed.
- The ODA Procurement Strategy emphasises the need to look at whole life costings of construction projects as far as possible. This includes all the costs of a building – including operation and de-commissioning – and therefore promotes more energy-efficient design and material sourcing.



Commitments

The design of the Olympic Park will minimise its water use and carbon emissions, and minimise the impacts of climate change by:

- Using the design of buildings to maximise natural light and ventilation, and to minimise the need for heating and other energy use;
- Building a combined cooling heating and power (CCHP) plant as part of an on-site energy centre, which will allow much more efficient distribution of electricity, as well as recycling the heat created during the generation process – the plant will include biomass boilers and have the capacity to change from gas to other low carbon and renewable fuel sources as they become viable;
- Building a 120-metre wind turbine to the north of the Olympic Park site; and
- Creating a park planted with species that are able to cope with climate change, while providing greenery, shade and landscaping to ameliorate local micro-climates.

Water shortages and flood risk are also being addressed, by:

- Creating a park that can cope with one-in-100 year flood events (rising to one-in-1,000 for higher risk items, such as burial of the powerlines), as well as with increasing frequency of unseasonably heavy rainfall incidents (through efficient flood storage and drainage systems); and

- A target of 40 per cent reduction in demand for potable water in new permanent venues based on an analysis of 2006 industry standard practice. For residential development (i.e. the Olympic Village) the initial target is a reduction of 20 per cent against average London use, though further reductions are being pursued to meet the Code for Sustainable Homes standard).

These measures will enable the Olympic Park to achieve high environmental performance standards. Overall, the London 2012 target is that carbon emissions from the built environment in the Olympic Park should be reduced by 50 per cent by 2013³.

- Permanent venues will achieve 15 per cent carbon dioxide reductions beyond 2006 Building Regulations, and achieve a BREEAM⁴ rating of 'excellent', and contractors and suppliers will be expected to demonstrate that the amount of energy embodied in materials has been minimised.
- The Olympic Village will be 44 per cent more energy efficient than required by 2006 Building Regulations, and London 2012 is working with the developers⁵, to achieve Code for Sustainable Homes Level 4, which also covers water, materials, surface water run-off, waste, pollution, health and well-being, management and ecology.

³ Reduction against 'business as usual', assuming 2006 Building Regulations, with no further low or zero-carbon technologies

⁴ Building Research Establishment Environmental Assessment Methodology

⁵ The Olympic Village will be part of the wider Stratford City development, designed, procured and constructed by a developer in partnership with London 2012. London 2012 is working with the developer to optimise sustainability.

⁶ 'Games-time' is the period from opening to closing of the Olympic Village (approximately 60 days). 'New' is defined as additional renewable energy capacity that is eligible for Renewables Obligation Certificates (ROC's) and has been directly or indirectly inspired following the announcement that London would host the 2012 Games. 'Local' is provisionally defined as Greater London, plus Thurrock and North Kent Thameside.

At Games-time, 20 per cent of Olympic Park electricity requirements (which includes significant temporary power supply) will be met by new local renewable energy sources⁶. After legacy conversion, at least 20 per cent of energy requirements will be supplied by on-site renewable energy infrastructure.

Crucial to the long-term sustainability of the development is future-proofing the utilities infrastructure. In the future, as low/zero carbon fuels and clean technologies are integrated into the Olympic Park Energy Centre, the Olympic Village and other legacy developments will be able to move towards energy self-sufficiency.

Private car use and unnecessary road freight create high levels of carbon dioxide emissions, as well as damaging health through other emissions (eg: particulates). This damage is compounded by the missed opportunities for walking and cycling that car use represents. Key elements of the Transport Plan for the London 2012 Games are set out in Box 1, and should also be read in the context of Chapter 5, which addresses healthy living.

London 2012, in partnership with the Department for Environment, Food and Rural Affairs and the Renewable Energy and Energy Efficiency Programme (REEEP⁷), is investigating potential carbon offset projects via the Clean Development Mechanism of the Kyoto Protocol, with a target of initiating the first project in 2008 after the Beijing Games.

⁷ REEEP is a global public-private partnership that structures policy and regulatory initiatives for clean energy, and facilitates financing for energy projects; see www.reeep.org

⁸ CENEX is the UK's first Centre of Excellence for low carbon and fuel cell technologies: see www.cenex.co.uk

⁹ Vehicles designed and constructed for the carriage of passengers and comprising no more than eight seats in addition to the driver's seat.

Key features of the Transport Plan for the 2012 Games

Box 1



- Local recruitment, shuttle buses, on-site services and public transport will be used to enable construction workers to reach the site without adding to congestion.
- On-site reuse and recycling (see next chapter) will reduce the need for bulk transport of construction materials and waste.
- London 2012's aim is that 50 per cent of Olympic Park construction materials by weight will travel by rail or river.
- Ticketed spectators and workforce will travel to and from venues by public transport (except for those disabled people to whom public transport is inaccessible), or by walking and cycling (with more than 5,000 bicycle parking spaces planned at the Olympic Park).
- Green travel planning for ticketed spectators will be used to encourage the most environmentally preferred transport modes and routes, and an 'Active Spectator Programme' will encourage and facilitate walking and cycling.
- Long-distance domestic and near continental visitors (including teams and officials) will be encouraged to use rail rather than air transport.
- Fleet-wide emission standards will be set for all passenger vehicles procured for the Games. London 2012 has been working with CENEX⁸ to model potential emission standards across the range of vehicle types required. Initial indications point to a fleet-wide maximum average of 120g CO₂/km for Category M1 Passenger Vehicles⁹. The exact figure will be determined later in 2008 when the automotive and fuel partners have been identified. Potential emission standards are also being assessed for light goods vehicles and buses and coaches.
- All competition venues will be operated as 'low emissions venues' at Games-time. Standards, higher than those for the London-wide Low Emissions Zone in force at the time, will apply to all accredited vehicles entering venues. Similar penalty arrangements will be put in place for non-compliance. The low emissions venue concept will extend to minimising emissions from fixed infrastructure, including temporary generators and cooling and refrigeration systems.

See also: Inclusion, Healthy living

The challenge

The first critical step in calculating and managing the carbon and ecological footprint of the Olympic and Paralympic Games is to define the boundaries. Currently, no national or international standards or guidance exists on how to apply environmental accounting techniques to large-scale public events.

The closest model is that developed for corporate reporting: the International Greenhouse Gas Reporting Protocol¹⁰. In essence, responsibility for the carbon emissions arising from an activity is attributed in proportion to the contributions to its cost.

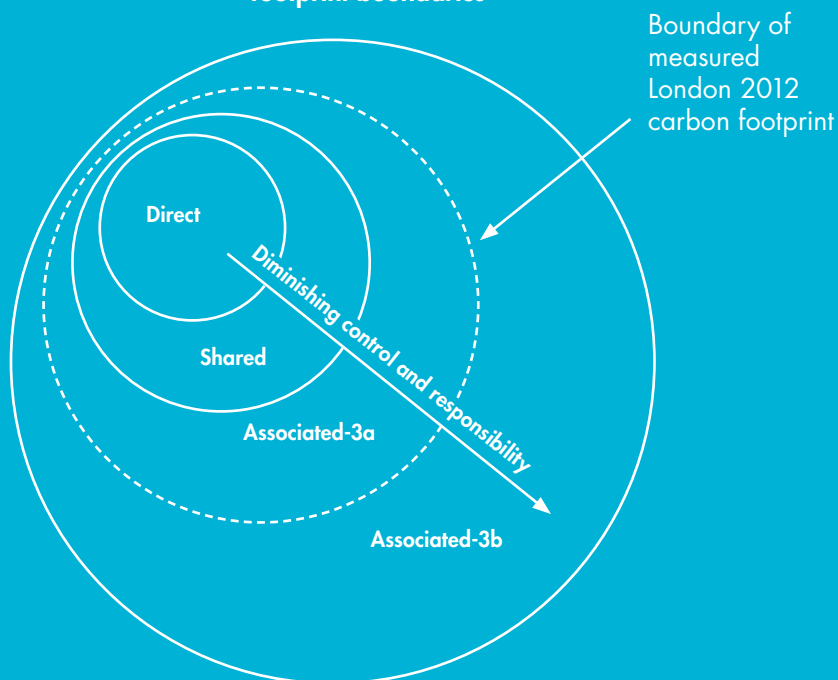
However, this approach – whilst appropriate for businesses – fails to capture the very public nature and potential influence of the Games. To reflect these indirect impacts, we have classified London 2012's varying degrees of control and responsibility as follows:

1. **Direct:** wholly funded core activities for which the entire associated carbon footprint is allocated to London 2012 (eg: office utility use, venue construction) plus a proportion of the footprint from jointly funded activities attributable to London 2012
2. **Shared:** the footprint associated with the partner contributions to jointly funded activities (eg: jointly funded transport infrastructure projects, the Olympic Village)
3. **Associated:** activities associated with the 2012 Games, which are not funded by London 2012 but over which we may be able to exert some degree of control and/or take responsibility for the resulting footprint. This is split into two sub-categories:
 - a measurable activities related to the London 2012 Games of client groups (eg: sponsors, media and spectators) and other parties over which we may exert some influence
 - b wider, global impacts over which London 2012 has negligible control or responsibility and will not be able to measure in any meaningful way (eg: pre-Games preparations of Olympic and Paralympic teams and the global sale of TVs and viewing of the Games)

There are of course aspects of the event that are difficult to classify: eg: Live Sites, merchandise and broadcasting. A further complication is that many of the transport infrastructure schemes being prepared for the Games (projects which mainly fall within the shared category) were scheduled to happen anyway.

The distinction between 3a and 3b is inevitably, to some extent, subjective. In fact, the boundaries of 3b cannot be defined. What is clear, however, is the decreasing control and responsibility from 1 through to 3b (see Figure 1).

Figure 1: London 2012 carbon footprint boundaries

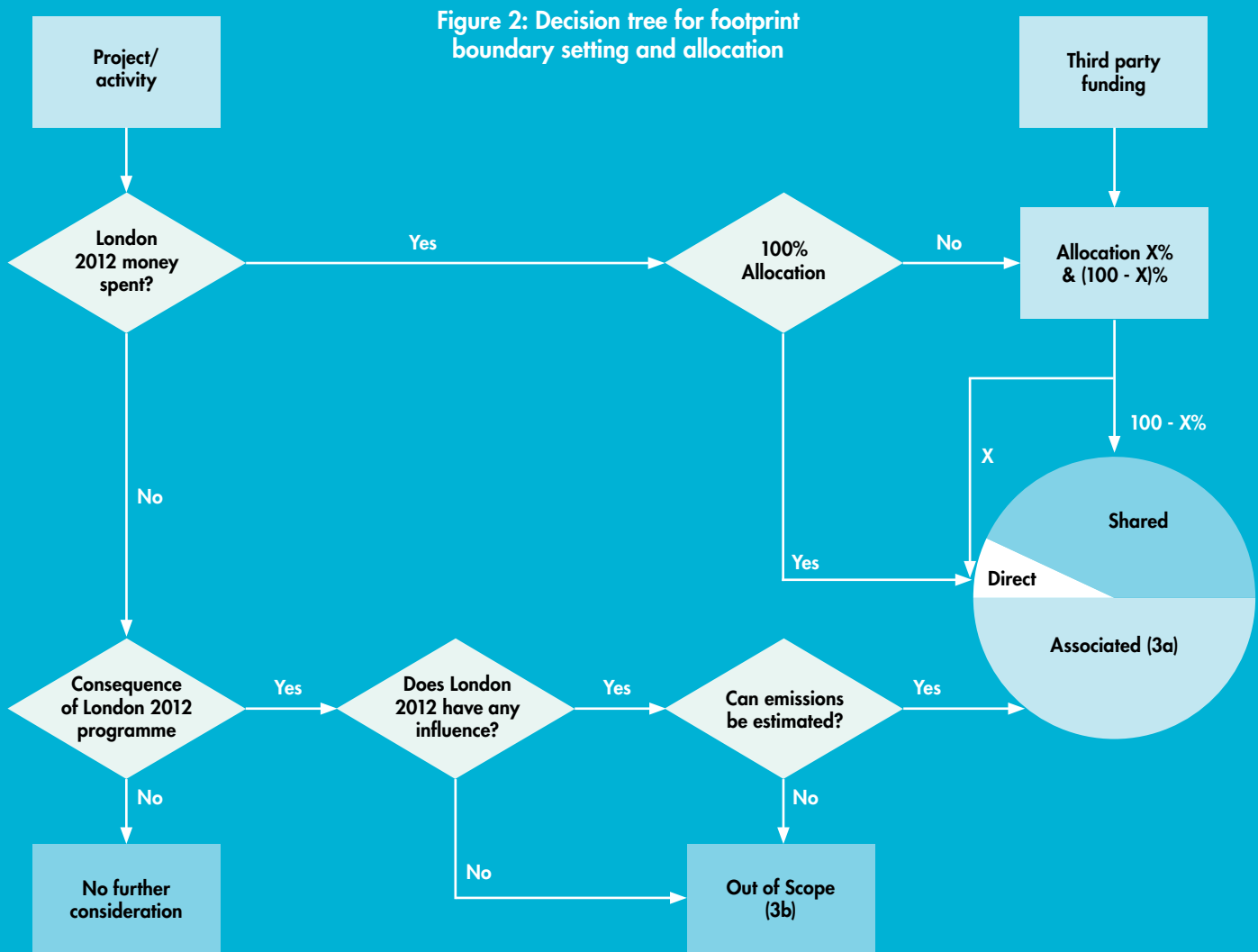


¹⁰ See www.ghgprotocol.org

¹¹ The methodology is also expected to contribute to the Defra, Carbon Trust and BSI Publicly Available Specification (PAS) for measuring the embodied greenhouse gas impacts of products and services, which is due to be published in spring 2008

London 2012's approach

This classification of impacts based on degrees of control and responsibility gives a rationale for allocation of our footprint, which is illustrated in Figure 2. This enables London 2012 to factor out all activities over which we have no financial control and no meaningful influence or means of measuring emissions. We believe this methodology gives the most practical, comprehensive and consistent approach to scoping the carbon footprint of such a complex undertaking as London 2012.



Preliminary results and next steps

As a first step London 2012 has commissioned a study to calculate an initial estimate of the potential carbon footprint of the Games. This first reference scenario assumes no emission reduction measures beyond current legal requirements.

Early calculations suggest that the 'shared' and 'associated' (2+3a) impacts are likely to overwhelm the 'direct' footprint (1). This provides the first strong message; that to reduce the footprint of the Games it is imperative to engage on environmental issues with stakeholders outside of LOCOG and ODA. Indeed many of the 'quick wins' may well arise out of partnership working and by informing and motivating individuals and organisations.

The study is also identifying the principal components and relative proportions of the Games' core footprint. This information will be used to guide the implementation of London 2012's strategy of 'reduce, replace, offset' and to monitor progress¹¹. In this way we will be able to set targets for reduction at each level of influence and for each organisation so that we all share responsibility for reducing impacts.

It must also be understood that the carbon footprint calculation is based on accounting for carbon emissions at the time they are made. This is the most practical approach but it does bias impacts onto the construction phase. In reality, by applying low carbon design principles to the project, a whole life analysis should demonstrate a positive overall legacy of a low impact neighbourhood.

London 2012 will further develop this work in relation to the broader concept of ecological footprinting, which underpins the principles of One Planet Living®.

Challenges

To enable a programme-wide view of the potential for reducing carbon impact, London 2012 has commissioned a carbon footprinting study, due to report in late 2007. This unprecedented study will define and analyse the carbon footprint (the overall impact of the London 2012 programme in terms of greenhouse gas emissions) and will provide an initial reference scenario against which further targets for reduction in emissions can be set (see Box 2).

To implement a carbon management strategy, London 2012 is in discussion with contractors, suppliers and licensees about measuring and reporting on their carbon emissions. This will be a significant challenge for the construction industry in particular and is one area where London 2012 could bring about significant behavioural change. Building carbon measuring into information management systems within London 2012 also remains a challenge – this has not been attempted before in the context of the Olympic and Paralympic Games, and will potentially form a key part of the legacy knowledge transfer to future host cities and other major events.

One of the most energy demanding features of the 2012 Games is the cauldron, which is kept alight throughout the Olympic and Paralympic Games. London 2012, in partnership with EDF Energy, is exploring opportunities for a low carbon flame, which still meets the traditional qualities of this most potent symbol of the Games.

The broadcast media will be one of the principal vehicles through which to communicate the London 2012 sustainability programme to a mass audience. The challenge will be to do this in an accessible and meaningful way that complements sporting coverage.

Whilst information technology assists in achieving other sustainability goals (such as reducing travel and reducing paper use) it is highly energy demanding. A key London 2012 strategy is to select more energy efficient technologies wherever possible.

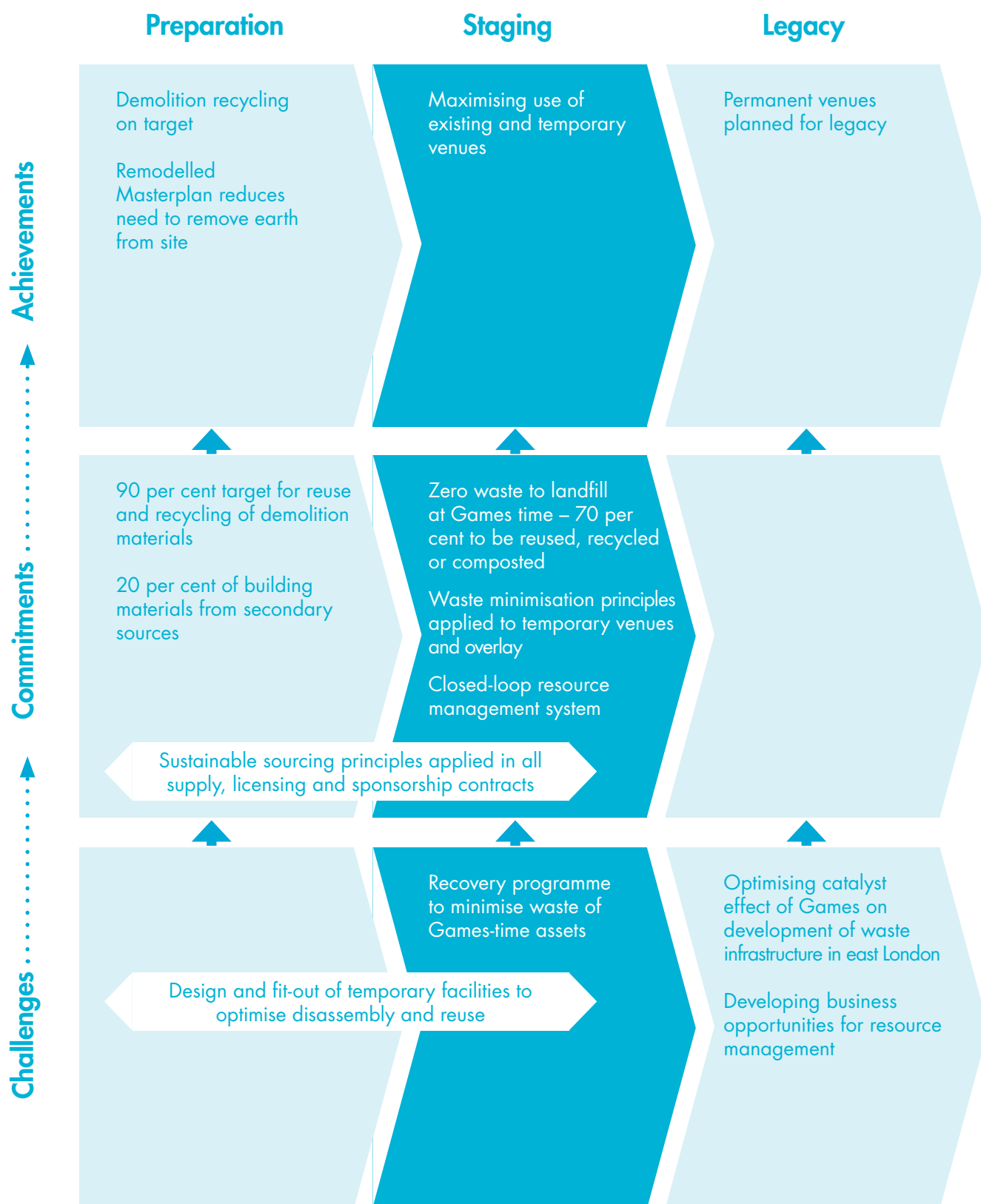
Long-term climate adaptation planning is difficult and costly, especially as climate extremes will range from heat waves and droughts to major storm events and increased rainfall. The standards being adopted by London 2012 will be kept under review, in the run up to the Games and in planning and delivering legacy communities, to ensure that we retain capacity to optimise both mitigation and adaptation in the buildings and infrastructure of the Olympic Park.



waste



Waste: summary



Introduction and strategic approach

Living a one planet lifestyle means reducing waste, as well as minimising the carbon impacts of our consumption. Burying waste is not a sustainable option in the long term: landfill creates methane, a more potent greenhouse gas than carbon dioxide, as well as creating carbon dioxide emissions through transport and through the energy embedded in the material we throw away.

London 2012 and the London 2012 Stakeholders aim to ensure that waste is minimised throughout the programme, from planning to legacy, and that the 2012 Games show how waste reduction and recycling makes financial as well as environmental sense. A six-level waste hierarchy, listed below in order of environmental preference, has been adopted throughout the programme:

- reduction;
- reuse;
- recycling and composting;
- new and emerging technologies to recover energy;
- conventional incineration with recovery of energy; and
- landfill.

A development on the scale of the Olympic Park and an event on the scale of the 2012 Games provide

the opportunity to create a micro-economy of waste efficiency, putting in place the infrastructure and processes to minimise waste and to maximise reuse and recycling.

As with climate change, waste is closely linked to other elements of sustainability. Aside from climate impacts mentioned above, waste disposal methods can threaten both biodiversity and human health; reusing wood and other materials within the Olympic Park reduces the impact of construction on local communities and biodiversity; and a sensible approach to food packaging can go hand-in-hand with promoting a healthier diet and healthier lifestyle.

Priority areas for action on waste include:

- minimising waste during construction, operation and demolition/conversion of both temporary and permanent venues;
- designing and building Olympic, Paralympic and legacy facilities to operate in a manner that is as waste-efficient as possible;
- ensuring that the Games themselves honour the 'zero waste to landfill' commitment made during the London 2012 bid; and
- using public education and outreach activity to promote low-waste lifestyles.



Soil washing machine working on the Olympic Park site

Achievements

Planning and early site works on the Olympic Park have included the following:

- pre-demolition reclamation surveys are being carried out in partnership with BioRegional;
- the demolition and site clearance waste management plan prioritising reclamation, reuse and recycling for early works;
- reuse and recycling of demolition materials meeting the 90 per cent target; and
- the remodelling of the Olympic Park, significantly reducing the amount of earth needing to be moved off-site.

Sustainable sourcing

Box 3

London 2012 aims to encourage high standards of environmental and social performance amongst its suppliers and licensees and their supply chains. It requires suppliers and licensees to identify, source and use environmentally sound and socially responsible materials using the following principles.

- **Responsible sourcing** – ensuring goods and services are sourced and processed under a set of internationally acceptable environmental, social and ethical guidelines and standards. The supplier and licensee shall demonstrate, as appropriate, responsible sourcing of materials by providing evidence of the existence of legal sourcing, management systems, or through the use of chain of custody schemes (further information in respect to ethical trade matters is provided in the Inclusion chapter, p38).
- **Use of secondary materials** – maximising opportunities to design out waste, including minimising packaging materials and procuring reused and recycled materials.
- **Minimising embodied impacts** – each stage of the process of manufacture and supply requires energy, which embodies a 'carbon impact' in the product.
- **Healthy materials** – to reduce the impact of materials on human health and the environment by maximising the use of non-polluting/non-toxic materials and substances.

These principles are being introduced across all supply, licensing and sponsorship contracts and are being developed by LOCOG into a comprehensive sustainable sourcing code. This approach applies to all materials – for construction, equipment, merchandise, catering, printing and clothing. The sustainable sourcing code will support the implementation of these principles into supply chain management, by setting out expectations of suppliers and licensees – these are also reflected in the ODA's procurement strategies.

Implementation of the sustainable sourcing code through the supply chain will require support for small and medium enterprises and local businesses, who may not be geared up to respond to sustainability requirements.

See also: Inclusion, Biodiversity, Climate change, Healthy living

Commitments

The commitment to reuse or recycle 90 per cent of material from demolition works will remain in place, limited only by the need to create an accessible environment and to ensure that any materials that could potentially cause harm to health are disposed of safely. Over the coming months, targets will be set for the remediation and construction phases of the project.

London 2012 has also established targets for the materials used on site, prioritising the use of materials reused and recycled from within the site or from other nearby construction sites as part of our wider approach to sustainable sourcing (see Box 3), and is working with contractors to develop site waste management plans for all elements of construction. The proportion of secondary (ie: reused or recycled) materials will account for at least 20 per cent (by value) of materials used in the permanent venues. London 2012 also aims to use 25 per cent (by weight) recycled aggregate for the venues and Park-wide infrastructure.

Waste reduction and minimisation principles will equally apply to temporary venues and the fit-out ('overlay') of all venues, to design out waste and promote reuse, recycling and recovery of materials. While leasing will be the preferred option for the Games, the sheer volume of temporary overlay required will mean significant amounts of new materials and equipment are likely to be procured.

London 2012 is developing the operational processes for a 'closed loop' event management system, which will play a part in ensuring that no waste arising from venues during the 60-day Games period is sent to landfill. This requires the use of recyclable goods, which are then collected after use, recycled and made into new products. True closed-loop systems produce recycled products of the same quality as were input into the system – for Games-time waste this will principally relate to food packaging, which makes up a significant proportion of event-related waste. At least 70 per cent of this waste will be reused, recycled or composted.

The 'closed loop' system will involve separated waste collection in public (front-of-house) and operational areas (back-of-house). Subject to security provisions, London 2012 will operate a two-stream front-of-house waste system, coupled with public information messages and signage, in order to inform people about and engage them in recycling and waste separation. London 2012 has a huge opportunity to promote a more responsible approach to waste management across the event industry and to influence behaviour change among the general public.

Challenges

To ensure that zero-waste to landfill can be achieved through the most effective means (ie: through a focus on reuse, recycling and recovery, rather than incineration) and can be sustainable in legacy, further development of London's waste infrastructure will be needed.

A number of new facilities are currently either in planning or under construction but it is currently uncertain exactly what infrastructure will be available when Games-time waste contracts are let in 2010–11. To optimise the impact that London 2012 can have as a catalyst, the London Development Agency (LDA) is currently:

- considering what role London 2012 and the London 2012 Stakeholders could play in the development of infrastructure in the Lower Lea Valley, either separately or with waste disposal authorities in the area; and
- identifying opportunities for local businesses (both private and third sector) in the treatment of waste, which the Games and legacy development could boost.

London 2012 aims to put in place a comprehensive asset recovery programme in the breakdown phase immediately after the Games. This will include channelling typical waste materials from Games overlay and temporary facilities (eg: wood, metal, plastic, carpet, fabrics) into reprocessing streams. No Summer Games has previously carried out such a programme. This will prevent considerable asset wastage through breakages, theft, or dumping otherwise valuable – and reusable or recyclable – materials.

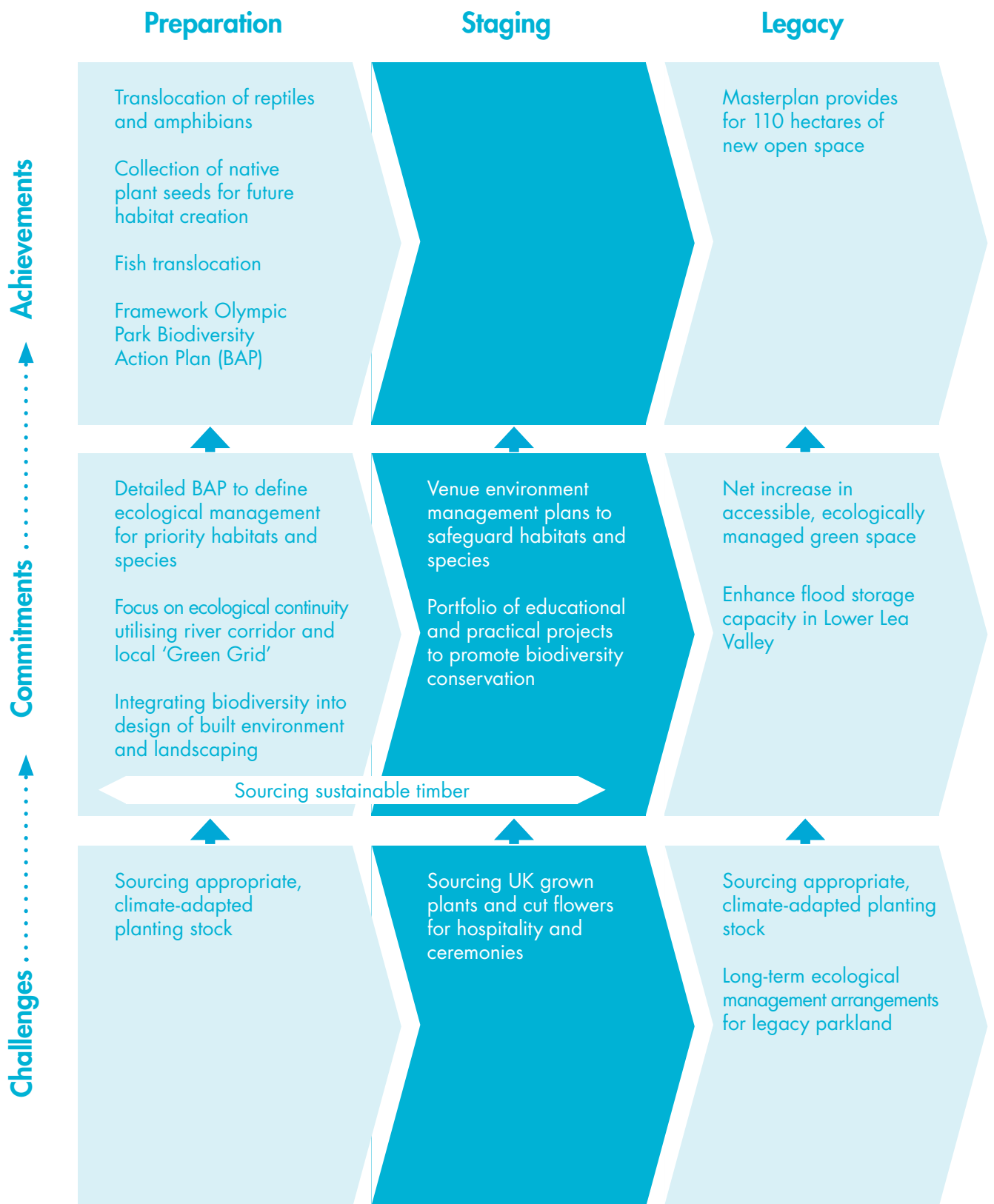
London 2012 is building permanent structures only where there is a viable legacy use and will therefore have a higher proportion of temporary structures than recent Olympic and Paralympic Games. A design challenge will be ensuring that temporary facilities are readily disassembled in a reusable fashion.





biodiversity

Biodiversity: summary



Introduction and strategic approach

Life on earth is wholly dependent on our rich and intricately evolved ecosystems, but recent decades have seen a dramatic decline in biodiversity. The population of vertebrate species (a good indicator of ecological condition) has declined by around one third since 1970¹².

Biodiversity is essential to the global economy, serving a vital function in climate change mitigation, watershed management, provision of sustainable natural resources and enhancing the quality of life that we enjoy.

Respect for the environment has become an increasingly significant concern of the Olympic Movement in recent years. In recognition of the One Planet Living® principle of natural habitats and wildlife, London 2012 is committed to ensuring that the Games play their part, through direct enhancements to the ecology of the Lower Lea Valley and other sites, by taking a responsible attitude to the management of natural resources and through promoting the value of the natural environment throughout UK and international sport sectors.

Key areas for action on biodiversity are:

- minimising and mitigating the impact of development activity in the run up to 2012;
- developing new and enhanced water and land habitats within the Lower Lea Valley, from open water and wetlands, to species-rich grasslands;
- a conservation management programme for habitats and species detailed in Olympic Park Biodiversity Action Plan;
- protecting sensitive habitats and species at other competition sites, through development of venue environment management plans; and
- promoting awareness of the value of biodiversity and its links to sport and healthy living.

¹² WWF Living Planet Report 2006

Achievements

The Lower Lea Valley is a complex, but in parts degraded, area of London. While the rivers and other waterways include valuable habitats, there is also significant eco-contamination by invasive plants such as Japanese knotweed. The Olympic Park Masterplan has integrated environmental enhancement from the outset and will create 110 hectares of new open space, in an area currently deprived of green space.

The Masterplan provides for new habitats, including wetland areas, open river banks and grassland. These aim to provide an enhanced setting for biodiversity, as well as enhancing flood storage within the Valley.

London 2012 has, as part of its preparatory work on the Olympic Park site, already undertaken surveys and relocations of species. These include:

- native plant seed collection project to safeguard key species prior to site clearance;
- newt and reptile surveys and translocations to local sites;
- fish capture and translocation;
- creation of kingfisher and sand martin artificial nests along the Lower Lea Valley; and
- surveys to check for black redstarts and bats.



Commitments

London 2012's commitment to enhance and minimise disruption to biodiversity will inform all parts of the construction programme and detailed ecological management plans for priority habitats and species are being developed through the Olympic Park Biodiversity Action Plan. This will set further specific commitments in relation to the protection and enhancement of wildlife on site.

- Emphasis is placed on ecological continuity, providing natural links along the river valley corridor and with the 'green grid' (a network of open space across east London).
- Key habitats will be preserved: for example, at Bully Point Nature Reserve, protective log walls will be built (using as many as possible of the trees cut down during site clearance), themselves creating a new habitat for amphibians, reptiles, invertebrates and plants.
- Invasive species, such as Japanese knotweed and giant hogweed, will be cleared.
- All timber used in construction will be from legal sources and the aim is that 100 per cent will be from sustainable sources as defined by CPET¹³ and in line with Government policy.

- Opportunities will be sought to incorporate habitats into the design of buildings through the provision of nesting cavities and the creation of green and brown roofs (which are also useful climate adaptation tools by slowing run-off).
- Planting during the Games and legacy will use species native to south-east England (and ideally of locally-grown stock), which are suited to projected future climates – including being tolerant to drought.
- Habitat creation will utilise some of the seed stock collected from the site prior to clearance.
- Areas will be created where wildlife can be left undisturbed.
- The parkland will help the whole site be better adapted to climate change, through its ability to cope with heavy rainfall events as well as providing greenery to provide shade and combat 'heat island' effects.
- Enhanced access to and contact with nature will be achieved by the river restoration programme and, ultimately, by the creation of the legacy Park.

¹³ Central Point of Expertise on Timber Procurement – see www.proforest.net/cpet

During the 2012 Games themselves, a focus on biodiversity will be maintained through site-specific venue environment management plans for all venues (inside and outside the Olympic Park). These will set out:

- an assessment of the conservation needs of protected and threatened species and habitats¹⁴;
- measures to avoid damage to sensitive habitats and species, through fencing, signing, stewarding arrangements, venue layout and lighting; and
- post-Games restoration works where necessary.

Other biodiversity considerations in planning and operating the Games will include seeking to use natural materials for the 'look of the Games' and identifying opportunities for sourcing home-grown plants and cut flowers for ceremonies.

Beyond a purely venue-based approach, London 2012 recognises the huge potential through the Games to promote biodiversity conservation more widely, especially across the sport sector and through education and green volunteering initiatives.

The London 2012 Biodiversity Group¹⁵ is developing a London 2012 Biodiversity Strategy. This strategy (to be rolled out from summer 2008) will include a portfolio of projects, with a global as well as a local focus. These may include campaigns to raise the profile of endangered species, or the role of biodiversity in sport, as well as demonstration projects on issues such as urban river restoration or community forests.

¹⁴ As defined by the UK Biodiversity Action Plan and relevant local Biodiversity Action Plans

¹⁵ The London 2012 Biodiversity Group was formed in April 2006 as a specialist working group to advise London 2012 on biodiversity issues. It is chaired by LOCOG and comprises representatives from ODA, DEFRA, DCMS, GLA, Natural England, Environment Agency, Lee Valley Regional Park Authority, London Wildlife Trust, Trees and Woodland Partnership and WWF/BioRegional

Challenges

The exact mix of habitats to be provided within the Olympic Park (taking into account the need for climate adaptation and biodiversity) will be defined during the process of developing the Legacy Masterplan Framework (LMF) – see also the Inclusion and Healthy Living chapters. The business plan, which forms an integral part of the LMF, will also set out the arrangements to be adopted for managing the legacy parkland and the institutional and financial arrangements for this.

London 2012 is in discussion with the UK horticultural industry on how we can maximise the use of appropriate home-grown and native species for legacy planting, as well as use during Games-time ceremonies, given the long lead-times needed to achieve this.

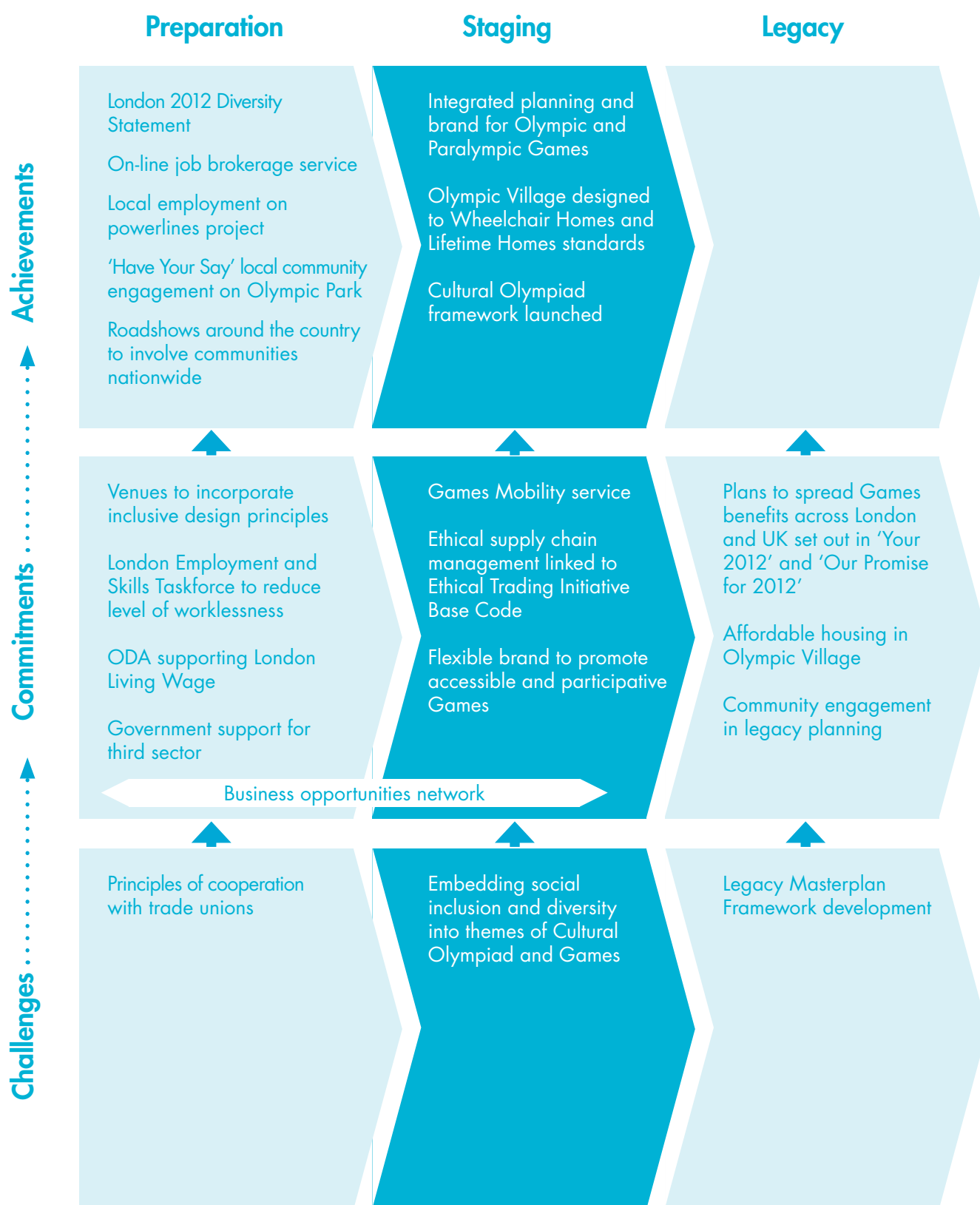


A log wall in the Olympic Park site

inclusion



Inclusion: summary



Introduction and strategic approach

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 and the London 2012 Stakeholders are 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.

Inclusion involves breaking down the barriers that individuals and communities can face, but also taking active measures to help people to make the most of the opportunities that the Games offer. This particularly applies to people who are not currently as fully engaged as they might be in our economic, sporting, social and cultural life: women, people from Black, Asian and minority ethnic (BAME) groups, older people, disabled people, lesbian, gay, bisexual and transgendered (LGBT) people, and people from different faith communities.

The area around the Olympic Park is one of the UK's most diverse, and most deprived areas: 42 per cent of the population of the local authority areas bordering the site are from BAME groups¹⁶ and less than 70 per cent of the working age population in these boroughs is in employment (compared to more than 75 per cent across London)¹⁷. Making a difference for these communities will be crucial, but so will spreading the benefits to people across the UK.

Inclusion underpins all other sustainability themes – poorer people and minority groups are the first to feel the effects of climate change and declining biodiversity – and has a particularly close link to health. Deprivation also remains a strong determinant of ill-health. It responds to the One Planet Living® Principles of health and happiness, equity and fair trade, and culture and heritage.

London 2012 and the London 2012 Stakeholders have identified the following priority areas in relation to inclusion:

- promoting supplier diversity and maximising opportunities for local and UK minority-owned businesses and social enterprises to benefit;
- engaging and involving people and communities across the UK in preparations for the Games, and communities around the Olympic Park in developing legacy plans;
- creating excellent architecture and urban design, based on inclusive design principles in the Olympic Park;
- achieving an equalities step-change in construction sector employment;
- showcasing and celebrating the UK's diversity, multiculturalism and tolerance through the Cultural Olympiad and the Games;
- integrating the Olympic and Paralympic Games, providing the same quality of experience for all participants and spectators; and
- using the Olympic Park legacy to create sustainable, prosperous and cohesive new communities, fully integrated into surrounding areas.

¹⁶ ONS 2001 census

¹⁷ Technical Annexe to the LEST Report at www.lda.gov.uk. 'Working age' is defined as 16-59 for women and 16-64 for men.

Achievements

The London 2012 Games comprise two separate events: the Olympic Games and the Paralympic Games. London 2012 will plan and manage both events together, using the same brand concept and undertaking to provide the same level of service to athletes, officials and spectators at both events.

The physical structure of the Olympic Park and the design of the venues and facilities reflect our fundamental commitment to inclusive design.

- The earthworks in the Park have been designed to create smoothed walkways with minimal gradients to ensure that people with mobility difficulties are able to move about the Park as freely as everyone else. This will be complemented by the use of measures such as tactile paving.
- The design of the Olympic Village meets 'Lifetime Homes' standards and will meet London targets for 'Wheelchair Homes' standards. This will enable it to accommodate Paralympic as well as Olympic athletes.
- The same vehicle fleet will serve both Paralympic and Olympic athletes and a Games-time mobility service will enable mobility-impaired spectators to access both events.

Early action has also been undertaken to ensure that communities around the Olympic Park and across London and the UK can feel part of, contribute to and benefit from the Games.

- A framework has been announced for the largest-ever Cultural Olympiad following discussions with over 4,000 cultural practitioners. It will include a UK-wide Cultural Festival and ten major projects which are being created in partnership with the BBC, Museums Libraries and Archives Council, the UK Film Council and the Arts Councils of England, Northern Ireland, Scotland and Wales.
- London 2012 has equal opportunities policies for recruitment and the ODA assesses contractors' commitment to equalities in employment as part of its procurement process.
- An on-line job brokerage service has been established¹⁸ to help people living in the five Host Boroughs around the Olympic Park to access jobs on-site – the powerlines project, the first major works to take place on the Olympic Park site, achieved more than 20 per cent local employment (and a further 25 per cent from the rest of London) in July 2007.
- A London 2012 Forum allows London's diverse communities to meet representatives of the London 2012 delivery bodies, and to discuss their plans.
- Roadshow events took place across the UK in summer 2006 and 2007, to encourage involvement by communities nationwide, and a London Roadshow is being planned in winter 2007-08.
- Businesses and social enterprises are able to sign-up for e-alerts on new procurement opportunities¹⁹.

¹⁸ www.boost-opportunities.org.uk

¹⁹ www.london2012.com/business

- London 2012 Stakeholders have run a series of business seminars, working with the Nations and Regions Group – which includes the development agencies from the English regions and devolved administrations.
- Extensive consultation on the Olympic Park planning application took place in the surrounding area in late 2006, engaging with over 5,000 local residents, and a Code of Consultation is being developed to ensure their continued involvement as plans develop.

Following consultation, the ODA has published its Equalities and Diversity Strategy, and two of its statutory equalities schemes (on race and gender; a third on disability will be published towards the end of 2007).

As a private company, LOCOG falls under different legal provisions, but is currently developing its own Diversity and Inclusion Strategy. These strategies set out how London 2012 will embrace difference and welcome all individuals irrespective of their race or ethnic origin, gender, disability, faith or belief, sexual orientation or age. In addition, London 2012 and the London 2012 Stakeholders have agreed a Diversity Statement, setting out their shared approach to this (see Annexe D).



Commitments

To make London 2012 everyone's Games, the UK Government and the Mayor of London have prepared delivery plans to ensure that benefits and participation can be spread as widely as possible. The Government published 'Our Promise for 2012' in June 2007 and is planning to publish a detailed legacy action plan in 2008. The Mayor published 'Your 2012', summarising its delivery plans, in July 2007²⁰.

To ensure that its objectives for high quality, inclusive design are realised, the ODA has established expert design panels. Two panels (one for the Olympic Park, the other for the Olympic Transport Network) are focused on inclusive design issues and give a mixture of user-focused and technical advice. A third ODA panel, comprising architects and other urban and landscape design professionals, undertakes design review to ensure that Olympic and legacy buildings and landscape meet the highest standards of architectural and urban design. LOCOG will establish a Diversity and Inclusion Advisory Board, to ensure that the Games are staged in a genuinely inclusive manner.

London 2012 is working with partners to ensure that UK businesses can benefit from the Games.

- Partners are developing a business opportunities network that will enable businesses and social enterprises from around the UK to benefit from contracting and sub-contracting opportunities and to develop networks and skills that will ensure a sustainable legacy for UK business.
- Economic development and business support agencies across the UK are developing their services to help local companies and social enterprises make themselves 'fit to compete' for London 2012 contracts.
- The ODA is working with contractors to open up supply chain opportunities for sub-contractors, including smaller businesses and businesses owned by women, BAME and disabled people.
- The Government will provide strategic funding to a national social enterprise partnership for the 2012 Games, led by Social Enterprise London.
- Within the capital, the London Employment and Skills Taskforce has set out detailed programmes for helping individuals take advantage of Games-related opportunities (see Box 4, overleaf).

The ODA has published its Procurement Policy, setting out its commitment to fair employment practices for workers on site, including a commitment to encourage its contractors to pay the 'London Living Wage', a pay rate that recognises the abnormally high costs of living and working in London.

²⁰ www.london.gov.uk

London 2012 is committed to promoting ethical principles consistent with the Olympic Charter and this approach is an integral component of its sustainable procurement and licensing strategies. London 2012 is already working in partnership with several leading organisations in this field to develop a practical approach consistent with obligations to deliver value for money. As a starting point LOCOG has already begun to require its suppliers, sponsors and licensees to comply with the Ethical Trading Initiative (ETI) Base Code, which covers labour conditions, trade union membership, child labour and non-discrimination issues²¹. LOCOG is in the process of preparing a sustainable sourcing code, setting out expectations on suppliers and licensees (see also Box 3, p27), as well as LOCOG's approach to managing its supply chain, through programmes such as the Suppliers Ethical Data Exchange (Sedex)²³.

At the heart of the London 2012 brand sits the ambition to create the most accessible and participative Games. The emblem which represents our brand has been designed so that the shape remains constant yet the content can be flexible so that all users of the brand can populate it and make it their own. The emblem is bright, bold and dynamic, representing the vibrancy and energy of the Games themselves.

While the Olympic Park site will be closed off for much of the construction period, London 2012 has commissioned plans for a visitor centre and a programme of visits, allowing local people to understand and engage with the construction process, while also providing a focus for education and an attraction to draw visitors into the area.

Employment and skills in London

Box 4

The London Employment and Skills Taskforce (LEST) was established in 2006 and has set out its vision – for the Games to help effect a permanent reduction in the level of worklessness in London and especially in the Lower Lea Valley. The Taskforce has set an overall target of reducing worklessness in London by 70,000, including 20,000 people from the boroughs surrounding the Olympic Park, as well as more detailed targets for specific programmes²².

The LEST proposes using the power of the Games to engage and galvanise people in three main areas.

- **Employer leadership** – including an Employer Accord through which employers undertake to interview job-ready candidates and a commitment from the public sector to use its spend to develop local labour markets and supply chains.
- **Linking people, work and training more effectively** – including a pre-volunteer programme targeted at improving the employability of local disengaged individuals and using existing programmes like City Strategy Pilots to help disadvantaged local people move into employment.
- **Communications and engagement** – including using the inspirational power of the 2012 Games to inspire local workless people through the appointment of champions from minority communities and specific programmes using the Paralympic Games to highlight the achievements of disabled people.

The LEST was developed by a partnership including private and voluntary sector representatives, the London Development Agency and the Learning and Skills Council. This partnership is now taking forward implementation, working with specific local schemes and the Local Employment and Training Framework developed by the five Host Boroughs surrounding the Olympic Park.

²¹ www.ethicaltrade.org

²² www.lda.gov.uk

²³ www.sedex.org.uk

Challenges

Creating a truly inclusive London 2012 project will involve activity throughout the run-up to 2012 and beyond. LOCOG is preparing for London's participation in the Closing Ceremonies of the Beijing 2008 Olympic Games and Paralympic Games, and the four-year cultural festival that will follow. Celebration of the UK's diverse communities will be a theme throughout this cultural programme, as reflected in the plans launched by LOCOG in June 2007²⁴, and during the Games themselves, within the Olympic Park and across the UK.

London 2012 is working towards agreeing Principles of Cooperation with the Trades Union Congress (TUC)²⁵. These will recognise the central importance of those who are employed to deliver the Games and the terms and conditions of employment, training opportunities and effective equalities programmes that they will expect.

LOCOG is investigating how it can ensure that the specific needs of diverse groups of athletes, officials and spectators are met. As part of this, staff and volunteers will need to receive diversity and inclusion awareness training.

As we build the Games-time facilities, we need to develop the detail for the legacy and to ensure that the Olympic Park develops as a mixed, thriving and sustainable community. The LDA and ODA are committed to working closely with local authorities and communities in order to maximise the benefits that the Olympic Park can deliver after the Games, in terms of:

- reintegrating communities on either side of the Lower Lea Valley;
- creating housing (including affordable housing) and jobs for local people;
- creating parkland and legacy venues that will benefit local communities as well as supporting elite sports; and
- enabling social cohesion, and social, economic and environmental regeneration in one of the most deprived parts of the UK.

New governance structures have been established for the development of the Legacy Masterplan Framework and its integration with surrounding regeneration work sponsored by the London Thames Gateway Development Corporation. These need to be complemented by a programme of community engagement that will enable local people to remain involved in the detailed design and management of the venues and parkland.

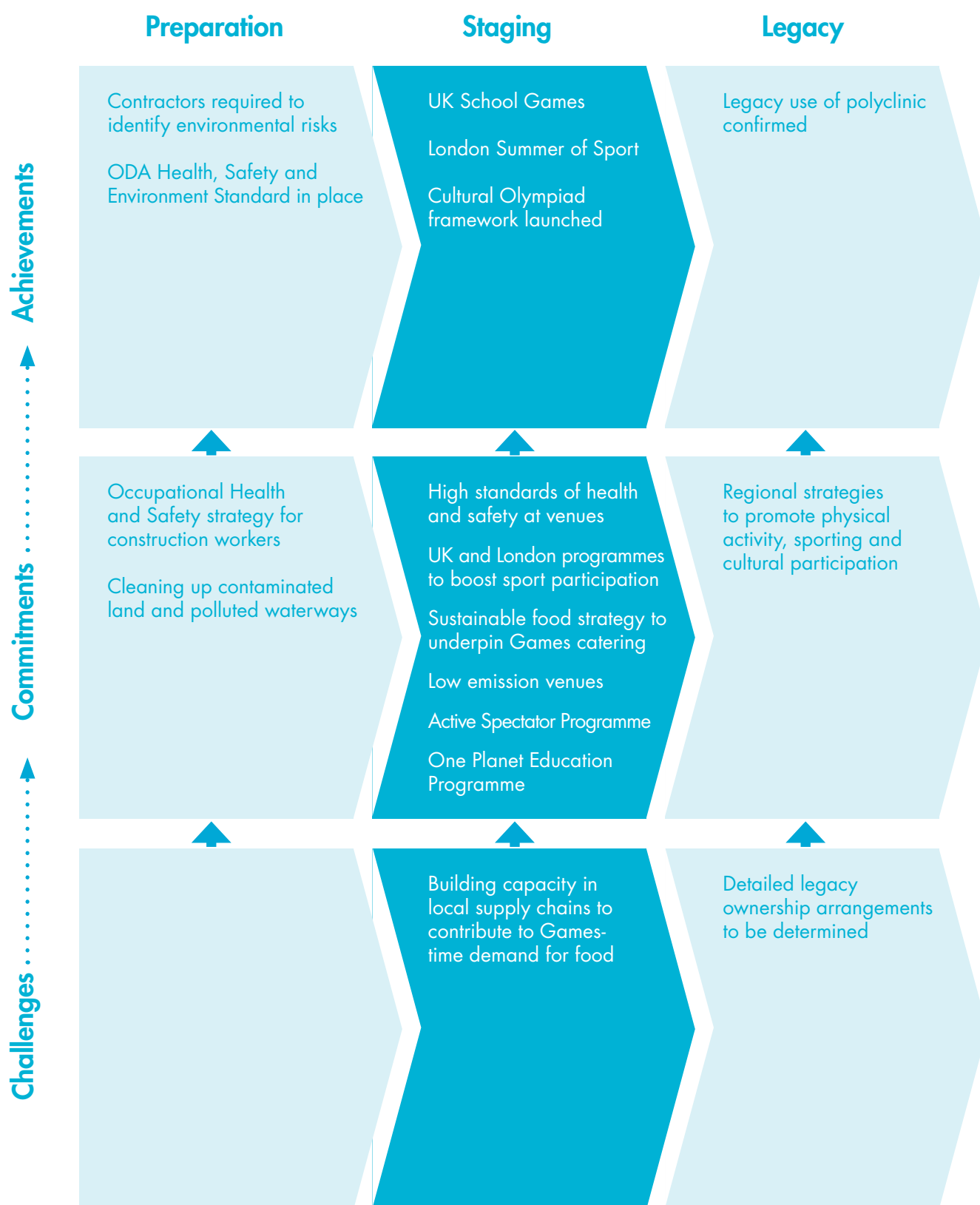
²⁴ See www.london2012.com/culture

²⁵ In September 2007 the ODA signed an agreement with construction trade unions to promote high employment standards



*healthy
living*

Healthy living: summary



Introduction and strategic approach

Living healthy lifestyles, within the resources of the planet, is an essential element of working towards a one planet 2012. Advances in public health mean that some of the greatest health benefits that we can achieve are those that are within our own control: eating well, engaging in physical activity, and living in a healthy environment are the most important things that we can do to improve our quality of life, our well-being and our happiness.

As the world's pre-eminent festival of sporting excellence, the Olympic and Paralympic Games offer huge opportunities to inspire and promote sports participation, play and other forms of physical activity, and other elements of healthy living.

The London 2012 Games also offer the chance to tackle health inequalities that profoundly affect east London's communities: people living near the Olympic Park currently have a life expectancy seven years shorter than people living in the centre of London. Improving the economic prosperity of these communities would have a major impact in redressing this balance.

Healthy lifestyles are tightly linked to other sustainability themes and to the One Planet Living® Principle of health and happiness. Access to good quality green space encourages both sports participation and play for children; walking and cycling is pollution free; healthy food from environmentally responsible agriculture is good for consumers and for the planet.

London 2012 and the London 2012 Stakeholders are committed to maximising the health benefits that the Games programme will bring – to spectators, to workers on site, to the whole UK. Key areas for action are:

- ensuring health and safety, and promoting healthy living, during construction, Games operations and decommissioning;
- cleaning up contaminated land and polluted waterways;
- ensuring that all competition venues are operated as low emission venues at Games-time (see Box 1 on transport);
- developing programmes across London and the UK (including through the Cultural Olympiad) to increase physical activity, and to boost participation in sports and physical activity;
- ensuring that the Games themselves offer a healthy and inspiring experience to spectators;
- promoting safe and sustainable food during the Games; and
- leaving a legacy of enhanced facilities for community and elite sport, and a boost to cultural participation.

Achievements

London's bid for the 2012 Games was based on realising the potential of the Lower Lea Valley. The decision to locate the Olympic Park in east London was informed by the lack of good quality open space and high quality sporting facilities in the area and is intended to boost public health as part of an integrated regeneration programme.

Meanwhile, as construction work begins on the Olympic Park site in east London, the ODA has published its Health, Safety and Environment Standard, which sets an ambition to be accident, ill health and incident free. The Standard sets a range of performance indicators, including an aim for zero fatalities and requires all design teams and contractors to work actively to reduce risk to those constructing, operating, using and maintaining new buildings and infrastructure.

The ODA is also asking top tier contractors to put in place environmental management plans, which will set out arrangements for identifying and managing risks to construction workers, and minimising disruption to surrounding residents during the construction process.



Commitments

In the coming years, the Government and Mayor of London will boost sporting participation and excellence among communities across the UK. Detailed proposals for a sport and physical activity legacy for the Games are being developed and the Legacy Action Plans being prepared by the Government²⁶ and Mayor will set out further information. It is intended that these Legacy Action Plans will be updated annually.

The BOA will also be consulting with sport and the general public for their views on whether the desired legacy outcomes are being addressed.

As well as the Health, Safety and Environment Standard set out above, the ODA is developing an Occupational Health and Safety Strategy, which will set out how the ODA will actively promote better health among its construction workforce, as well as minimising risk of injury.

During the Olympic and Paralympic Games, London 2012 will ensure the Games themselves are as healthy as possible, including through the Active Spectator Programme and Low Emissions Venues set out in Box 1.

- London 2012 will ensure high standards of health and safety at all venues; and
- A sustainable food strategy²⁷ will be developed as part of the overall Games catering strategy. An initial version will be produced in 2008, following consultations with initiatives such as London Food Link and its partner organisations, as well as catering industry experts and sponsors. This will inform the development of the food services programme for the Games.

Work is also taking place in other regions to maximise the benefits of the Games in those regions. For example Yorkshire and Humber plans to link implementation of their regional physical activity framework to Yorkshire Gold, the regional strategy for 2012.

After the Games, a number of venues will be retained in the Olympic Park available for use by local residents, and the Polyclinic (which will offer medical services to athletes during the Games) will be transformed by Newham Primary Care Trust into a new primary care centre for local people. These facilities will be set in 110 hectares of new parkland, integrated with new development and designed to promote walking and cycling. The regeneration of communities that will surround these facilities will offer a further boost to public health.

As the programmes set out above are developed and implemented, especially in the run-up to the Games, they will be closely meshed with the London 2012 one planet education programme, which will take messages about healthy living and sports participation across the UK and the world.

²⁶ Responsibility for sports policy is devolved to each of the nations and policies in Scotland, Wales and Northern Ireland may differ.

²⁷ The Sustainable Food Strategy will encompass opportunities to promote local, seasonal, organic and fair trade produce and to support viable local supply chains, while ensuring food safety.

Challenges

While the principle of the legacy facilities in the Olympic Park has now received planning permission, discussions will continue over coming years on the management and access arrangements for individual facilities. Detailed arrangements for the reuse of facilities will be developed as part of the legacy planning process.

Games-time catering will have to service a huge, temporary spike in demand – approximately 12-14 million meals will be served during the course of the Games. This will place severe pressure on supply chains. Any increased capacity of sustainable food sources will need to have realistic regard to legacy demand.





*managing
continuous
improvement*

This document offers a snapshot of a fast-moving picture, taken to reflect progress towards a one planet 2012 as of autumn 2007. London 2012 and the London 2012 Stakeholders will continue to develop and refine their policies and targets over coming years, as different elements of the programme come to the fore. Continuous improvement is fundamental to this Plan; in sustainability as in sport, we are striving for excellence.

As the road map towards a one planet 2012 is unfolded, governance arrangements will evolve. London 2012 will undergo a series of organisational changes as it moves from concept and construction, to delivery.

This chapter sets out how:

- the sustainability programme is being managed and integrated;
- performance will be measured and reported; and
- assurance will be provided to external stakeholders.

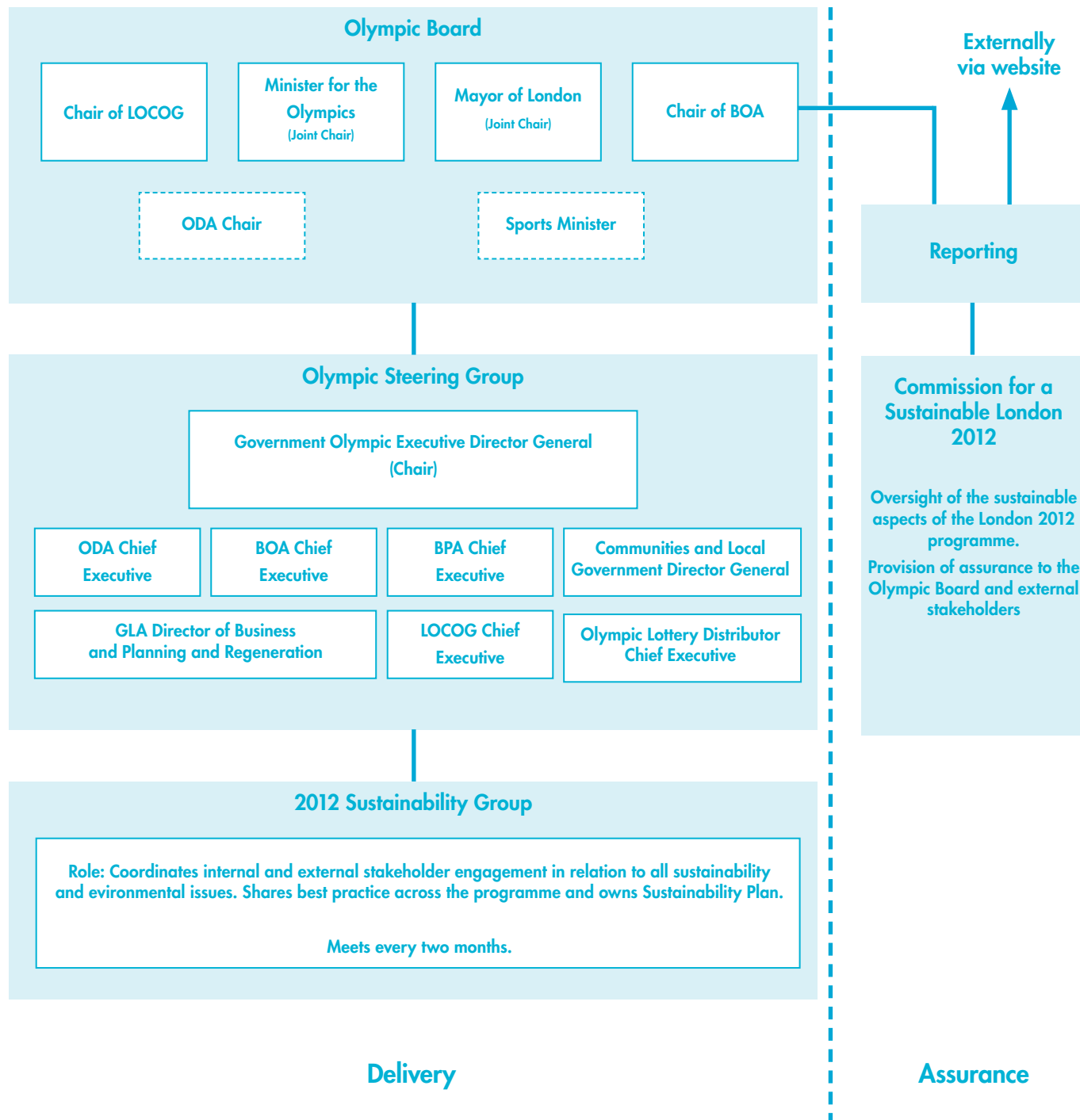
Management arrangements

Sustainability is fundamental to the vision for the 2012 Games agreed by the Olympic Board, whose members will take joint responsibility for championing sustainability within their respective organisations, and across the London 2012 programme. Figure 3 overleaf sets out the overall governance structure, which is explained further in the text that follows.

The Olympic Board is supported by an Olympic Board Steering Group and by the London 2012 Sustainability Group comprising senior representatives from London 2012 and the London 2012 Stakeholders, together with other relevant government departments, the British Paralympic Association, and (for parts of meetings) the Commission for a Sustainable London 2012. The Group meets every two months, and has an explicitly cross-programme remit to ensure that:

- this Plan is a live document, and is updated as new achievements are realised, commitments are made, and challenges emerge, with reports on an annual basis;
- performance information is collected by the relevant bodies, acted on and published; and
- individual organisations and teams operate in an integrated manner.

Figure 3: Sustainability governance structures



Within the delivery organisations, sustainability is being fully incorporated into internal management systems. These include project and venue management, information management, procurement, finance, human resources, management review and internal audit arrangements. London 2012 has been a key inspiration behind the development of BS 8901 Sustainable Event Management System. This new standard will be an important driver for continual improvement within the event management industry and London 2012 will work with BSI, venue owners/managers and major suppliers to encourage its application across the sector.

Reporting on performance and updating commitments

The London 2012 Sustainability Group will coordinate the development of performance measures to be used in assessing achievement against this Plan, and the publication of future updates on an annual basis. Performance measures and targets will be set and reviewed and progress will be reported, against all five sustainability themes.

Information on the work of London 2012 will be collated by integrated information management systems. This information will form the basis of annual performance reporting, beginning in 2008. This reporting will also be integrated with reporting from other partners.

This information will also contribute to a long-term impact evaluation study, which will capture a full picture of the environmental, social and economic outcomes of the Games. This will include London 2012's contribution to the IOC's Olympic Games Impact Study (OGI), which is currently being planned in partnership with Research Councils UK. The overall research programme is being coordinated by a newly formed London 2012 Impact and Evaluation Steering Group, which reports to the Olympic Board. The final OGI report is due to be submitted to the IOC by July 2015.

External assurance

London 2012 believes that the unique nature of the Games and the increasing profile of sustainability require an innovative and flexible approach to assurance focused on delivery and outcomes. This goes beyond conventional certification schemes, which are predicated on the need to follow prescribed approaches or specific requirements but which do not in themselves inform on performance.

To fulfil this need for credible, outcome-based assurance on the sustainability of the London 2012 programme, an independent Commission for a Sustainable London 2012²⁸ has been established. 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 will be made publicly available via its website, and the Olympic Board will respond to these reports on an annual basis. The Commission will report on:

- progress in developing policies, processes and practices to deliver sustainability objectives; and
- performance – providing an independent view on whether objectives have been met.

The Commission's first project – a governance review – will report in December 2007.

²⁸ See www.cslondon.org for details on the Commission's work, including an overview of their Assurance Framework.

Stakeholder engagement

One of the unique aspects of the Olympic Games and Paralympic Games lies in the way they can touch so many people in different walks of life. Beyond their focus on sport, the Games inspire activities in a wide range of cultural, educational, research, environmental and business spheres – and not just locally; the reach is national and international too.

The range of stakeholder groups with an interest in London 2012 is therefore huge – and welcome. Engaging with the public is a continual and major role for London 2012 as reflected in the idea that this is everyone's 2012. The focus of this section, however, is more specifically directed at non-governmental organisations (NGOs) within the 'sustainability sector'.

London 2012 has undertaken a detailed review of its engagement mechanisms with sustainability organisations as part of the development of this plan. This review, which is currently being considered by London 2012, proposes two main streams of engagement work.

- Reactive programme – system to handle questions and enquiries relating to sustainability issues.

- Proactive programme – complementary mechanisms to facilitate dialogue and engagement with stakeholders to involve them in the delivery of sustainable Games.

Given the breadth of subject area and the large number of interest groups wishing to be engaged, London 2012 recognises the need for a comprehensive programme, which will include both general and targeted initiatives. This must also be flexible to reflect the dynamic nature of the programme. A number of specialist topic working groups and expert panels have already been established (for example: for advising and developing strategies on biodiversity, carbon footprinting, waste management, sustainable food and access). These bring together representatives from NGOs, academia, social enterprises, public authorities, businesses, and London 2012 commercial partners (see also Inclusion chapter).

In addition to formal engagement structures, London 2012 will increasingly integrate sustainability components into its mainstream communications and educational and cultural activities, including the one planet projects and education programmes, roadshows and special events (see Box 5).

One planet projects programme

Box 5

The one planet projects programme will be a key mechanism for promoting sustainability. It will consist of a series of outreach projects themed on sustainability themes, operated in partnership with a variety of stakeholders, notably including WWF and BioRegional as joint originators of the 'towards a one planet 2012' concept, and London 2012 commercial partners. Examples of projects include:

- local environment programme – community-based environmental projects in the Host Boroughs surrounding the Olympic Park;
- biodiversity projects – to promote conservation of biodiversity via sport;
- carbon reduction and offset projects – UK and international;
- public participation pledge-type campaigns; and
- sustainability showcase pavilion in the Olympic Park during the Games using state-of-the-art technology and visual and performing arts to tell the one planet 2012 story.

London 2012 is also developing a one planet education programme, which will reflect the links between the Olympic ideals (fair play, cultural understanding and personal excellence), sustainable development and respect for the environment (including biodiversity and waste issues as well as climate change), and will promote environmentally responsible behaviour among spectators – in London and worldwide.

The outreach and education projects will be rolled out from summer 2008 following the Beijing Games.

Working with sponsors

London 2012's commercial partners will play a major role in helping to deliver this sustainability plan. This will be achieved in part through the supply of products and services which improve environmental performance, but also through actively engaging with London 2012 sustainability projects and using their employees, customers and supply chains to promote behavioural change.

While sponsors and official suppliers have made important contributions to environmental programmes of previous Olympic and Paralympic Games, never before has this theme been such an important theme for Games sponsorship. Since London won the right to host the 2012 Games, there has been a step change in corporate activity in the field of sustainability and this presents exciting opportunities to showcase new initiatives, practices and technologies.

All London 2012 commercial partners are required to adhere to specific sustainability policies and criteria developed by the organising committee (these generally relate to procurement, materials and waste management, and ethical trading), which are set out in the invitations to tender and subsequently incorporated into formal partner agreements following due diligence reviews of the tenders submitted.

A small number of London 2012's main partners will also have the right to use the designation 'Sustainability Partner'. This is reserved for companies which:

- supply products essential to the staging of the Games and which provide significant benefits in relation to sustainability, both within the context of the 2012 Games and generally, and assist London 2012 in achieving its sustainability goals; and
- agree to focus their partnership activation (promotional activities) on sustainability themes, including participation in specific London 2012 sustainability projects (eg: the one planet projects programme).

The first London 2012 Sustainability Partner was announced in July 2007: EDF Energy. In addition to joining London 2012, EDF Energy announced its 2012 Carbon Challenge, a consumer pledge campaign to reduce peoples' home energy carbon footprint by 15 per cent by 2012. EDF Energy aims to use its London 2012 Sustainability Partner designation to encourage millions of people to make a carbon reducing pledge by 2012.

The London 2012 Games will set new standards in sustainability, in building, in operations and in legacy. As London 2012 and the London 2012 Stakeholders develop and begin to deliver their plans, the potential and need for a one planet 2012 is becoming ever more urgent. With the assistance and goodwill of a wide range of partners, we will strive to improve our performance over coming years, and to realise our shared aspirations.



annexes

Annexe A – From One Planet Living® to legacy promises

This table shows how the principles of One Planet Living® are reflected in the five sustainability themes used in this document and in turn how these five themes underpin the legacy promises published in June 2007.

The interrelation of different principles, themes and promises is reflected in the way that certain themes recur.

One Planet Living® principles	London 2012 sustainability themes	Legacy promises
<ul style="list-style-type: none"> – Zero carbon – Sustainable water – Sustainable transport – Local and sustainable materials – Local and sustainable food 	Climate change	Making the Olympic Park a blueprint for sustainable living
<ul style="list-style-type: none"> – Zero waste – Local and sustainable materials – Local and sustainable food – Sustainable water 	Waste	Making the Olympic Park a blueprint for sustainable living
<ul style="list-style-type: none"> – Natural habitats and wildlife – Sustainable water 	Biodiversity	<p>Transforming the heart of east London</p> <p>Making the Olympic Park a blueprint for sustainable living</p>
<ul style="list-style-type: none"> – Culture and heritage – Equity and fair trade – Health and happiness 	Inclusion	<p>Transforming the heart of east London</p> <p>Demonstrating the UK is a creative, inclusive and welcoming place to live in, visit and for business</p> <p>Inspiring a new generation of young people to take part in volunteering, cultural and physical activity</p> <p>Making the Olympic Park a blueprint for sustainable living</p>
<ul style="list-style-type: none"> – Health and happiness – Local and sustainable food 	Healthy living	<p>Inspiring a new generation of young people to take part in volunteering, cultural and physical activity</p> <p>Making the UK a world-leading sporting nation</p> <p>Making the Olympic Park a blueprint for sustainable living</p>

Annexe B - London 2012 Sustainability Policy

London 2012's vision is to host inspirational, safe and inclusive Olympic and Paralympic Games and leave a sustainable legacy for London and the UK. This vision and the strategic objectives for the Games are underpinned by the principles of 'sustainable development'.

Drawing on these principles, the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) and the Olympic Delivery Authority (ODA), along with HM Government, Greater London Authority (GLA), British Olympic Association (BOA) and British Paralympic Association (BPA), are committed to working together to maximise the economic, social, health, environmental and sporting benefits the Games bring to London and the UK.

This is encapsulated by the concept 'towards a one planet 2012', which creates a powerful identity for London 2012's sustainability programme and provides a framework for achieving sustainable Games in accordance with the London 2012 Candidature commitments and with respect to Olympic ideals.

Through this sustainability policy we aim to support the following legacy goals:

- make the UK a world-leading sporting nation;
- transform the heart of east London;
- inspire a new generation of young people to take part in local volunteering, cultural and physical activity;
- make the Olympic Park a blueprint for sustainable living; and
- demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.

Whilst we will address all elements of the diverse themes which make up sustainability we believe we can make the biggest impact and achieve the most beneficial outcomes by focusing London 2012's sustainability efforts upon five headline themes.

Climate change

Climate change is a global issue. The UK is leading the world in facing up to this challenge and the Games provide a platform for demonstrating long-term solutions in terms of energy and water resource management, infrastructure development, transport, local food production and carbon offsetting.

We aim to minimise the environmental footprint and carbon emissions of the Games and legacy development, notably by optimising energy efficiency, energy demand and use of low carbon and renewable energy sources.

Waste

Our aim is for the 2012 programme to be a catalyst for new waste management infrastructure in east London and other regional venues and to demonstrate exemplary resource management practices. We will minimise waste at source, divert construction waste wherever feasible and all Games-time waste away from landfill, and promote the waste hierarchy of 'reduce, reuse, recycle' to facilitate long-term individual behavioural change.

Biodiversity

We aim to enhance the ecology of the Lower Lea Valley and other London and regional 2012 venues, and to encourage the sport sector generally to contribute to nature conservation and enhancing the natural environment.

Inclusion

We aim to host Games which promote access, celebrate diversity, and facilitate the physical, economic and social regeneration of the Lower Lea Valley and surrounding communities. This will be supported by the provision of new infrastructure and facilities, employment, training and education opportunities. Communities across the rest of London and the UK will be encouraged to identify and take full advantage of direct and indirect opportunities arising from the Games.

Healthy living

We will use the Games as a springboard for inspiring people across the country to take up sport and develop active, healthy and sustainable lifestyles.

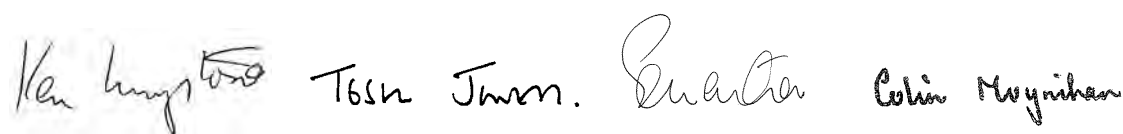
Management and delivery of sustainability

The Olympic Board together with the Boards of Stakeholder organisations will ensure the delivery against these objectives through the following measures.

- Integrating sustainability principles into the day-to-day management of LOCOG and the ODA, working closely with the Host Boroughs, the GLA Group, nations and regions, central Government, BOA, BPA, sports authorities and the International Olympic Committee.
- Developing active partnerships with non-Governmental organisations, community groups, businesses, professional bodies and academia to help leverage the opportunities provided by the Games and to utilise the power of the Olympic brand to mobilise enthusiasm and maximise benefits.
- Procuring goods, services and sponsorship sustainably with an emphasis on supplier diversity, fair employment and environmental attributes, as well as other social and ethical criteria as appropriate.
- Establishing an independent assurance function to be overseen by the London Sustainable Development Commission in partnership with the national Sustainable Development Commission and equivalent regional structures.

Progress against the overall objectives will be charted by annual sustainability reporting. LOCOG, the ODA and official stakeholders will ensure that adequate resources and personnel are engaged to deliver against the objectives. Each organisation will also have its own specific objectives, key performance indicators and targets, which will be reviewed every two years to take account of evolving policies, standards, best practices and technology.

18 October 2007

The image shows four handwritten signatures in black ink. From left to right, they are: Ken Livingstone, Tessa Jowell, Sebastian Coe, and Colin Moynihan. The signatures are written in a cursive, flowing style.

The Olympic Board (Mayor of London, Ken Livingstone; Olympics Minister, Tessa Jowell; LOCOG Chair, Sebastian Coe; and British Olympic Association Chair, Colin Moynihan).

Annexe C – Background documents and more information

London 2012 policies

- London 2012 Sustainability Policy
- London 2012 Candidate File
- Towards a One Planet Olympics
- London 2012 Culture Update – June 2007
- ODA Sustainable Development Strategy
- ODA Health, Safety and Environment Standard
- ODA Equalities and Diversity Strategy

All available at www.london2012.com

London 2012 Stakeholder policies

- London Plan
- London Waste Strategy
- London Climate Change Action Plan
- Your 2012

All available at www.london.gov.uk

- Our Promise for 2012: How the UK will benefit from the Olympic Games and Paralympic Games
www.culture.gov.uk
- Securing the future
www.sustainable-development.gov.uk/publications/uk-strategy
- Stern Report on climate change
www.hm-treasury.gov.uk
- The future role of the third sector in social and economic regeneration
www.cabinetoffice.gov.uk/third_sector/third_sector_review
- Assuring a Legacy: The Sustainable Development Assurance Framework for the London 2012 Games Programme
www.cs london.org

Further information and comments

For further information, please visit www.london2012.com

If you have any comments, please send them to enquiries@london2012.com

Annexe D – London 2012 Diversity Statement

The London 2012 Olympic and Paralympic bid promised to reach out to the youth of the world through Sport and to inspire the world through the diversity of London and the UK, with the Olympic and Paralympic ideals.

The Olympic Charter and Paralympic Constitution strongly oppose any form of discrimination but more than that, they seek to create a way of life which respects individuals, values their effort and recognises their inherent dignity.

The London 2012 Games offers an unprecedented opportunity to regenerate an area of east London that suffers from severe economic inequality and social deprivation and can produce economic and social benefits across the country.

London 2012 will live those values in everything we do.

We will:

- treat everyone involved in developing and delivering London 2012 fairly and with respect;
- be an exemplar of equality and diversity practice in our employment and recruitment, in the way we procure and deliver goods and services and how we communicate with our stakeholders and the public;
- build the Olympic Park as a model for inclusivity and accessibility;
- engage with representatives of the UK's and London's many diverse communities to understand their aspirations for the Games and how we can involve them in its development and delivery;
- encourage people across the UK and London to take pride in working together to deliver a memorable Games;

- reach out to young people across the world to inspire them with the Olympic and Paralympic ideals through encouraging participation in sport;
- promote positively the diversity of London and the UK; and
- monitor and publish what we are doing to ensure that we are delivering on this promise.

We will know we have succeeded if:

- the UK's diverse communities take part and celebrate London 2012, and the world sees and recognises the inclusion of our diverse population;
- the employment, training and business opportunities arising from the regeneration of east London are shared by all its diverse communities;
- the facilities we leave in legacy are accessible and used by all;
- the diverse communities of east London feel engaged with and have a sense of ownership to the delivery of the Games;
- all people can take pride in what has been achieved;
- young people from all communities in the UK and developing countries have greater opportunities to engage in sport and realise their potential;
- other major projects use the Games as a benchmark of excellence for inclusivity both in physical design, accessibility and social impact;
- future Olympic and Paralympic Games have equality and respect for diversity at their heart; and
- skills and experience are developed and sustained by individuals across our diverse communities.

London 2012 would like to thank our partners for their support

The London Organising Committee of the Olympic Games and Paralympic Games Ltd

Worldwide partners



Official partners



Olympic Delivery Authority

The construction of the venues and infrastructure for the London 2012 Games is funded by:



MAYOR OF LONDON







London 2012
One Churchill Place
Canary Wharf
London E14 5LN
Reception +44 (0) 0203 2012 000
Email enquiries@london2012.com
www.london2012.com

This publication is available on request in other formats. Please call 0203 2012 000 or email enquiries@london2012.com

Published November 2007. Printed by an ISO14001 certified printer using vegetable-based inks on 100 per cent recycled paper from post-consumer waste.

This document and the official Emblem of the London Organising Committee of the Olympic Games and Paralympic Games Ltd are protected by copyright.
© London Organising Committee of the Olympic Games and Paralympic Games Ltd 2007. All rights reserved.