



# Embracing Change

## Rio 2016 Sustainability Report

September 2014

"Five years have passed since Rio de Janeiro was chosen to host the 2016 Olympic and Paralympic Games. One of our main commitments was to deliver sustainable Games and we have worked extremely hard towards that goal. With a mission to promote sustainable transformation through sport, our proposal is to use the Games as a catalyst for major behavioural change for all: government, business, society and behavioural.

Over the past two years, the priority of Rio 2016 has been to develop and implement an operational plan with sustainability embedded in every stage of the process. This meant mobilising and engaging a large contingent of people to guarantee that sustainability was on the agenda of every area and it was made a part of all the decisions taken by the Committee.

I am proud to see Rio 2016 headquarters becoming a reference in sustainable and affordable construction. Rio 2016 has contributed to the creation of a Sustainable Purchasing handbook and methodology, which already is a reference for companies in several sectors. I am equally proud that we are encouraging the development of Brazilian micro and small companies.

We have a lot more work to do in the two years to come. With the Games fast approaching, confidence and enthusiasm is growing. Each passing day encourages me in my conviction that we will deliver excellent, memorable Games that will promote Brazil's global image. All this, combined with a sustainable transformation through sport, is contributing to the growth of the Olympic and Paralympic Movements."



**CARLOS NUZMAN**

Rio 2016 President

“More than organising the Olympic and Paralympic Games in 2016, we committed to a series of principles which would underpin our work, such as sustainability, accessibility, legacy, accountability and transparency.

This commitment translates into thousands of daily actions for which the main requirement is to not waste resources. It started with the decision of building only what is strictly needed, avoiding the so-called “white elephants”, venues that have no commercial viability after the Games. We are also carefully optimising services and operations to ensure that our human, material and financial resources are just right – neither wasted nor underestimated.

We plan our activities and hire people at pace with the objective to achieve full efficiency as the preparations for the Games progress. When we buy products and services, we adopt sustainability criteria, which include the origin of raw materials, the work conditions under which these products and services were working, their life-cycle during the Games, and their final destination (reuse, recycle, selling, or donation) once the Games are over.

To deliver the greatest sporting event on the planet competently and responsibly is not something that can be done without building strong partnerships. Therefore, we collaborate with a number of partners, commercial, governmental and non-governmental organisations that work alongside us daily. To work in this way, we need to guarantee a transparent, ethical and credible information flow accessible to everyone involved.

In addition to excellence, accountability and transparency, it is necessary to lead with values inherent to sport, which also form the basis of human relationships. Diversity and inclusion have become key goals for our organisation. We comply with international human rights standards, which are present in the daily activities of our employees.”



**SIDNEY LEVY**

Rio 2016 CEO

## Some Rio 2016 Games numbers

### OLYMPIC GAMES

**42** CHAMPIONSHIPS  
IN 17 DAYS

### PARALYMPIC GAMES

**23** CHAMPIONSHIPS  
IN 12 DAYS

**65**  
CHAMPIONSHIPS

**+** **45** test-events in the build up to the Games  
**4** ceremonies (Opening and Closing)  
**100** days of Torch Relay around the country

Competitions will total **5,600** hours of live broadcast, reaching  
a global viewership of **4.8 billion** people

## Some Olympic Games facts

From **5-21 August**,

Rio will receive **10,903** ATHLETES from **204** COUNTRIES

There will be **45,000** VOLUNTEERS

**25,100** ACCREDITED MEDIA PROFESSIONALS will be covering the event

**7,000** NOC DELEGATION MEMBERS will be present **+**

**3,200** TECHNICAL OFFICIALS (referees and assistants) will work at the event

## Some Paralympic Games facts

From **7-18 September**,

Rio will receive **4,350** ATHLETES from **176** COUNTRIES

There will be **25,000** VOLUNTEERS

**7,200** ACCREDITED MEDIA PROFESSIONALS will be covering the event

**3,000** NPC DELEGATION MEMBERS will be present **+**

**1,300** TECHNICAL OFFICIALS (referees and assistants) will work at the event



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# 1

## Introduction

In this chapter:

- 1.1 ABOUT THIS REPORT
- 1.2 ABOUT THE REPORTING SCOPE
- 1.3 REPORT CONTENTS

### 1.1 ABOUT THIS REPORT

This is the first of three public sustainability reports the Rio 2016 Organising Committee for the Olympic and Paralympic Games (henceforth Rio 2016) will prepare between now and its dissolution. **It covers the period between January 2012 and December 2013**, in tandem with our fiscal year. The focus is on how sustainability initiatives are being embedded throughout the planning for the Games. The second report will be published in the first half of 2016 with focus on detailed planning and operations prior to the Games. The third report will be released in the first quarter of 2017 and will focus on the actual delivery of the Olympic and Paralympic Games.

Rio 2016 is a project-based entity. We have a short life-cycle that moves from creation to termination in just seven years.

Despite being at mid-stage in our development, our goal is to build a foundation for consistent and transparent reporting. This report contains more description than hard data. We expect this balance to shift in the next two reports, as we move from the planning stage to operations, and ultimately, Games delivery.

We have used the Sustainability Reporting Guidelines of the **Global Reporting Initiative (GRI)** as our reporting template. We have added

performance measures to cover those issues most relevant to our goals and activities.

The GRI is an internationally recognised standard for corporate disclosure and reporting on non-financial performance. It is aligned with several worldwide sustainability initiatives, including the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP) and the Millennium Development Goals (further information available at [globalreporting.org](http://globalreporting.org)).

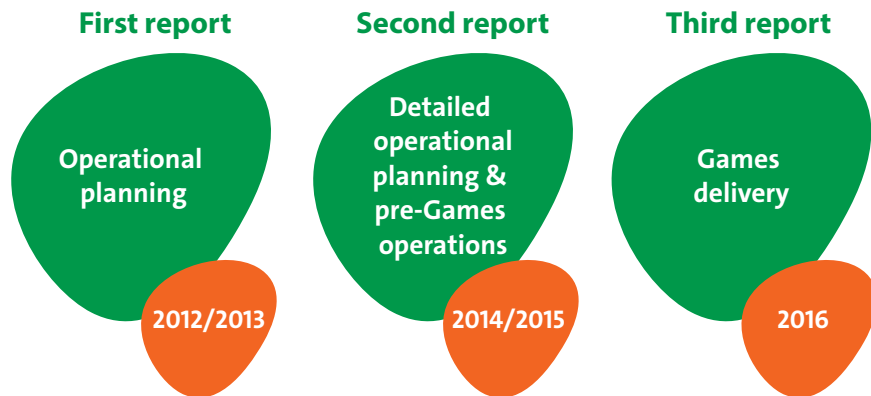
For this first report, we are applying GRI Level “B” requirements, following the GRI G3 version and the Event Organiser’s Sector Supplement for the GRI G3 standard. In the next two reports, we will use the GRI G4 version.

The report works as both a management and an accountability tool, since it will help us better understand our strengths and weaknesses, while identifying areas and opportunities for improvement.

This work builds on efforts by previous Games editions<sup>1</sup> and is an important step towards mainstreaming sustainability reporting for events. We are pleased to receive feedback from readers on this first report. How does it read? Is it comprehensive, clear and honest? Is it useful for other events? If you would like to comment, please email us at [sustentabilidade@rio2016.com](mailto:sustentabilidade@rio2016.com).

<sup>1</sup> Vancouver 2010, London 2012 and Sochi 2014 have published sustainability reports following GRI standards.

## REPORTING CYCLE



### 1.2 ABOUT THE REPORTING SCOPE

Sustainability is a broad concept, thus making it difficult to set boundaries on report content. For Rio 2016, it is especially challenging to know where to draw the line, as we collaborate with many **partners** and **stakeholders**, which makes it confusing for outside observers to know who is responsible for projects that seem connected to the Games. Readers may expect us to take account of, help support or respond to controversy on a broader range of community initiatives or public-works projects than we have responsibility for.

We have drawn our sustainability reporting boundaries around those issues and activities where Rio 2016 has **direct decision-making authority**, following the GRI predicate of a single reporting organisation. Our approach is to measure what we can control and describe what we can influence, especially where the impacts are significant. For example, we have included information on the water recycled and reused at our headquarters, but we have not include any measurements of the water recycled and reused at the construction site of the Olympic Park, because the city of Rio de Janeiro is building that venue.



## RIO 2016 CONTROL AND INFLUENCE



### Areas where Rio 2016 has/will have direct control:

- Procurement of goods and services for Games operations
- Logistics organisation of the Olympic Games, Paralympic Games and a number of test-events
- **Olympic and Paralympic client** transportation and fleet operations
- Health and safety of the Rio 2016 workforce (including volunteers)
- Operation of sport venues during the Games
- Operation of non-competition facilities at Games time
- Training of Rio 2016 workforce (including volunteers)
- Knowing the **Games-wide carbon footprint**
- **Carbon emissions** associated with Rio 2016's direct activities and budget
- Assembling and disassembling of temporary structures
- Retrofit and construction of small/medium scale temporary structures

### Areas where Rio 2016 has/will have influence:

- Raising awareness of sustainable lifestyle choices among Games spectators, sponsors and partners
- Construction of the Rio 2016 head offices, which are under the responsibility of a local company from which we rent our office space
- Construction and upgrade/improvement of the venues listed at the **Rio 2016 Matrix of Responsibility** (available at [www.apo.gov.br](http://www.apo.gov.br)), which are under the responsibility of local, state and federal governments
- Carbon emissions arising from the activities of spectators and delivery partners
- Training of Rio 2016 suppliers' workforce

### Areas that are beyond Rio 2016 control/influence:

- Construction and upgrade/improvement of infrastructure projects listed at the **Public Policy Plan** (available at [www.apo.gov.br](http://www.apo.gov.br)), which are under the responsibility of local, state and federal governments

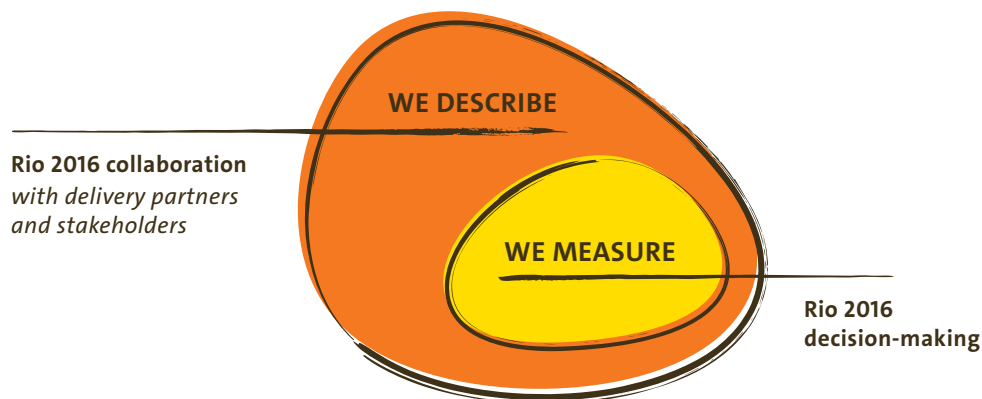
In deciding what to include in this report, we applied the principle of materiality. This means we included information that is relevant to external and internal stakeholders and could reasonably be considered to influence the decisions of Rio 2016 and affect its partners and stakeholders. To define what is material, we referred to reports of other organising committees, referenced international standards, consulted with staff from across Rio 2016 and engaged with partners and stakeholders to know their interests. **The key principles guiding our efforts on measurement and reporting are scale, significance, control and influence.**

**We tested our definition of what is material with our partners and stakeholders.**<sup>2</sup> This allowed us to improve our understanding of their expectations and to ensure that they are reflected in our sustainability efforts and reporting.

During the reporting period, Rio 2016 was essentially an office-based organisation, operating one single venue, the Rio 2016 headquarters. For the next reporting period, Rio 2016 will also operate a few sport venues during test-events. In 2016 we will be operating around 200 venues, including sport competition venues, training venues, accommodation villages, warehouses, meeting areas and multiple offices.

<sup>2</sup> A first materiality test was conducted by a third party in the context of the Olympic Games Impact Study in February 2013. Independent facilitators conducted a second materiality test during a multi-stakeholder dialogue in December 2013. (refer to chapter 2)

#### BOUNDARY SETTING AND SUSTAINABILITY REPORTING: WHAT'S IN SCOPE?



### 1.3 REPORT CONTENTS

As noted earlier, we emphasised content that reflected decision-making and the impacts and benefits in areas where we had direct authority and control. However, we also recognised that our organisation could act as a catalyst for influence over other programmes and activities.

Thus, while the main body of this report focuses on areas under our control, we describe throughout the report significant links with the programmes of Games delivery partners.

The main body of the report is divided into three parts. The first, “About us”, explains what Rio 2016 does

and introduces the organisation, its governance and the Rio 2016 Olympic and Paralympic Games, along with information on how we collaborate with stakeholders. The second part, “Doing our homework”, focuses on the actions to make Games planning and operations more sustainable. The third part, “Leveraging Change”, focuses on the actions that contribute to changing our supply-chain towards more sustainable practices and leveraging opportunities for the creation of social and economic benefits. It also describes how the Rio 2016 Games can be used as a tool to accelerate behavioural changes towards more sustainable lifestyles and help promote Olympic and Paralympic values.



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**About Us** - Who we are, what we do, how we work, who we work with

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**Doing our Homework** - How we run our own operations with environmental, social and economic responsibility

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**Leveraging Change** - How we mobilise our supply-chain and partners to raise the bar of sustainability in Brazil. How we inspire people to think, act and live in a more sustainable way



## RECURRING REPORT ELEMENTS

### ACTION TRACKER

summarises progress in the reporting period and sets goals for the next reporting period



### DASHBOARD

graphics and tables with key quantitative measures of performance



### RECOGNITION STATEMENT

information on issues or events that are not within Rio 2016's decision-making authority but influence public dialogue about the Games. These issues or events raise contextual matters that Rio 2016 must be aware of, and that readers of this report would expect us to understand



### BACKGROUND

supporting information to explain the national/local and Games-related context and challenges of selected topics



### PEOPLE IN ACTION

articles from Rio 2016 staff, partners or stakeholders that report the activities and achievements of the period, adding a personal touch to the report



# 2

## About us

In this chapter:

2.1 Who we are

2.2 What we do

2.3 How we work

A. Our sustainability strategy

B. Our sustainability management and reporting system

C. Corporate ethics

D. Transparency

2.4 Who we work with

A. Stakeholder engagement

B. Institutional partnerships

## 2.1 WHO WE ARE

Rio 2016 is a private, not-for-profit sports association formed by the Brazilian Olympic Confederations, the Brazilian Olympic Committee and Brazilian Paralympic Committee in April 2010. It was assigned the mission of promoting, organising and delivering the Rio 2016 Olympic and Paralympic Games. Rio 2016 does not have shareholders.

We report yearly on our financial performance. Audited financial statements for the years 2012 and 2013 and past financial statements can be found at [rio2016.com](http://rio2016.com).

We are committed to delivering a balanced budget for our activities — we will only spend what we raise.

We are accountable for a private-funded budget. It includes programmes and activities needed to prepare and stage the Rio 2016 Olympic and Paralympic Games. It excludes venue construction and infrastructure works, which are public and privately funded under the accountability of governmental partners.<sup>3</sup>

We raise our funding from sponsorship, ticket sales and merchandise, broadcasting revenue and contributions from the International Olympic Committee. This revenue comes in the form of cash and in kind as products and services. Rio 2016 did not receive financial

assistance from governments during the reporting period.

Much like a franchisee, Rio 2016 enjoys certain rights relating to licensing the Olympic and Paralympic brands in Brazil, which are integral elements of Rio 2016's sponsorship and licensing programmes for revenue generation. Only official sponsors, licensees and government partners formally associated with the Games may use them. We have had a strong response from the private sector and have achieved 70 per cent of our revenue sponsorship targets. For an up-to-date list of our corporate sponsors and official suppliers, please refer to our website.

Rio 2016 is responsible for the overall planning, coordination and delivery of Games operations. This includes integrating venues, sport, villages, security, Games services and broadcast functions. Given the nature of many of these activities, sustainability is a key area for consideration, and several are material to delivering our sustainability objectives. Rio 2016 is not responsible for construction work; we are only responsible for retrofitting existing structures and assembling/disassembling temporary structures.

We are collaborating with a broad spectrum of partners to deliver the Olympic and Paralympic Games. The Games-delivery partners include the federal, state and municipal governments and the Olympic Public Authority.

The Games-wide governance (henceforth "external governance") is summarised in the table on the next page.

<sup>3</sup> The venue construction budget of the Olympic and Paralympic Games of Rio 2016, called Matrix of Responsibilities, can be viewed at [http://www.apo.gov.br/downloads/matrix/201401/livro\\_matrix\\_20140128.pdf](http://www.apo.gov.br/downloads/matrix/201401/livro_matrix_20140128.pdf). The urban infrastructure budget, called Public Policy Matrix, can be viewed at <http://www.apo.gov.br/downloads/legado/legado.pdf>. The local, state and federal governments are accountable for those budgets, but they include a large share of private funding.

## RIO 2016 EXTERNAL GOVERNANCE

GAMES COMMITTEE	Quarterly (President + Governor + Mayor + Rio 2016) Strategic orientation
COORDINATION COMMITTEE	Biweekly (all levels of Government + APO + Rio 2016) Projects and Responsibility Matrix
EXECUTIVE COMMITTEE	Biweekly (all levels of Government + APO + Rio 2016) Project's monitoring and control
21 WORK GROUPS	Frequency of meetings according to the needs of the Committee's functional areas

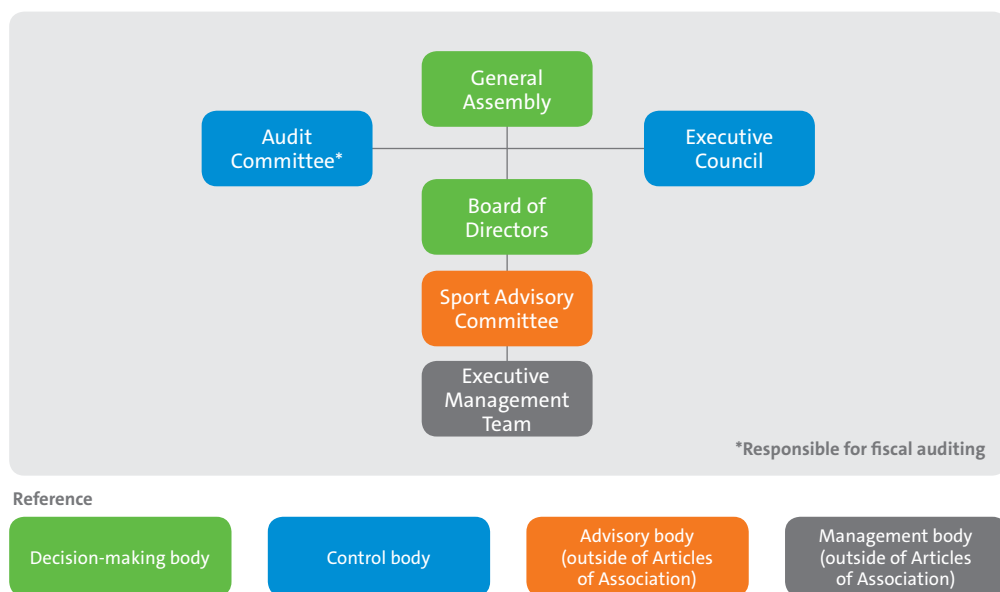
The Coordination Committee and the Executive Committee are supported by work groups. The sustainability work group is responsible for developing and monitoring the implementation of the Sustainability Management Plan, and for providing timely updates on sustainability performance to the three higher committees. It is composed of sustainability experts from all levels of government, APO and Rio 2016.

As for the internal governance, Rio 2016 is guided by a General Assembly and an

independent Board of Directors.

The General Assembly is composed of the Brazilian Olympic Confederations, the Brazilian Olympic Committee and the Brazilian Paralympic Committee. The six members of the Board of Directors are nominated by the General Assembly. The Chair of the Board and the Chief Executive Officer roles are filled by separate individuals. None of the members of Rio 2016's Board of Directors exercise a management role for Rio 2016. There are no formal mechanisms for employees to provide input to the Board.

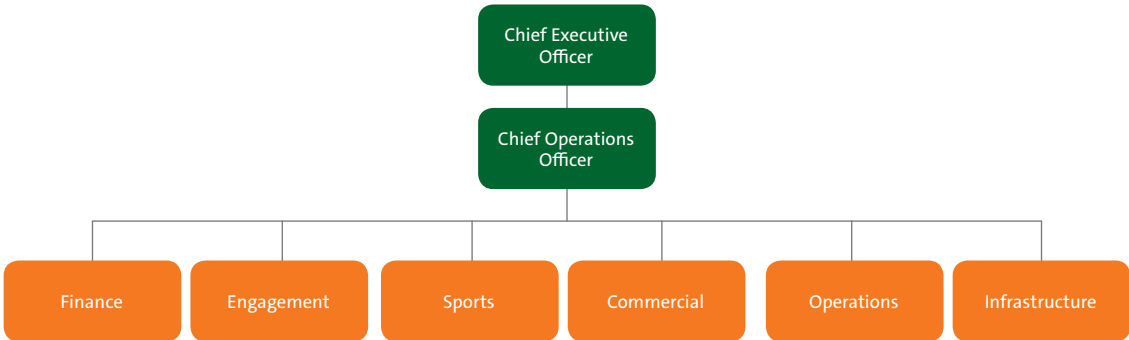
## RIO 2016 GOVERNANCE



The operational structure of Rio 2016 is headed by the Executive Management Team, which is composed of the Chief Executive Officer, the Chief Operations Officer and the directors of the six executive departments:

Finance, Engagement, Sports, Commercial, Operations and Infrastructure. The six executive departments are further divided into 56 functional areas, which are the equivalent of departments in other companies.

RIO 2016 EXECUTIVE MANAGEMENT TEAM

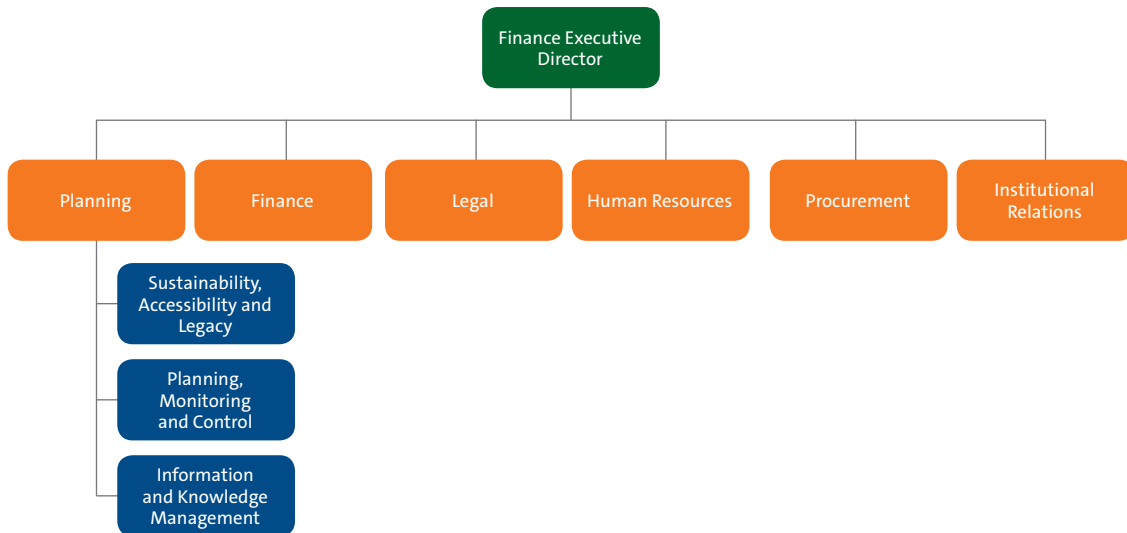


The CEO and the CFO have overall responsibility for our sustainability programme. Sustainability is embedded into internal management systems (see section 2.3). The objectives enshrined in the Rio 2016 Sustainability Management Plan are delivered across the entire organisation. It means that the procurement and logistics teams are responsible for implementing the sustainable supply-chain programme. In the same way, the food and beverage team is working to deliver the objectives related to healthy and responsibly sourced food, while the team of architects in the venues design team is working to deliver low-carbon temporary structures. The cleaning and waste

team is responsible for achieving the objectives related to recycling and waste management, and the designers of the Look of the Games team are leading the path to reduce waste generation.

A core team of sustainability experts provides technical advice and routinely supports all the functional teams in the delivery of their sustainability outcomes. As of December 2013, the team comprises a staff of eight full-time collaborators, headed by a senior employee. The core sustainability, accessibility and legacy team is part of the Planning Team, which reports to the Finance Executive Director (CFO), who in turn is a member of the Executive Management team.

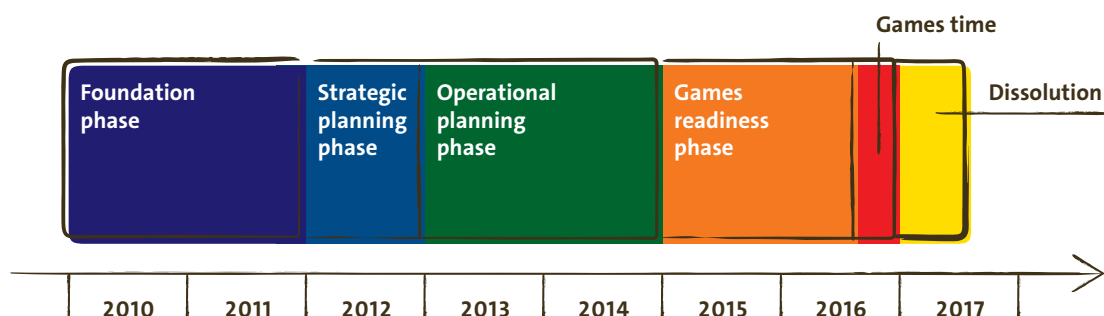
## SUSTAINABILITY SUPPORT TEAM ORGANISATIONAL POSITIONING



As noted earlier, Rio 2016 is a project-based entity. The changes that occurred in the organisation profile during the reporting period are a direct consequence of the organisation's life-cycle. We remained a small organisation throughout the period up to and right after the London 2012 Games. The focus up to that point had been on

building the organisational structure and the commercial programme, as well as developing the brand. Since 2012, the focus of Rio 2016 has switched to operational planning, and we have embarked on a period of rapid growth, with staff numbers rising quickly and set to peak at Games time (see section 3.4).

## RIO 2016 ORGANISATION LIFE-CYCLE



## 2.2 WHAT WE DO

In 2016, the greatest sporting event in the world will be staged in South America for the first time.

The operations and logistics involved in the preparation and staging of the Games are on a very large scale. There will be more than 100,000 people directly involved in the organisation of

the Games, including 70,000 volunteers. Millions of people in the city, around the country and across South America will be reached and inspired by the Games.

Over 10,500 athletes from approximately 204 nations are expected to come to Rio in August 2016, alongside thousands of media professionals, sport fans and tourists. In September 2016, Rio will welcome over 4,200 Paralympians from about 164 nations, leaving a legacy of change in the mindset and perceptions towards people with an impairment.

### SPORTS AT THE RIO 2016 OLYMPIC AND PARALYMPIC GAMES

#### OLYMPIC GAMES



Archery



Artistic gymnastics



Athletics



Badminton



Basketball



Beach volleyball



BMX cycling



Boxing



Canoe slalom



Canoe sprint



Diving



Equestrian dressage



Equestrian eventing



Equestrian jumping



Fencing



Football



Golf



Gymnastics (trampoline)



Handball



Hockey



Judo



Marathon swimming



Modern pentathlon



Mountain bike



Rhythmic gymnastics



Road cycling



Rowing



Rugby



Sailing



Shooting



Swimming



Synchronised swimming



Table tennis



Taekwondo



Tennis



Track cycling



Triathlon



Volleyball



Water polo



Weightlifting



Wrestling



## PARALYMPIC GAMES



Archery



Athletics



Boccia



Equestrian



Football 5-a-side



Football 7-a-side



Goalball



Judo



Para-cycling road



Para-cycling track



Paracanoe



Paratriathlon



Powerlifting



Rowing



Sailing



Shooting



Sitting volleyball



Swimming



Table tennis



Wheelchair basketball



Wheelchair fencing



Wheelchair rugby



Wheelchair tennis



## BACKGROUND

### The Olympic and Paralympic Movements

The goal of the Olympic Movement is “to contribute to building a peaceful and better world by educating youth through sport practised without discrimination of any kind, in a spirit of friendship, solidarity and fair play”<sup>4</sup>.

The Paralympic Movement aims to promote the values of acceptance and appreciation for people with an impairment. It builds a bridge that links sport with social awareness, thus contributing to the development of a more just society with respect and equal opportunities for all individuals.

The International Olympic Committee (IOC) acts as a catalyst for collaboration between all parties of the Olympic family: the National Olympic Committees (NOCs), the International Sports Federations, the athletes, Organising Committees for the Olympic Games (OCOGs), the Olympic partners, the broadcast partners, and the United Nations agencies. IOC seeks success through a wide range of programmes and projects. On this basis, the Committee ensures the regular celebration of the Olympic Games, supports all affiliated member organisations of the Olympic Movement, and strongly encourages, by appropriate means, the promotion of the Olympic values.

The International Paralympic Committee (IPC) is the global governing body of the Paralympic Movement. Its purpose is to organise the summer and winter Paralympic Games, as well as act as the International Federation for nine sports, supervising and coordinating world championships and other competitions. The vision of the IPC, run by 200 members, is “to enable Paralympic athletes to achieve sporting excellence and to inspire and excite the world”. Enable means “to create conditions for athlete empowerment”. To inspire and to excite means “to touch the heart of all people for a more equitable society”.

<sup>4</sup> IOC. Olympic Charter, 2013. Available on: [www.olympic.org](http://www.olympic.org).

## OLYMPIC VALUES

### Respect

Fair play, knowing one's own limits, and taking care of one's health and the environment.

### Excellence

How to give the best of oneself, on the field of play or in life, taking part and progressing according to one's own objectives.

### Friendship

How to understand each other through sport, despite any differences.

## PARALYMPIC VALUES

### Courage

It encompasses the unique spirit of the Paralympic athlete who seeks to accomplish what the public deems unexpected, but the athlete knows as truth.

### Determination

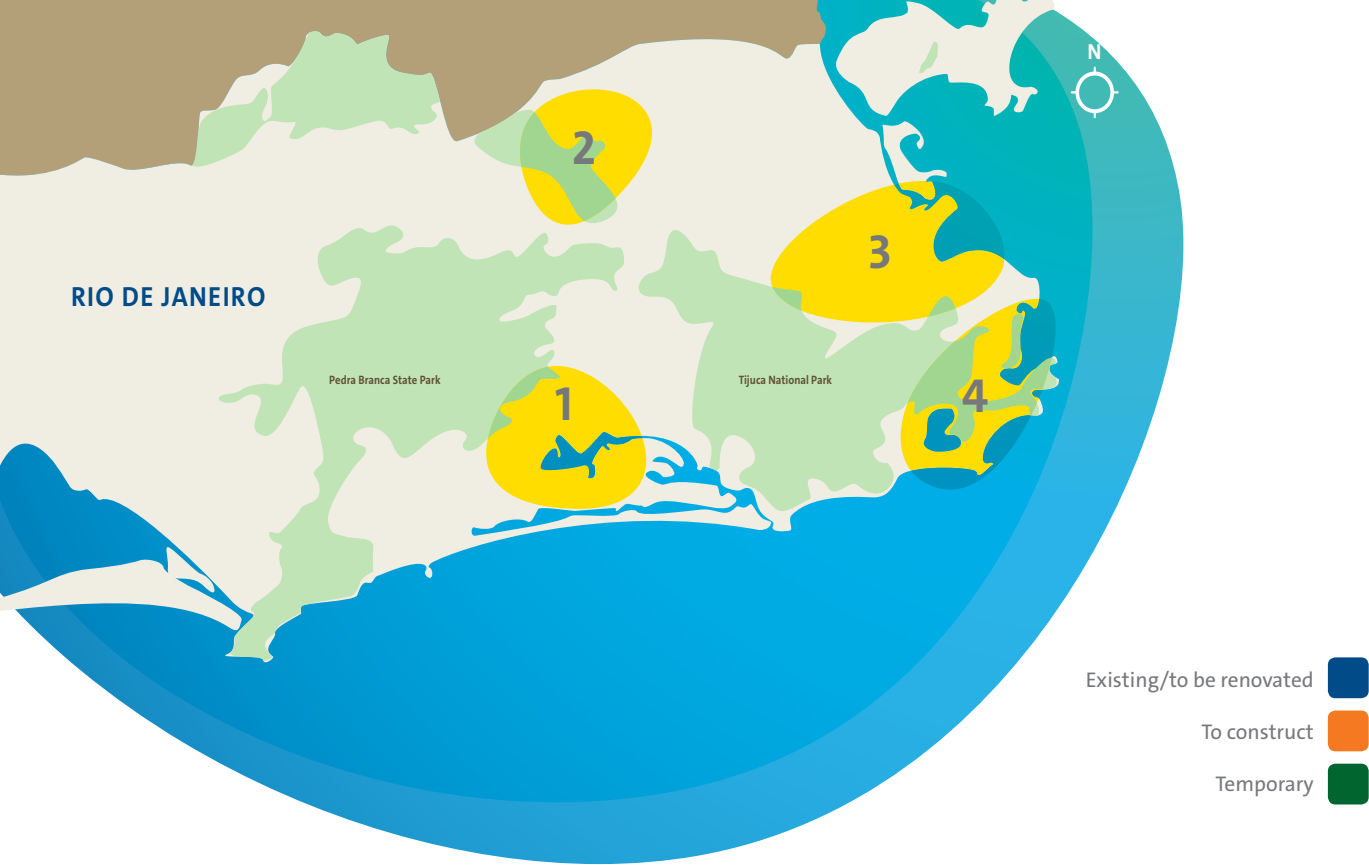
The manifestation of the idea that Paralympic athletes push their physical ability to the absolute limit.

### Inspiration

When intense and personal affection is inspired by the stories and accomplishments of Paralympic athletes, and this inspiration is reflected in one's personal life.

### Equality

Paralympic sport acts as an agent for change to break down social barriers of discrimination for people with an impairment.



1 Barra	2 Deodoro	3 Maracanã	4 Copacabana
Riocentro	Deodoro Olympic Park	J. Havelange Olympic Stadium	Lagoa Stadium
Barra Olympic Park		Maracanã	Marina da Glória
Olympic Golf Course		Maracanãzinho	Flamengo Park
		Julio de Lamare Aquatics Centre	Beach Volleyball Arena
			Fort Copacabana

### Competition venues

The venues for the Rio 2016 Games are located in four Rio de Janeiro main zones.

Among the four finalists in the selection process of the host city for the 2016 Games, Rio de Janeiro had the largest number of competition venues that were already completed.

Currently, 47 per cent of the venues required to stage the event already exist and are in operation. Several of these venues were developed or remodelled for the Rio 2007 Pan American Games and Parapan American Games.

Ten competition venues will be built, which is equivalent to 28 per cent required to stage the Rio 2016 Games. Each venue is grounded on a sound commercial plan capable of assuring their long-term sustainability, contributing to the development of

Olympic and Paralympic sport and increased participation of society as a whole.

The Olympic Training Centre (COT) joins two venues that have existed since the Rio 2007 Pan American Games and several others which are under construction at the Olympic Park of the Rio 2016 Games. After the Games, the COT will be a Brazilian and continental sport training centre. Deodoro X-Park,

home to cycling (BMX and mountain bike) and canoe (slalom) venues, will become a radical sport centre after the Games. Deodoro is strategically located in one of the most densely populated and youngest regions of Rio de Janeiro. The X-Park facilities will be added to those of the COT, generating opportunities for practice of the Games sports, as well as the possibility of expansion to other radical disciplines.



Olympic Training Centre (COT) and Olympic BMX Centre

## BARRA ZONE

### RIOCENTRO

**Pavilion 2**  
Tennis

**Pavilion 3**  
Track cycling

**Pavilion 4**  
Basketball

**Pavilion 6**  
Judo  
Wrestling (freestyle and Greco-Roman)

**OLYMPIC AND  
PARALYMPIC VILLAGE**

**OLYMPIC GOLF COURSE**  
Golf

### BARRA OLYMPIC PARK

**Olympic Tennis Centre**  
Tennis

**Rio Olympic Velodrome**  
Track cycling

**Carioca Arena 1**  
Basketball

**Carioca Arena 2**  
Judo  
Wrestling (freestyle and Greco-Roman)

**Carioca Arena 3**  
Taekwondo  
Fencing

**Future Arena**  
Handball

**Olympic Aquatics Stadium**  
Swimming  
Water polo  
(quarter-finals, semi-finals and finals)

**Rio Olympic Arena**  
Gymnastics  
(artistic, rhythmic and trampoline)

**Maria Lenk Aquatics Centre**  
Synchronised swimming  
Diving

Existing/to be renovated

To construct

Temporary

## DEODORO ZONE

**OLYMPIC SHOOTING CENTRE**  
Shooting

### DEODORO STADIUM

Rugby sevens  
Modern pentathlon (riding & combined)

### DEODORO AQUATICS CENTRE

Modern pentathlon (swimming)

### OLYMPIC EQUESTRIAN CENTRE

Equestrian (eventing, dressage, jumping)

### X-PARK

**Whitewater Stadium**  
Canoe slalom

**Olympic BMX Centre**  
BMX cycling

**Mountain Bike Track**  
Mountain bike

### YOUTH ARENA

Modern pentathlon (fencing)  
Basketball (women's preliminaries)

### OLYMPIC HOCKEY CENTRE

Hockey

Existing/to be renovated

To construct

Temporary



## MACARANÃ ZONE

### J. HAVELANGE OLYMPIC STADIUM

Athletics (track and field)

### MARACANÃ COMPLEX

#### Maracanã

Football  
Opening and closing ceremonies

#### Maracanãzinho

Volleyball

#### Julio de Lamare Aquatics Centre

Water polo (preliminaries)

### SAMBÓDROMO

Archery  
Athletics (Marathon)

Existing/to be renovated

## COPACABANA ZONE

### MARINA DA GLÓRIA

Sailing

### FLAMENGO PARK

Athletics (Race walk - event)  
Cycling (Cycling Road)

### BEACH VOLLEYBALL ARENA

Volleyball (Beach volleyball)

### LAGOA STADIUM

Rowing  
Canoe (Canoe sprint)

### FORT COPACABANA

Aquatics (Marathon swimming)  
Cycling (Cycling road - Individual  
Time Trial M & F - events)  
Triathlon

Existing/to be renovated

Temporary



In addition to Rio de Janeiro, the football competitions will take place in four other state capitals, bringing the Rio 2016 Games to other parts of Brazil.



## BACKGROUND

### **Brazil and Rio, home of the 2016 Games**

Brazil is the fifth largest country in the world, both in area (8.5 million km<sup>2</sup>) and population (201 million). Natural forests occupy about 60 per cent of the territory, while pastures constitute 20 percent of the land, and agriculture occupies only seven per cent. Its energy matrix is one of the cleanest in the world, being heavily based on hydropower.

Rio de Janeiro is the second largest metropolis in the country and the third largest in South America. Rio is widely known for its breathtaking landscapes and its people's unique "joie de vivre". A combination of lakes, oceans and lush mountains marks the natural exuberance and typical colours of the Marvellous City. Atlantic Rainforest covers more than a quarter of the city. With a stable economy, Rio de Janeiro has increasingly enjoyed its calling as a tourist destination and has become a major cultural and tourist hub in Brazil.



### Games design venues

The Olympic and Paralympic Games are the world's greatest visual events. Their visual identity must reflect the cultural aspects of both the host country and city in a relevant way. This is a major challenge – how can it be achieved? The answer is to involve as many local talents as possible, creating a multi-disciplinary vision to design a programme capable of translating Brazilian people's passion for sport and the enormous power of transformation of the Olympic and Paralympic Games. This is a primary assumption for us, and that is why our processes always involve Brazilian professionals. It is the best way to recognise the significance of national talent and leave a legacy for the Brazilian creative market.

The Rio 2016 Olympic Games emblem was unveiled at Copacabana beach on 31 December 2010, in front of almost two million people, as part of Rio de Janeiro's popular New Year's Eve celebrations.

The brand translates the Olympic spirit and the aspirations of the athletes, of Rio and the cariocas. Different countries, athletes and people are joined in a warm embrace – in an individual and collective move, which at a second glance reveals one of Rio's most beautiful icons: a vibrant Sugar Loaf, radiating joy, unity, celebration and friendship. The Rio 2016 Olympic Games emblem was designed as a sculpture, which also allows it to be displayed in three dimensions (3D).

Rio 2016 is the first ever edition of the Games to have a 3D emblem.

The winning brand design was created by Tátil, a Rio de Janeiro design agency selected from eight finalists, after a five-month selection process that initially involved 139 agencies.





Rio 2016 Paralympic emblem is a multi-sensory 3D brand

The launch of the Rio 2016 Paralympic Games emblem took place before approximately 200,000 people on 26 November 2011, at Lagoa Rodrigo de Freitas, the lagoon that is one of Rio's iconic landmarks and a venue for the rowing and para-canoe events. The brand conveys passion and transformation from the perspective of the Paralympic Movement and its values: courage, determination, inspiration and equality.

The Paralympic Games brand is an emblem that not only can be seen, but can also be experienced through a variety of senses.

The polyurethane sculpture went through a long process of 3D printing and was fitted with light sensors that activate its movement and sound when touched.

The idea of a multi-sensory 3D brand reaches out to a larger number of people, in the same spirit of inclusion we want for the Games. The emblem development was also assigned to Tátil, to ensure full integration between the visual identity of the Olympic and Paralympic Games.

The Rio 2016 font was the first design product of the Games. Specially created in 2011 as part of the Rio 2016 Games visual identity, the letters were designed with a sweeping gesture (as in graffiti), in an agile and fluid movement, reflecting not only the curves of Rio's landscape, but also hinting at the movement of the athletes. The variety of curves in the different letters has a unique informality, which is inspired by the joyfulness and warmth of the Brazilian people. The boldness of this creation is not only in the design, but also in its importance for the design market in Brazil.

**The Rio 2016 font is one of the few bespoke fonts created by a Brazilian team.<sup>5</sup>**

Another design product for the Games are the pictograms. Launched in 2013, the Rio 2016 Games have 64 pictograms – 41 Olympic and 23 Paralympic.<sup>6</sup> Sport pictograms are graphic icons which facilitate the visual identification of each sport; they are a Games tradition (all pictograms can be seen in section 2.2).

<sup>5</sup> For further information regarding the Rio 2016 font, please visit <http://www.rio2016.com/en/more-information/games-design/rio-2016-font>

<sup>6</sup> For further information regarding the Olympic and Paralympic pictograms, please visit <http://www.rio2016.com/en/more-information/games-design/pictograms>

In 2016, each Olympic and Paralympic sport will be represented by a unique pictogram for the first time in all Games editions.





## PEOPLE IN ACTION:

### Olympic and Paralympic brands recognition

In 2011 and 2012, Rio 2016 was chosen as the Regional (ES-RJ) and National Champion by the Aberje Award<sup>7</sup> (Brazilian Association of Corporate Communication Award) under the category “Branding Communication”:

- Case Champion 2011: ***“Launch of Rio 2016 Olympic Games Brand - A celebration of passion and transformation”***
- Case Champion 2012: ***“Launch of Rio 2016 Paralympic Games Brand - Passion and transformation propelling the ‘Spirit in Motion’”***

The Aberje Award was elected the most important Corporate Communication award by directors of communication of the largest companies in the country. Since 1967, it has been a benchmark of recognition for the best practices in Brazilian business communication, marking the path of professionals and their organisations as leaders of the continuous improvement of the business narrative.

Aberje is committed to spreading the references to market development and advocating on behalf of the communications professional. The success of the Rio 2016 Games depends on our ability to reach and inspire all audiences, and being recognised with these awards indicates that we are on the right track.



**BETH LULA**

Rio 2016 Branding Director

<sup>7</sup> For further information regarding the Aberje Award, please visit <http://www.premioaberje.com.br/>

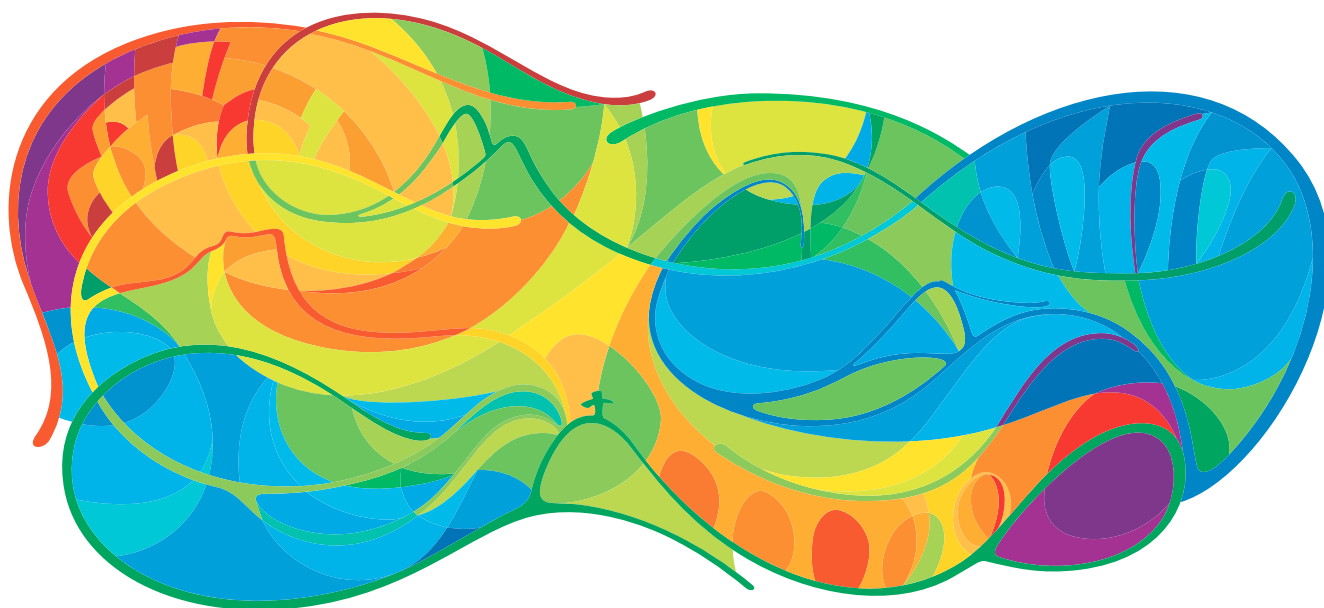
## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Olympic brand launched
- Paralympic brand launched
- Rio 2016 font launched
- Olympic and Paralympic pictograms launched

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Launch of Look of the Games
- Launch of Olympic and Paralympic mascots
- Launch of Rio 2016 Games slogan
- Launch of Olympic and Paralympic songs
- Launch of Olympic and Paralympic torch
- Launch of Olympic and Paralympic medals
- WKF uniforms
- Victory ceremonies (podium, flowers, medals, uniforms)



Look of the Games

2.3 HOW WE WORK  
A. Our sustainability strategy

Sustainability is  
in Rio 2016’s DNA.

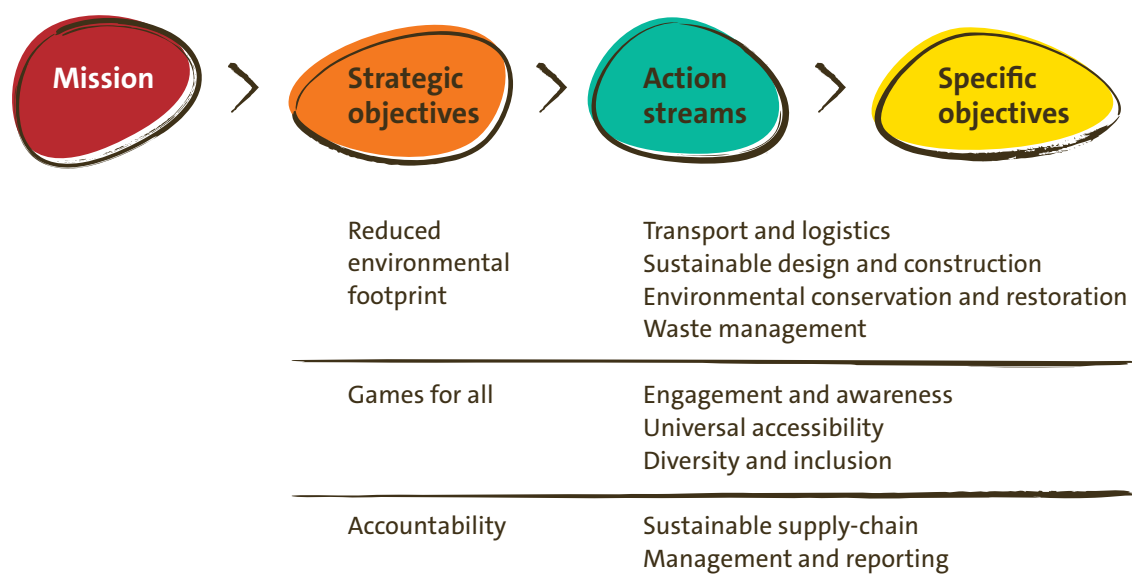
Our mission is: “To deliver excellent Games, with memorable celebrations that will enhance the global image of Brazil and **promote sustainable social and urban transformations** through sport, contributing to the growth of the Olympic and Paralympic Movements”.

Rio 2016’s delivery partners established a Games-wide sustainability strategy, which is consolidated at the Sustainability Management Plan (available at [www.rio2016.com](http://www.rio2016.com)). It is based on bid commitments, best management practices of other organising committees and input from sustainability experts and key partners and stakeholders.

The three strategic objectives were proposed as part of the Rio bid for the Olympic and Paralympic Games. They correspond to the principles of **sustainable development** ratified by the United Nations Conference on the Environment and Development Rio 1992. The objectives are:

- Planet: to reduce the environmental impact of the projects relating to the Rio 2016 Games, leaving a reduced environmental footprint
- People: to plan and deliver the Rio 2016 Games in an inclusive manner, offering access to everyone
- Prosperity: to contribute to the economic development of the state and city of Rio de Janeiro; to plan, manage and report Games-related projects in a responsible and accountable way

These strategic objectives unfold into nine action streams. Specific objectives and milestones were selected for each action stream.



The table below lists the specific objectives set out in the Sustainability Management Plan that are within the scope/responsibility of the Rio 2016

Organising Committee, and it indicates the chapter/sections of this report where performance and progress are reported.

#### RIO 2016 SPECIFIC SUSTAINABILITY OBJECTIVES

OBJECTIVE	Chapter (section)
<b>REDUCED ENVIRONMENTAL FOOTPRINT</b>	
To implement actions to reduce air pollution, including greenhouse gas (GHG) emissions	3.1 (A)
To rationalise and optimise logistics operations in the transport of people, materials and equipment	3.1 (A)
To implement criteria for the rational use of resources, efficiency and minimisation of environmental impacts	3.1
To minimise the impact on the ecosystems at the Olympic and Paralympic venues and their immediate surroundings	3.1 (B)
To manage solid waste with responsibility	3.2
To deliver a Sustainable Food Sourcing Programme which leaves a strong sustainable legacy for Brazil	3.3
<b>Games for all</b>	
To engage Games clients and stakeholders in the implementation of the Sustainability Management Plan	2.4 (A), 2.4 (B)
To develop initiatives that promote sustainability awareness and environmental education	2.3 (B), 3.5, 4.3
To deliver sustainability training and qualification for employees, volunteers and contractors	3.5
To ensure universal accessibility at all Olympic and Paralympic venues, including the surrounding areas	3.4
To ensure accessible and inclusive transport, according to the principles of universal design	3.4
To ensure accessible accommodation, according to IPC standards for the Paralympic family	3.4
To recruit a diversified workforce and foster its inclusion	3.5
To benefit people through professional skills development and career opportunities	3.5
To support and respect the protection of internationally proclaimed human rights	3.6
<b>Accountability and Responsible Management</b>	
To implement a sustainable supply-chain programme	3.1 (A)
To disseminate and promote new sustainability standards for the Brazilian event sector	2.3 (B), 2.4 (B)
To operate a certified sustainability management system, following the ABNT NBR ISO 20121 standard	2.3 (B)
To use internationally recognised methodologies, to ensure transparency and accountability in the implementation of the sustainability management plan	2.3 (B)





## BACKGROUND

### Sustainability at Olympic and Paralympic Games




Sport and Culture are the traditional pillars of the Olympic Games. At the Centennial Olympic Congress in 1994, the IOC created a new pillar, Environment, while establishing a Sport and Environment Commission.

In 1999, the IOC adopted its own version of the United Nations' Agenda 21 for Sustainable Development, called Sport for Sustainable Development. This statement outlined a programme of action for using sport to advance sustainable development. To help implement this plan, the IOC established a formal collaboration with UNEP.




The Olympic Games version of Agenda 21 has three objectives:

- To improve socio-economic conditions in host communities
- To improve Games-based practices in environmental conservation
- To strengthen the inclusion of women, youth and Indigenous peoples in the Games

Past summer and winter Olympic and Paralympic Games have applied these principles, with the focus varying in accordance to local context and needs:

	<p><b>1994 LILLEHAMMER, NORWAY</b></p> <p>The Lillehammer Games were notable for their focus on environmental conservation. The organisers collaborated with local and national authorities to elaborate guidelines that minimised the Games' impact on the natural landscape. Recycling and energy efficiency were two of the principles incorporated by the organisers in the first Games to adopt "Green Games" in their nomenclature.</p>
	<p><b>2000 SYDNEY, AUSTRALIA</b></p> <p>Sydney established a new global Olympic standard by introducing the "Green Games" concept. Aspects like soil recovery and forest conservation, waste reduction, reuse and recycling were included. The Sydney Games were the first to be audited by Greenpeace and created a model for subsequent Games, focused on waste reduction, water reutilisation and use of recyclable materials. The Sydney Games demonstrated the importance of working together with NGOs, especially in sharing information, planning and execution of the Games, and defining environmental principles for construction and goods and equipment purchases.</p>
	<p><b>2006 TORINO, ITALY</b></p> <p>The strategy adopted by the Environmental Area of the Organising Committee of the Torino Games (TOROC) was based on the life-cycle concept, and it encompassed the entire period from planning through the dissolution of the Games. The Torino Games were the first Olympic Games to earn ISO 14001, Environmental Management and Audit Scheme (EMAS) certifications. Torino purchased carbon credits to neutralise greenhouse gas emissions from the operation of venues, and additionally made small innovations in waste reduction, water conservation and sustainable construction. Among the main projects developed were "Hector", to combat climate change, incentives for sponsoring suppliers to operate sustainably and the promotion of a green seal for the tourism industry.</p>



	<p><b>2008 BEIJING, CHINA</b></p> <p>The Organising Committee for the Beijing Games worked with the United Nations Environment Programme (UNEP) to reduce emissions and increase Chinese peoples's awareness regarding environmental issues. Projects in several areas were carried out, such as treatment of effluents and solid waste; air pollution control, including industrial pollution; use of clean fuels in the entire Olympic fleet (90 per cent of buses and 70 per cent of taxis); incentives for using renewable energy; and noise control, among others.</p>
	<p><b>2010 VANCOUVER, CANADA</b></p> <p>The Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) made a commitment to invest in the sustainability of operations related to the Games. VANOC's six main priorities were:</p> <ul style="list-style-type: none"> <li>• Responsibility</li> <li>• Environmental life-cycle and impact reduction</li> <li>• Social inclusion and responsibility</li> <li>• Minority participation</li> <li>• Economic benefits</li> <li>• Sports for a sustainable lifestyle</li> </ul> <p>VANOC issued sustainability reports based on Global Reporting Initiative (GRI) standards.</p>
	<p><b>2012 LONDON, UNITED KINGDOM</b></p> <p>The London Organising Committee for the Olympic and Paralympic Games (LOCOG) considered sustainability since the start of planning. It was innovative in bringing a sustainability vision to the heart of Games-planning in a consistent and comprehensive way. It had five priority issues:</p> <ul style="list-style-type: none"> <li>• Climate change</li> <li>• Waste</li> <li>• Biodiversity</li> <li>• Inclusion</li> <li>• Healthy lifestyles</li> </ul> <p>LOCOG issued sustainability reports based on Global Reporting Initiative (GRI) standards and was the first Games to earn the ISO 20121 certification.</p>
	<p><b>2014 SOCHI, RUSSIA</b></p> <p>The 2014 Winter Games developed an ecological strategy incorporating the following elements:</p> <ul style="list-style-type: none"> <li>• Green development standard of Olympic venues</li> <li>• Use of alternative energy</li> <li>• Carbon neutrality</li> <li>• Zero waste</li> </ul> <p>In addition, Sochi made efforts to raise awareness and inspire environmentally responsible behaviour in Russia and issued sustainability reports based on Global Reporting Initiative (GRI) standards.</p>

## B. Our sustainability management and reporting system



### OBJECTIVES

- To operate a certified sustainability management system, following the ABNT NBR ISO 20121 standard
- To disseminate and promote new sustainability standards for the Brazilian event sector
- To use internationally recognised methodologies, to ensure transparency and accountability in the implementation of the sustainability management plan
- To develop initiatives that promote sustainability awareness and environmental education

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

The most relevant management system for events is ISO 20121. The Rio 2016 Games are governed by the principles defined in the ISO 20121 for the sustainability management systems for events, which are:

- Responsibility (stewardship): we take care to conduct all activities with social, environmental and economic responsibility, i.e. we seek a balance between economic rationality,

reduction of environmental negative impact and the promotion of social benefit in all decisions we make

- Inclusion: we strive for a respectful relationship with all interested parties, regardless of race, sex, age, colour, religion, sexual orientation, culture, national origin, income, disability, or any other possible grounds for potential discrimination
- Integrity (ethics): we base our actions on ethical principles, consistent with international standards of behaviour
- Transparency: we communicate in a clear, accurate, timely and honest manner about our activities that affect society, the economy and the environment, regularly publishing the results of decisions taken and their impacts

These principles are summarised in our Sustainability Management Plan and our Corporate Sustainability Policy.

## RIO 2016 SUSTAINABILITY MANAGEMENT AND REPORTING SYSTEM KEY COMPONENTS

1	<b>Sustainability Management Plan</b>	Games-wide <sup>8</sup>	<ul style="list-style-type: none"> <li>• Three strategic objectives (based on bid commitments, local and global standards)</li> <li>• Nine action streams</li> <li>• Twenty-eight Games-wide specific objectives</li> </ul> <p>Formally signed off by the Coordination Committee in March 2013</p>
2	<b>Corporate Sustainability Policy<sup>9</sup></b>	Corporate <sup>10</sup>	<ul style="list-style-type: none"> <li>• Establishes guidelines and principles required to ensure that good practices in sustainability are embedded into the full cycle of planning, staging and dissolution</li> </ul> <p>Formally signed off by the Executive Management Team in March 2014</p>
3	<b>System for Integrated Delivery of Cross-Organisational Responsibility</b>	Corporate	<ul style="list-style-type: none"> <li>• Master schedule<sup>11</sup></li> <li>• Sustainability deliverables embedded by the Project Management Office (PMO)</li> <li>• Sustainability operating policies and procedures</li> <li>• Risk management tools</li> </ul>
4	<b>Sustainability Management System</b>	Corporate	<ul style="list-style-type: none"> <li>• Establishes guidelines and actions to facilitate delivery of Rio 2016's contribution to the Sustainability Management Plan</li> <li>• Facilitates compliance with ISO 20121</li> <li>• Creates procedures and actions to operate sustainable Olympic and Paralympic Games in all of Rio 2016's activities, products and services</li> <li>• Establishes interacting elements that are used to institute policies and objectives, and the processes to achieve those objectives</li> </ul>
5	<b>Feedback</b>	Games-wide	<ul style="list-style-type: none"> <li>• From partners and external stakeholders</li> </ul>
6	<b>Monitoring</b>	Games-wide	<ul style="list-style-type: none"> <li>• Rio 2016 Executive Management Team, Board of Directors, Coordination Committee, Olympic Public Authority (APO)</li> </ul>
7	<b>Pre-Games and Games-Time Operating Support</b>	Corporate	<ul style="list-style-type: none"> <li>• Venue operating plans</li> <li>• Functional operating plans</li> </ul>
8	<b>Assurance</b>	Corporate	<ul style="list-style-type: none"> <li>• ISO 20121 certification</li> </ul>
9	<b>Communications</b>	Games-wide	<ul style="list-style-type: none"> <li>• Stories, website, presentations, stakeholders outreach</li> </ul>

<sup>8</sup> By Games-wide, we mean all projects, activities and services related to the Rio 2016 Olympic and Paralympic Games, delivered by any of the Games delivery partners.

<sup>9</sup> Refer to Appendix C.

<sup>10</sup> By corporate, we mean projects, activities and services under the responsibility and control of the Rio 2016 Organising Committee for the Olympic and Paralympic Games.

<sup>11</sup> The Master Schedule is a management tool that allows a shared planning and monitoring platform between the IOC/IPC and Rio 2016 for the Games organisation.

We have embedded the delivery of sustainability outcomes across the entire organisation.

This includes the management of projects and venues, information and knowledge, procurement and contracts, finance, human resources and legislative compliance reviews. Embedding sustainability aims at creating a culture that can withstand organisational changes and budget pressures as the programme develops.

Specific sustainability requirements were developed for 45 of the 54 FAs in October 2012, as part of the functional operating plans, and leadership was assigned to relevant functions. For example, the responsibility for the implementation of the sustainable purchasing requirements was assigned to the supply-chain team, and the delivery of a low-carbon fleet was assigned to the transport team.

Overall sustainability assurance comes from a number of different sources, which together provide a view of how we are operating an effective management system in accordance with the ISO 20121. It includes system audits, functional or programme reviews, subject specific reviews, audits of direct suppliers and contractors and audits of our extended supply-chain.

During the reporting period, the decision to seek an independent third-party ISO 20121 certification was confirmed by the Rio 2016 Executive Management Team.

The certificate is only awarded to entities that are truly concerned with sustainability measures. We want to ensure that our sustainability management and reporting system is credible, and we want to support the wider Brazilian event industry in taking up the standard through knowledge transfer and learning. Following a competitive process, we appointed SGS as our certification body. The formal certification programme will begin in early 2015.

To ensure an appropriate level of supervision, timely updates on sustainability performance and next steps are provided to the internal and external governing bodies (Executive Management Team, Board of Directors, Executive Committee and Coordination Committee). In addition, Rio 2016 provides reports every six months for the IOC and the IPC on progress against plans.

Rio 2016 has a corporate risk register in place, which identifies the likelihood and impact of risks occurring and the actions being taken to manage and minimise them. Risk assessments are updated regularly and reported to the Executive Management Team and the Board of Directors. The sustainability team ensures that significant sustainability related risks and issues are identified and maintained as part of this process, and that a precautionary approach is taken during the process.

During the reporting period, Rio 2016 has not received any fines or non-monetary sanctions concerning the event and the provision and use of its products and services and/or for non-compliance with environmental legislation, laws and regulations in general, and laws and regulations concerning marketing communications.

## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Sustainability embedded into the master schedule (June 2012)
- Coordinated the elaboration and secured Coordination Committee's endorsement of the Sustainability Management Plan (March 2013)
- Sustainability objectives and deliverable outcomes embedded into functional operational plans (March 2013)
- Participation in the model venue operating plan exercise (October 2013)
- Sustainability embedded into the risk management tool (December 2013)
- Secured Executive Management Team's endorsement of Rio 2016 Corporate Sustainability Policy (March 2014)

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Review the Sustainability Management Plan, including feedback received from partners and stakeholders
- Embed sustainability deliverables into the Project Management Office (PMO)
- Complete sustainability operating policies and procedures
- Embed sustainability into venue operating plans
- Obtain ISO 20121 certification



### C. Corporate ethics

An essential part of being an accountable organisation involves grounding all internal and external practices and behaviours in an ethical foundation.

Rio 2016 is subject to compliance with the Code of Ethics adopted by the IOC. We have also adopted our own Code of Ethics covering conflicts of interest, to which all directors and staff are subject, including a code on gifts and gratuities, an anti-corruption code and a 'speak up' policy encouraging employees to raise matters of concern. All ethical policies are subject to annual review and report to the Ethics and Conduct Committee. From the approval of the Ethics Code, in July 2013, to the end of the reporting period, we have not had any incidents of corruption or wrongdoing.

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

Prospective suppliers and licensees are also required to declare any known, perceived or potential conflicts of interest (which may include directorships, business or private relationships or existing clients). Once appointed, suppliers and licensees are required to comply with the Rio 2016 Sustainable Supply-Chain Guide (which refers to the Ethical Trading Initiative Base Code), and with our Code of Ethics.

All staff are required to complete an e-learning training module, which covers all of the ethical policies.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Developed the Rio 2016 Sustainable Supply-Chain Guide and obtained approval from the Executive Management Team (June 2012)
- Developed the Rio 2016 Code of Ethics and obtained the approval of the Board of Directors (July 2013)
- Ethics training module launched (September 2013)
- Monitored conformity to our corporate policies through internal audits and tracked the number of reportable infractions of our Ethics Code

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Continue to monitor conformity to our corporate policies through internal audits and track the number of reportable infractions of our Ethics Code

#### D. Transparency

For us, transparency means to communicate our activities that affect society, the economy and the environment in a clear, accurate, timely and honest manner, regularly publishing the results of the decisions taken and their impact.

Although a number of standards and guidelines has emerged across all areas of the events sector in recent years, the sector is still cautious in its reporting of successes and failures. External sustainability reporting is rare worldwide. External sustainability reporting before the event takes place is even rarer.

Following the example of Vancouver 2010, London 2012 and Sochi 2014, we will publish sustainability reports following the GRI guidelines before and after the Games.

This first report, the earliest ever published by a summer Olympic Games, has been developed using the GRI EOSS G3 Guidelines, checked by the GRI and found to be consistent with an application level of B. An index detailing reporting against G3 Guidelines is provided in Appendix 1. Future sustainability reports will be prepared using the GRI EOSS G4.

Another important transparency tool is the Olympic Games Impact Study (OGI Study). This is an independent evaluation of the impact of hosting the Games. The study covers a 12-year period from the start of the bidding process (2007) until three years after the Games (2019) and tracks a series of environmental, social and economic indicators. Rio de Janeiro is the second summer Games host city to work on the complete study.

The research partner responsible for conducting the study and collecting and interpreting data for the OGI reports is the Alberto Luiz Coimbra Institute of Postgraduate Studies and Research in Engineering of the Federal University of Rio de Janeiro – COPPE-UFRJ. COPPE is the leading centre of engineering education and research in Latin America. The first report was completed in 2013 and published in April 2014. The first report analyses 22 environmental indicators, 76 socio-cultural indicators and 25 economic indicators.

Rio 2016 has a transparency section on its website (Portuguese version only), where information considered to be the most relevant by our local stakeholders is presented in a simple, user-friendly way.

Another innovation brought by Rio 2016 was the publication of its complete purchase plan three years ahead of the Games.

The initiative helped the Rio 2016's Procurement and Logistics team enhance transparency and allow all potential suppliers to prepare to meet the demands of the organisation of the biggest sporting event ever held in Brazil.





## PEOPLE IN ACTION

When I decided to accept the challenge of leading the implementation of a temporary supply-chain for the Rio 2016 Olympic and Paralympic Games, I viewed it as a unique opportunity to use my 15 years of experience in Supply-Chain. There was also the possibility of applying the best practices of private companies to organising the Games supply-chain, and showing the public that it is possible to make it happen in a planned, transparent way. Above all, it would give me the chance to show that a sustainable supply-chain does not necessarily cost more.

One of our first steps was to map all needs of materials and services for the Games within the Organising Committee, from the planning phase to dissolution. The second step was to plan every acquisition. The three main objectives: 1 – to develop and attract suppliers to participate in the tendering process and guarantee competitiveness; 2 – to communicate all requirements in advance and help suppliers get the qualification needed, mainly regarding sustainability matters, and 3 – to allow total transparency on everything we are acquiring, as well as opportunities to all companies interested in being part of the Games.

Through a team of highly qualified, engaged supply-chain professionals we accomplished our goals three years before the Games, and communicated them to the market. Even though this is only the beginning, our feeling is that we have passed the first test, as companies are searching for qualification to participate in our programmes, and we have a variety of plans in action to make that happen. Therefore, we are confident that not only will we have the best suppliers for the Games, but the Brazilian market will also be stronger in the future.



**FERNANDO COTRIM**

Rio 2016 Supply-Chain Director



## 2.4 WHO WE WORK WITH

Engaging with the many different groups involved in the Olympic and Paralympic Games helps us to better understand issues and receive feedback on specific strategies, plans and activities. It is also a

key tool in achieving an accountable and transparent response to sustainability challenges. Our engagement activities have led to collaborations on shared goals with a variety of organisations and individuals.

### A. Stakeholder engagement



#### OBJECTIVE

- To engage Games clients and stakeholders in the implementation of the Sustainability Management Plan

In 2012-13, activities ranged from employee surveys, focus groups, annual multi-stakeholder consultation, *ad hoc* engagement with sustainability campaigners and opinion leaders, supplier industry workshops and establishing institutional partnerships.

We sought advice and feedback from local, national and international sustainability experts. We attended meetings with local government and non-governmental organisations, made presentations at sustainability events and held discussions with leaders in sustainability thinking. We learned

from and collaborated with previous Games organising committees. We also consulted with our corporate sponsors.

The initial focus was to identify key external stakeholders as well as opportunities to engage with them. Among the 12 classes of stakeholder groups (see table below), nine are our key client groups, i.e. those who attend the Games, such as athletes, spectators and the media, and those engaged in directly staging the Games, such as our workforce, suppliers and the international sport federations.

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

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



## DASHBOARD

### Engagement activities In 2012 and 2013

Throughout the reporting period, we conducted 261 engagement activities – of these, 59 were information-sharing events (i.e. meetings aimed at keeping people informed); six were consultations to gather and respond to input; 54 were advice-seeking events to resolve issues or plan in a strategic way, and 142 aimed at shared decision-making.

Following the release of the Sustainability Management Plan, two rounds of consultation with governmental agencies and the Rio 2016 workforce took place. The objective was to create a platform for integration, alignment and collective planning exercises for agencies that usually do not work together.

In December 2013, the first annual multi-stakeholder dialogue was conducted in partnership with the United Nations Environmental Programme (UNEP), to assess the extent to which the Sustainability Management Plan answered the concerns and expectations

of wider society, as well as to test our materiality chart. Thirty-four individuals from 24 organisations participated in the dialogue, representing environmental, sustainability, persons with an impairment, labour and human rights communities. Recommendations that came out of the event have since been incorporated into this report as well as on the revised version of the Sustainability Management Plan. Stakeholders were largely satisfied with the consultation process, but asked for a larger number of organisations to be involved in the future and for the implementation of a continuous mechanism for consultation.



Rio 2016's sustainability team exchanges ideas with stakeholders during the workshop on sustainability

Throughout 2013, a group of 20 stakeholders worked together with Rio 2016 to deliver a sustainable food strategy (refer to section 3.3). Other groups of

stakeholders focusing on specific issues will be created in 2014.

Key topics raised by stakeholder engagement:

TOPIC	Key feedback from stakeholders	Rio 2016 Response
Stakeholder and community engagement	<ul style="list-style-type: none"> <li>To reach additional stakeholders and create a mechanism for continuous engagement</li> <li>Create a contact centre to handle questions and enquiries, including those related to sustainability issues</li> </ul>	<ul style="list-style-type: none"> <li>Set up as a goal for 2014-2015</li> <li>Set up as a goal for 2014-2015</li> </ul>
Accountability and transparency	<ul style="list-style-type: none"> <li>Establish measurable targets based on clear benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>Measurable targets have been set, and benchmarks applied whenever possible</li> </ul>
Energy and climate change	<ul style="list-style-type: none"> <li>Establish carbon emission reduction targets based on the city of Rio's carbon emission reduction commitment</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
Waste management and recycling	<ul style="list-style-type: none"> <li>Work with local cooperatives of waste pickers in the Games waste management operations in a socially responsible way</li> <li>Join the Brazilian business volunteer initiative for sustainable management of solid waste</li> </ul>	<ul style="list-style-type: none"> <li>Set up as a goal for Games time</li> <li>Under discussion</li> </ul>
Environmental education and communication	<ul style="list-style-type: none"> <li>Include environmental education as a cross-cutting action stream</li> <li>Use more effective communication tools to reach out to local communities and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Set up as a goal for 2014-2015</li> </ul>
Social impact of the Games	<ul style="list-style-type: none"> <li>Include a section on the management of the social impact of the Games</li> </ul>	<ul style="list-style-type: none"> <li>This report includes information on how we manage our social impacts</li> </ul>
Diversity and inclusion	<ul style="list-style-type: none"> <li>Create a code and tools for dialogue &amp; complaints resolution on diversity and inclusion issues</li> <li>Include a sexual orientation stream into diversity and inclusion actions</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> </ul>
Business integrity and anti-corruption	<ul style="list-style-type: none"> <li>Join Brazilian business voluntary initiative for business integrity and anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Set up as a goal for 2014-2015</li> </ul>
Sustainable purchasing	<ul style="list-style-type: none"> <li>Include anti-corruption and business integrity criteria into Rio 2016 purchasing process</li> <li>Consistently check Brazilian labour practice aggravations and anti-corruption lists before awarding contracts</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Set up as a goal for 2014-2015</li> </ul>
Child and adolescent protection	<ul style="list-style-type: none"> <li>Actively engage in measures to ensure child protection, with special attention to preventing child labour and sexual exploitation of children and adolescents</li> </ul>	<ul style="list-style-type: none"> <li>Preventing child labour: completed; preventing sexual exploitation of children and adolescents: set up as a goal for 2014-2015</li> </ul>



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Completed inventory of stakeholders
- Engaged in discussions with Rio 2016 sponsors on partnerships to support our sustainability objectives
- Obtained stakeholders' feedback on the Sustainability Management Plan
- Engaged with stakeholders to involve them in the delivery of more sustainable Games as well as to share best practices

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Increase engagement frequency and expand dialogue to other stakeholders
- Continue to engage with sponsors on partnerships to support our sustainability objectives
- Obtain feedback on the sustainability report
- Adjust stakeholder engagement approaches, to ensure continual improvement, and use more effective communication tools
- Implement a contact centre to handle questions and enquiries, including those relating to sustainability issues
- Conduct two multi-stakeholder dialogues
- Conduct surveys with stakeholders to prioritise recommendations made during the multi-stakeholder dialogues

## B. Institutional partnerships



### OBJECTIVE

- To engage Games clients and stakeholders in the implementation of the Sustainability Management Plan
- To disseminate and promote new sustainability standards for the Brazilian event sector

We know that by working together with other organisations we can reach more people. In 2012 and 2013, we established five unique institutional partnerships to help foster our journey, show leadership, transfer knowledge and raise awareness about sustainability issues in the wider events sector.

#### UNITED NATIONS ENVIRONMENTAL PROGRAMME - UNEP

In August 2013, Rio 2016 signed a technical cooperation agreement with the United Nations Environment Programme (UNEP), which provides expert technical advice, the facilitation of multi stakeholder dialogues and



Rio 2016 signs technical cooperation agreement with the United Nations Environment Programme (UNEP)

behavioural change campaigns around the theme of sustainable consumption, among other activities.

UNEP has worked in partnership with the Olympic Movement over the last two decades, aiming to bring sport and environment together as a powerful tool for sustainable development. However, this is the first time a technical agreement with an Organising Committee has been set up three years before the Games, giving both organisations time to develop a strong joint work programme.

In December 2013, UNEP facilitated the first round of the multi-stakeholder dialogue. The objective of the meeting was to obtain stakeholders' feedback on the Sustainability Management Plan. The first technical advice meeting also took place in December 2013. The aim of the mission was to provide strategic

advice on the forthcoming revision of the Sustainability Management Plan.

#### **EXPO MILANO 2015 AND THE ITALIAN MINISTRY FOR THE ENVIRONMENT**

Rio 2016 has established a first-of-its-kind cooperation with Expo Milano 2015. This unique collaboration brings the biggest global sporting event and the biggest world exhibition together for the first time, with the objective of exchanging best practices and promoting a common approach, which through the cases of Rio 2016 and Expo Milano 2015 can become a starting point for future mega-events scheduled at international level.

In March 2013, a Memorandum of Understanding was signed by the Italian Ministry for the Environment with Rio 2016 and Expo Milano 2015 respectively, within the framework of the Italian-Brazilian cooperation for

environmental protection. “Politecnico di Milano”, a renowned Italian university, and “Instituto-e”, a non-profit organisation that works with sustainability in Brazil, were appointed for the implementation of these agreements. The first technical workshop took place in Milan in December 2013, focusing on the development of low-carbon and sustainable management of temporary constructions.

#### **FOREST STEWARDSHIP COUNCIL – FSC**

In December 2013, Rio 2016 and FSC Brazil started a partnership to allow all forest products that will be acquired by Rio 2016 to be certified. This is an important step towards sustainability at the Rio 2016 Olympic and Paralympic Games, which will contribute to the preservation and responsible destruction of forests. The partnership between FSC Brazil and the Organising Committee is expected to help stimulate the market for FSC certified wood in Brazil. The additional demand for certified wood and paper is likely to foster new supply-chains in Brazil and encourage the certification of additional forests.

#### **MARINE STEWARDSHIP COUNCIL (MSC), AQUACULTURE STEWARDSHIP COUNCIL (ASC), RIO DE JANEIRO STATE FISHERIES INSTITUTE (FIPERJ) AND THE RIO DE JANEIRO STATE DEPARTMENT OF REGIONAL DEVELOPMENT, SUPPLY AND FISHERIES (SEDRAPE)**

Also in December 2013, Rio 2016 signed a comprehensive agreement to support efforts to source and supply responsibly farmed and sustainable wild-caught seafood at the Rio 2016 Olympic and

Paralympic Games. This partnership provides a great opportunity to promote and reward sustainable fisheries in Brazil. ASC and MSC will be working closely over the coming years with the state of Rio de Janeiro (through FIPERJ and SEDRAP) to encourage local fisheries to participate in the third-party assessment process to ensure sustainable fish and seafood will be available for the 14 million meals that will be served during the Games.

#### **THE BRAZILIAN SERVICE OF SUPPORT FOR MICRO AND SMALL ENTERPRISES - SEBRAE**

On July 2013, Rio 2016 and SEBRAE signed an agreement of technical cooperation for the development of micro and small businesses across the country. The objective of the “SEBRAE on the Podium” project is to qualify potential suppliers of Rio 2016 to meet the demands of the event, contributing to foster the national productive chain in a sustainable way.

The work with suppliers in partnership with SEBRAE will occur on two distinct fronts: the development of micro and small businesses for direct supply to Rio 2016, and the qualification of the micro and small businesses to participate in the productive chain of large contractors of Rio 2016.

# 3

## Doing our homework

This chapter reviews Rio 2016's performance in the following areas:

### 3.1 Environmental stewardship

- A. Energy and climate change
- B. Water
- C. Air
- D. Ecosystems
- E. Soil and sand

### 3.2 Waste

### 3.3 Food and beverage

### 3.4 Accessibility

### 3.5 Good place to work



### 3.1 ENVIRONMENTAL STEWARDSHIP

The overall management of a sporting event must seek to avoid or minimise negative impacts while maximising positive ones. This is possible when pro-active impact management is implemented in the early planning stages, and subsequently throughout the project's life-cycle.

Being smart about our environmental footprint can also lead to economic benefits – for instance, more efficient energy consumption translates into reduced operating costs and greater overall energy security.

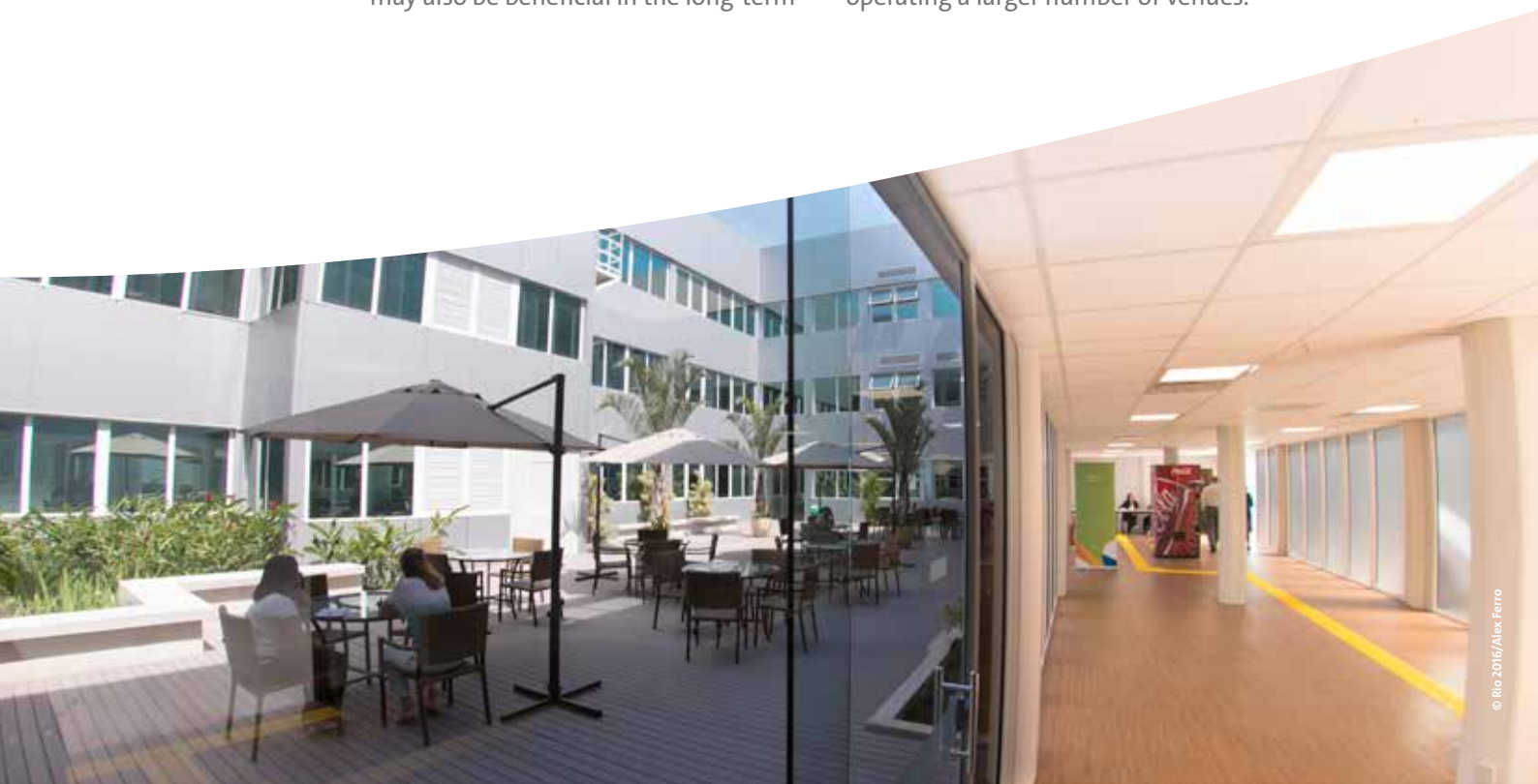
Management of impact involves four different stages:

- Avoiding impact: negative impacts can be avoided by making strategic choices (choice of site of venues, choice of technologies, size of project, type of project, etc.). Generally speaking, costs arising from sensible strategic choices are low and help avoid significant and irreversible impacts
- Reducing impact: Protective, ameliorative or corrective measures can help reduce negative impact. Such measures may increase project costs, but may also be beneficial in the long-term

- Compensating for inevitable impact: all human actions have an impact. Even if the two preceding strategies are successful, there are other impacts that cannot be avoided or are too expensive to be prevented. While compensatory measures cannot reduce these impacts, they can nevertheless balance them over time and space, for example tree planting to balance removal of trees for construction work
- Maximising positive impact: the ultimate objective is to bequeath a positive Olympic and Paralympic Games legacy in which the positive impacts outweigh the negative ones as much as possible. This requires pro-active planning and coordination

#### A. Sustainable construction

In 2012 and 2013, we were essentially an office-based organisation, as we were not responsible for any construction and we only operated one venue – our head offices. Therefore, **the quantitative indicators reported here mainly refer to our offices and to *ex-ante* estimations of Games-time activities**, while the qualitative information also takes into consideration how we are planning ahead for the next phase, when we will start operating a larger number of venues.





## DASHBOARD

### Sustainability at the Rio 2016 headquarters

The Rio 2016 headquarters reflect the Games' commitment to sustainability and concern for the legacy. Preassembled steel structures arrived ready to use on-site and came together through a simple mechanism of assembly consisting of slots. With this method, construction work was three times faster than usual, with minimal disposal of rubble. Up to 80 per cent of the modular material shall be reused in future installations.

The entire building has been designed in order to keep pace with the growth of our team, with the suitable structure and space for each working step of the Organising Committee.

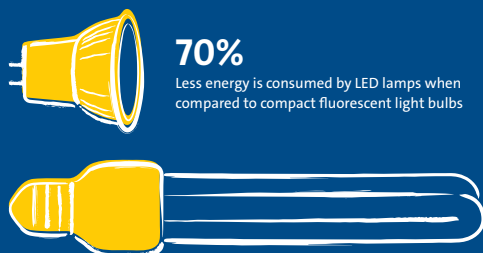
In addition, employees with disabilities work with autonomy and independence. By valuing and respecting diversity, the Rio 2016 HQ has ramps, signage in Braille, elevators and tactile floor for guidance, among other adaptations that enhance the quality of life for our entire team.

The use of glasses with a high coefficient of heat reflectivity and high transmission of light ensures the energy efficiency of the building. The office uses LED bulbs, which consume up to 70 per cent less energy than a compact fluorescent light.

The air conditioning system compressors are equipped with electromagnetic components that reduce the consumption of energy and make them more efficient and quiet than the conventional technologies. In addition, the heat generated by these compressors is used for the hot water system, which supplies the gym and kitchens. On cold days, solar power plates help heat the water without the need to drive the air conditioning compressors.

The Rio 2016 headquarters have a system to recycle rainwater for irrigation of gardens.

All furniture used in the head offices is made from certified wood, which means they are produced by companies that do not degrade the environment and contribute to the social and economic development of forest communities.



**80%**  
of the material used in the construction of our headquarters can be reused in future installations

Regarding environmental remediation, although we were not directly responsible for the construction of the head offices, an environmental manager from Rio 2016 was on site checking the compliance of our contractor with the environmental laws required, and no significant remediation related to contamination was detected.

All contractors have to comply with city, state and federal environmental laws, as well as with Rio 2016's policies and requirements. During the assembling and dismantling phase of temporary structures and the retrofit works under our responsibility, an environmental specialist will be present on site for monitoring and action in case of any remediation required. Rio 2016 will also make audits in venues located in sensitive environments.

During the reporting period, we developed a sustainability strategy for temporary structures. The Games make use of a large amount of temporary installations that are built within and aside venues to cater for Games' operational needs. The strategy aims to

help Rio 2016 venue designers comply with Rio 2016 environmental stewardship commitments. The main guidelines to be met by all projects of temporary structures are:

- design to preserve and promote local biodiversity
- avoid waste generation
- reduce the environmental footprint
- design for legacy

A checklist to monitor the practical application of the guidelines was created and will be completed for all projects during the next reporting period.

These guidelines will be complemented by two sets of requirements, the first focusing on site management during temporary structure assembly and disassembly, and the second on the purchasing of sustainable materials.





## RECOGNITION STATEMENT

### Sustainable Construction

Rio 2016 recognises that sustainable construction is a key part of the agenda of any major event such as the Olympic and Paralympic Games.

The Sustainability Management Plan established guidelines to ensure that the Games infrastructure has a minimal impact on the environment, through the maximisation of the use of existing venues, the careful design and construction planning for new venues and adherence to high environmental standards during design and construction.

Although Rio 2016 was not responsible for any construction work during the reporting period, we have engaged with the delivery partners responsible for construction works, in particular the Municipal Olympic Company (EOM) and the developers of the Olympic Golf Course, to collaborate with their sustainable construction activities. We did so by:

- Participating in weekly meetings concerning the master plan and the sustainability strategy for the Olympic Park
- Collaborating with EOM to develop the sustainability strategy and goals for temporary arenas on the following themes: water, energy, materials and waste
- Participating in design meetings to define the strategies to be adopted for LEED certification of permanent venues at the Olympic Park
- Reviewing design plans and sustainability reports during all project phases and deliverables
- Monitoring and registering the construction activities on site, initially biweekly and later monthly, to check compliance with the requirements of LEED and GEO certification as well as legislation and best practices on site management

## B. Energy and climate change



### OBJECTIVE

- To implement actions to reduce air pollution, including greenhouse gas (GHG) emissions
- To rationalise and optimise logistics operations in the transport of people, materials and equipment
- To implement criteria for the rational use of resources, efficiency and minimisation of environmental impacts
- To implement a sustainable supply-chain programme

Greenhouse gas emissions (GHG) are responsible for climate change and for the increase in severity of extreme climate events. According to the Organisation for Economic Cooperation and Development (OECD), the concentration of GHG in the atmosphere may rise to 685 ppm by 2050, threatening to disrupt the wellbeing of society, undermine economic development and alter the natural environment, making it a key concern of the 21st century.

An important element in addressing climate change is the reduction of carbon footprint. The footprint is a measure of the impact of a particular activity, project or product on the environment during its full life-cycle. When measured in terms of carbon dioxide – or CO<sub>2</sub> (the main contributor to greenhouse gas emissions), it is referred to as carbon footprint.

Olympic and Paralympic Games use a considerable amount of energy to cool buildings, run power equipment and transport people and goods. All these actions have a carbon footprint. There is also a considerable amount of carbon

embedded in goods. It means that GHG is released into the atmosphere during the production and transport of food and beverage, construction material, furniture, fixtures, sport equipment and material used in decoration and signage.

#### B.1 Our carbon management strategy

Guided by the experience of previous Olympic and Paralympic organising committees and by the input of our partners and stakeholders, we adopted a comprehensive approach to addressing climate impact.

Overall, events like the Olympic and Paralympic Games might be a small part of the global emissions profile, but they are unique in the way in which they can engage with large audiences. In addition, the increasing importance ascribed to greenhouse gas (GHG) emissions by event organisers and stakeholders provides a unique opportunity to establish meaningful and lasting carbon footprint management activities.

The principles adopted by Rio 2016 for reducing our carbon footprint are ‘understand, reduce, replace and offset’.

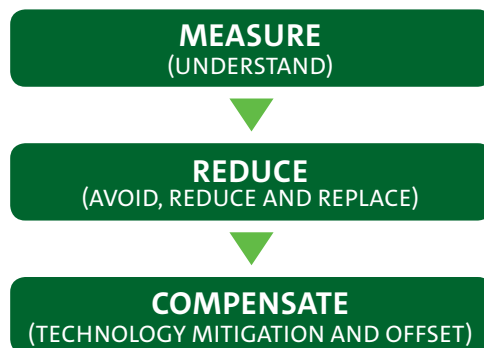
which are refined into three key primary components:

- Understand and measure our carbon footprint
- Reduce the Rio 2016 owned carbon footprint by avoiding emissions at the source, reducing emissions through efficiency measures, and replacing

unavoidable emissions through the substitution of conventional systems with lower carbon technologies

- Compensate emissions from operations and spectators through technological mitigation. Compensate emissions from venues and infrastructure construction through environmental restoration projects

#### RIO 2016 CARBON MANAGEMENT STRATEGY



This approach recognises that the Rio 2016 Games is a project, rather than a conventional organisation. All carbon emissions caused by the Games are arguably additional, so the primary focus must be to avoid emissions in the first place. This can be achieved by accurately scoping the project and eliminating potential emissions through careful planning and procurement processes. The reduction and substitution elements are mainly about driving efficiencies and using low/zero-carbon technologies wherever feasible and cost-effective. These elements are no different from any other organisational approach.

The uniqueness of the Olympic

and Paralympic Games in terms of scale and reach does, however, offer opportunities for different approaches to offset emissions. Instead of relying on conventional carbon offsetting schemes, the power of the Games to inspire change opens up a range of possible opportunities for the adoption of new initiatives around Brazil and South America that effectively reduce emissions at the source. This can be achieved by influencing the uptake of innovation and best practices, shaping the market through supply-chain interventions, inspiring behavioural change initiatives and promoting knowledge transfer.





## RECOGNITION STATEMENT

### Low-Carbon or Carbon Neutral?

We believe that a responsible approach to climate change requires the courage to avoid the temptation of using easy/quick-fix solutions. The Rio 2016 bid has stated the aim to be 'carbon neutral'.

However, since 2008, the climate change debate has progressed greatly, and there is a growing consensus that carbon neutrality is a potentially misleading term. It is especially true in the case of the Olympic and Paralympic Games, since there are no fixed boundaries on a project of this scale.

Therefore, any claim of carbon neutrality would be arbitrary and unrealistic to prove, and would not be made by Rio 2016. Thus, our objective, as stated in the Sustainability Management Plan of 2013, is to implement actions to reduce greenhouse gas (GHG) emissions, i.e. to deliver low-carbon Games, while creating lasting, beneficial legacies. In other words, we aim to provide a broad spread of benefits over the long-term, instead of simply doing a 'carbon neutral' pledge and walking away.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Completed the Games-wide carbon footprint study's first draft (December 2013)
- Defined the Rio 2016 carbon management strategy (December 2013)

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Publish the Rio 2016 Carbon Footprint Report
- Define the Games-wide compensation strategy
- Implement projects on the technological mitigation stream of the carbon management strategy
- Conclude the sensitivity analysis and calculate alternative reduction scenarios
- Refine our transport and power plans to further reduce our energy requirements and carbon emissions, and maximise the use of renewable fuels
- Publish a carbon management handbook to guide our suppliers in aligning their activities with Rio 2016's carbon management strategy
- Design a programme to showcase business innovation and tell the "low-carbon story" of the Games
- Design a campaign that uses sport and the Rio 2016 Games spotlight to create greater awareness and commitment to action on climate change in individuals and organisations
- Publish a simplified carbon footprint calculator on our website, aiming to allow "on-the-spot" calculation of the carbon footprint of corporate and test-events, and leave it as a legacy tool for small/medium-size events

## B.2 Measuring our carbon footprint

Rio 2016 is the first major event in Brazil and the second Olympic and Paralympic Games to map a complete carbon footprint over the entire project<sup>12</sup>.

The carbon footprint has been calculated as a forward looking estimate, a Games-wide 'reference footprint', for the seven-year lifetime of the project, from winning the bid in 2009 to the dissolution after the Games in late 2016, including emissions within the responsibility of all Games delivery partners and also third parties, such as spectators.

The reference footprint calculation followed the same methodology applied

<sup>12</sup> Other major events in Brazil have produced carbon footprint estimations of operations, temporary structures and spectators, but they did not include the footprint from venue and infrastructure construction.

by London 2012, as to allow consistency with past and future editions of the summer Games. London 2012 defined a well-documented methodology based on the GHG Protocol, which was designed and developed for the Olympic and Paralympic context.

The Games-wide<sup>13</sup> Carbon Footprint Study of Rio 2016 Olympic and Paralympic Games will be published separately as a technical report and can be downloaded from the Rio 2016 website: <http://www.rio2016.com/en/transparency/documents>.

## B.3 Reducing our carbon footprint

Rio 2016 has a target to reduce its owned emissions by 18.2 per cent in relation to the reference scenario. The target was decided using the city of Rio de Janeiro's high-reduction scenario for the year 2016 as a benchmark (refer to background box), following a recommendation made by our stakeholders.

<sup>13</sup> By Games-wide emissions, we mean the complete carbon footprint over the entire project, including emissions beyond the direct responsibility from Rio 2016, i.e. from other stakeholders such as governments and spectators.





## BACKGROUND

### Carbon footprint reduction scenarios for the city of Rio de Janeiro

The city of Rio de Janeiro published its carbon footprint reduction scenarios in March 2011. Three different scenarios were issued:

**Reference scenario (A):** includes all emissions that are the responsibility of the city of Rio de Janeiro, considering a “business-as-usual” situation in which no specific reduction policies are put in place.

**Low-reduction scenario (B):** includes all emissions that are the responsibility of the city of Rio de Janeiro, considering emission reductions already planned in 2011.

**High-reduction scenario (C):** includes all emissions that are the responsibility of the city of Rio de Janeiro, considering emission reductions already planned in 2011 and additional reduction measures that are still in discussion or under technical analysis. Generally speaking, the high-reduction scenario includes measures that are bolder than those included in the low-reduction scenario.

CITY OF RIO DE JANEIRO EMISSION REDUCTION SCENARIOS

Year	Reduction Scenario B related to Scenario A	Reduction Scenario C related to Scenario A
2012	8.3%	12%
2016	13.5%	18.2%
2020	13%	18.7%
2025	11.8%	17.5%

Source: Prefeitura da Cidade do Rio de Janeiro. Inventário e Cenário de Emissões dos Gases de Efeito Estufa da Cidade do Rio de Janeiro. Resumo Técnico. Rio de Janeiro: 2011.

At present, our emission reduction efforts focus on carefully planning Games operations to reduce GHG emissions at the source and implementing energy efficiency at the Rio 2016 offices. The former means to:

- avoid emissions through careful planning
- reduce embodied carbon through smart design and procurement process
- substitution of fossil fuels by renewable and alternative fuels

Products that have a high level of energy efficiency or that enable direct or indirect reductions in energy consumption will be used where possible. For products that are part of the Brazilian Labelling Programme (PBE), Rio 2016 will select products with an “A” rating on the National Energy Conservation Label (ENCE - INMETRO/PROCEL).

#### **POWER PLANNING**

We began by carefully planning primary and backup electrical power for all venues. This will allow us to reduce GHG emissions by emphasising energy efficiency and lowering the overall amount of energy required to run the Games.

Typically, the power supply for Olympic and Paralympic Games venues, as in any large-scale event, is provided by direct connection to some combination of utility electrical distribution (grid power) and temporary stationary generators.

We plan to make full use of Brazil’s advantage of having one of the cleanest energy mixes in the world.

Around 85 per cent<sup>14</sup> of Brazilian electricity power comes from renewable sources, mainly hydropower. Therefore, our target is to use as much grid energy as possible<sup>15</sup>.

We have been working with the Rio de Janeiro municipal electrical utility company to provide both the base power-supply capacity and the primary backup power to our key venues with energy from the grid. New electrical distribution lines are being installed from two different utility power substations to ensure power reliability and reduce the number of generators needed at the Olympic Park in the Barra zone.<sup>16</sup> Generators typically run on diesel fuel.

Smart engineering on temporary generators will result in significant reductions in GHG, air contaminant emissions and operating costs. A number of the generators would be deployed in a “cold standby” role, meaning that they would probably never need to run at all.

Rio 2016 has also taken on the challenge of powering the unavoidable generators with renewable and alternative fuels. The target is to use a mix of 20 per cent biodiesel in all generators. Biodiesel

<sup>14</sup> This percentage refers to electricity grid only. When considering the full energy matrix, including fuels, the percentage of renewables is 42.4 per cent. For further information regarding the Brazilian National Energy Matrix, please visit: <https://ben.epe.gov.br/>.

<sup>15</sup> The use of grid power is not feasible for temporary sites, since installing grid connections that will be underused after the Games is not justified.

<sup>16</sup> Light, the electricity provider of Rio de Janeiro, has developed an investment plan of R\$385M to ensure energy supply for the Games. The planning of additional power supply took into consideration post-Games demand. In addition to building a dedicated power substation for the Olympic Park, another six power substations are being upgraded – Itapeba, Recreio, Padre Miguel, Guadalupe, Curicica and Gardênia. For more information regarding Light please access: <http://www.light.com.br>

can be either plant-based or made of recycled cooking oil. Beyond carbon emission reduction, using biodiesel from recycled cooking oil brings additional environmental and social benefits: the recycling of cooking oil avoids the contamination of water from improper discharge (one litre of cooking oil can pollute more than 10,000 litres of water), and socially vulnerable communities can increase their income by joining recycling cooperatives.

Products that have a high level of energy efficiency or that enable direct or indirect reductions in energy consumption will be used where possible. For products that are part of the Brazilian Labelling Program (PBE), Rio 2016 will select products with an “A” rating on the National Energy Conservation Label (ENCE - INMETRO/PROCEL)



## RECOGNITION STATEMENT

### **Use of renewable energy from a primary local source**

The Rio 2016 bid included the use of renewable energy from a primary local source during the Games as a pilot project. We have been looking at different opportunities to make it happen, but so far, none have been proven to be viable.

Looking at the experience of previous Games, in particular at London 2012, a key lesson is that for major one-off events, especially in urban areas, installation of renewable energy sources is not necessarily the best approach. Real positives have been in measuring the projected carbon footprint and using this information to shape avoidance and reduction measures. The total carbon emissions avoided through these demand side measures was significantly greater than it would have been through a supply side approach focused on a primary local source of renewable energy.

In the Brazilian case, because the energy from the grid comes mainly from renewable sources, it makes even more sense to focus on a smart combination of demand and supply side measures, instead of pushing for primary renewable local sources. On the demand side, the focus is on improving energy efficiency; on the supply side, the focus is on making good use of local advantages coming from a cleaner grid energy.

## TRANSPORT PLANNING

We began planning for an efficient, reliable and accessible transport system for the Games. This system includes a target of 100 per cent public transport for spectators and workforce, reinforced by no spectator parking spaces at venues. Achieving this goal is very challenging in Rio de Janeiro. In 2008, less than 16 per cent of public transport in the city was conducted by mass rapid systems. With the investments made by the local and state governments, the plan is to achieve 60 per cent of transport by mass rapid systems by 2016 (refer to the Sustainability Management Plan for information on the legacy transport plan for Rio de Janeiro).

The next step was to optimise the Rio 2016 Games-time fleet routing, composed by buses and light vehicles used for athletes, technical officials, media and Olympic and Paralympic family transport. Optimised routing results in lower fuel consumption and fewer carbon emissions.

The substitution of fossil fuels by renewable alternatives is a key feature of Rio 2016's sustainable transport plans. For buses, we are working on making the use of biodiesel viable.

For light vehicles, the current plan determines that 80 per cent of the total fleet be flex fuel compatible, i.e. vehicles that can use up to 100 per cent of plant-based ethanol.

Other initiatives are:

- Providing information to ensure a successful use of public transport, bicycles or walking by spectators and workforce
- Encouraging the Olympic and Paralympic family to use public transport during the Games
- Using low-carbon materials for transport signage
- Stimulate the development of mobile apps related to transport and accessibility
- Facilitating bicycle lanes
- Training of drivers for economic direction
- Using tyres with better rolling resistance
- Waste, water and energy efficiency measures at bus garages
- Hiring local workforce, allowing more people to use non-motorised transport

## TEMPORARY STRUCTURES PLANNING

The Games use a large amount of temporary structures. These are civil works and installations (tents, containers, barriers, stands, fields of play) that are built within and aside venues to cater for Games operational needs.

The first step to reduce temporary structure emissions is to reduce the scope of the project, and thereby eliminate unnecessary materials and energy use.

For example, the floor area requirement for the temporary structures at the Athletes Village has already been reduced by 52 per cent.

Smart design choices also allow efficient use of existing materials, including modular structures, to reduce the amount of customised manufacture for the Games. This approach enables us to maximise the hiring of materials, such as tents, seating, boundary and service integration.

Opportunities to use alternative materials, such as tents with a bamboo structure, seats with recycled content, wood containers, concrete barriers made of recycled aggregate and carpet and vinyl flooring made with recycled content are also being taken into consideration by the design teams.

#### **LOOK OF THE GAMES MATERIALS' PLANNING**

The expression "Look of the Games" reflects the diverse graphic and design elements that compose the Olympic and Paralympic Games visual identity. The Look of the Games has an important role concerning materials and embedded carbon, since it uses a large amount of materials.

For the past two years, the design team for the Look of the Games programme has carried out a careful search of materials to identify options that could be used in the production of Look elements, taking into consideration their origin, composition, market availability and conditions to be truly recycled or reused.

In 2013, an external expert was hired to make a simplified life-cycle analysis of a list of several potential materials that could be used in the Look of the Games, signage and ceremony programmes. The analysis considered six criteria: renewable resources and/or recycled content, embodied carbon/energy, origin, toxicity and disposal.

As a next step, all of these materials will be tested for quality and performance. A new sustainability evaluation will be made after the tests, considering painting/coating types and opportunities for recycling.

#### **B.4 Energy Consumption and Saving**

In February 2013, we moved to a new head office in the centre of Rio de Janeiro.

Olympic and Paralympic Games are typically headquartered at hired office spaces that tend to have underutilised space for a period of time until the head count peaks to achieve the office capacity. Rio 2016's head offices are a temporary modular structure whose expansion follows the head count growth, allowing us to reduce underutilised space and eliminate unnecessary materials and energy use.

The building was designed according to energy efficiency principles such as optimisation of natural light, use of efficient lighting and an improved air conditioning system, to use less energy and emit fewer overall GHG. The type of glass used in the windows helps control the sunlight and keeps the heat outside, reducing the need for air conditioning. The chiller system used for the HVAC system consumes 50 per cent less energy compared to the BAU equipment quoted during the initial building design. The LED lighting project achieved a 70 per cent energy consumption reduction compared to the initial fluorescent lighting project. We also use energy-efficient office equipment.

Rio 2016's head offices have two groups of generators of 750 KVA, with a capacity of 460 litres of fuel each, used

as a backup power source. Solar heaters are used to heat water for the showers in the building. Rio 2016 did not control/own any vehicles during the reporting period.

In 2012, utilities were managed centrally by the proprietors at each of Rio 2016's offices<sup>17</sup>. The electricity data for

<sup>17</sup> In 2012, Rio 2016 used three rented office spaces located in the west zone of Rio (in the Barra region). Data provided by proprietors was not sufficiently reliable to be reported.

Rio 2016's head offices for 2013 has been obtained<sup>18</sup>.

Energy consumption at Rio 2016's headquarters:

Year 2013: 1,857,165 KWH

<sup>18</sup> Data on energy consumption for 2013 is of moderate reliability. From January to March 2013, Rio 2016 used three rented office spaces and data provided by proprietors is considered of low reliability. Data from July to December is of high reliability, and thus was used as a basis to estimate consumption in April and May.

### C. Water



#### OBJECTIVE

- To implement criteria for the rational use of resources, efficiency and minimisation of environmental impacts

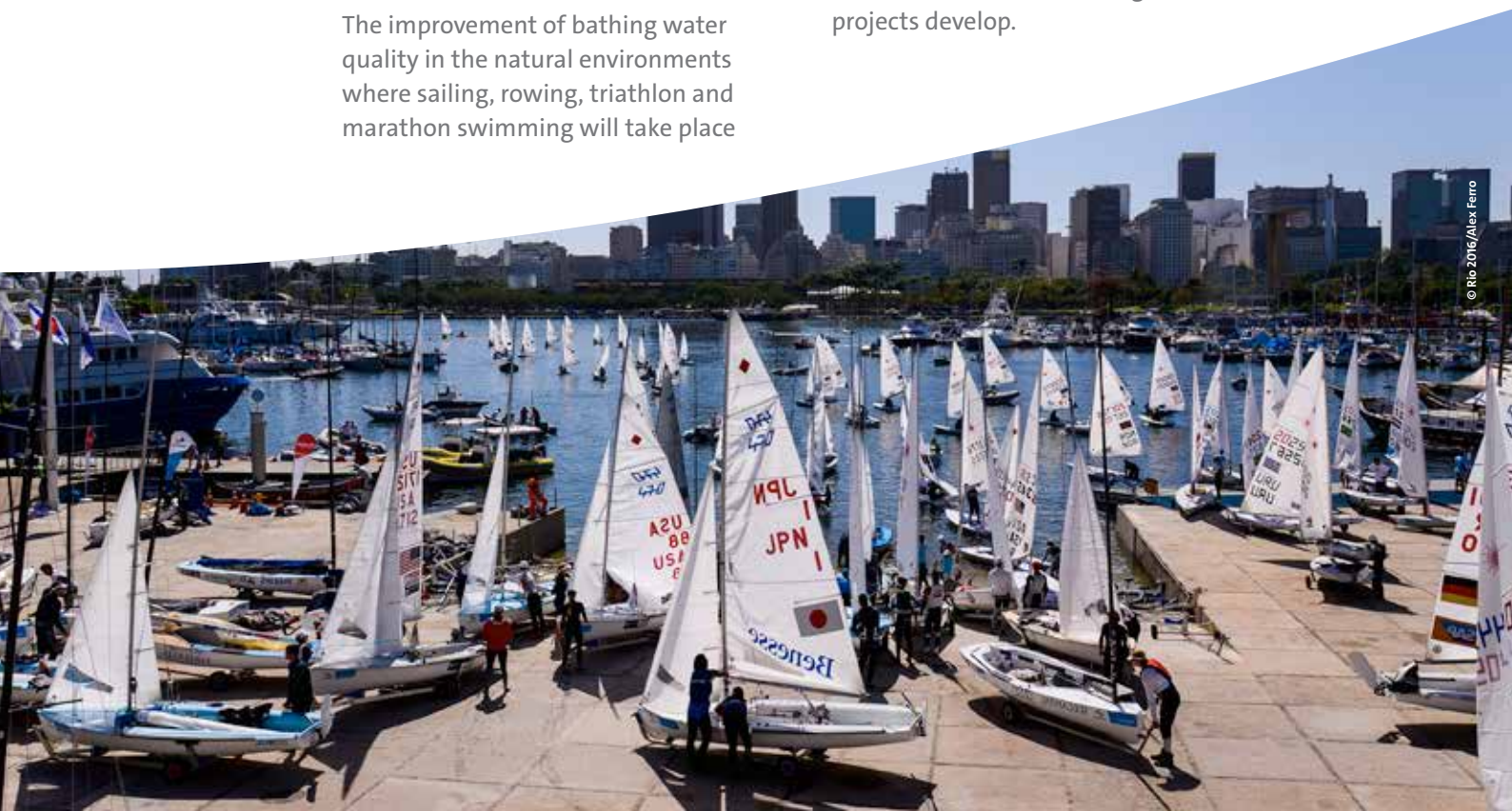
Rio 2016's actions related to stewardship on water resources are focused on two action streams:

- Follow the monitoring of bathing water quality at relevant competition areas
- Planning for an efficient use of water in the venues managed by Rio 2016

The improvement of bathing water quality in the natural environments where sailing, rowing, triathlon and marathon swimming will take place

is a responsibility of the Municipal and State Governments of Rio de Janeiro.

Rio 2016's role is to follow the water quality monitoring for the Guanabara Bay, Copacabana beach, and the Rodrigo de Freitas, Jacarepaguá, Tijuca and Marapendi lagoons on a regular basis, and to assess trends as the governmental projects develop.







## RECOGNITION STATEMENT

### Water quality at Guanabara Bay

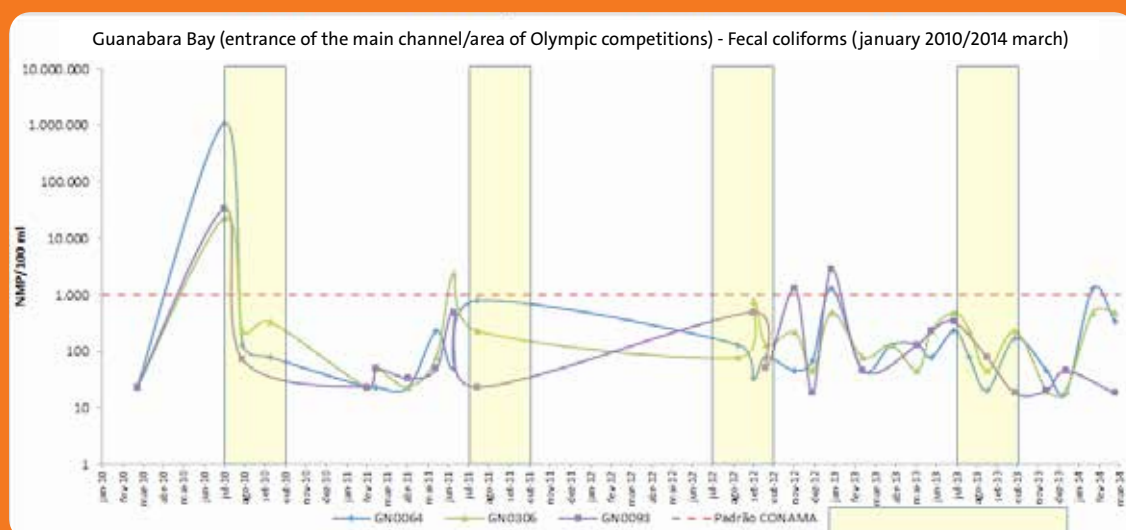
Concerns over the water pollution of the Guanabara Bay, the beaches and lagoons of Rio de Janeiro, and the potential impact for athletes competing in those waters have been raised since Rio bid for the Olympic and Paralympic Games.

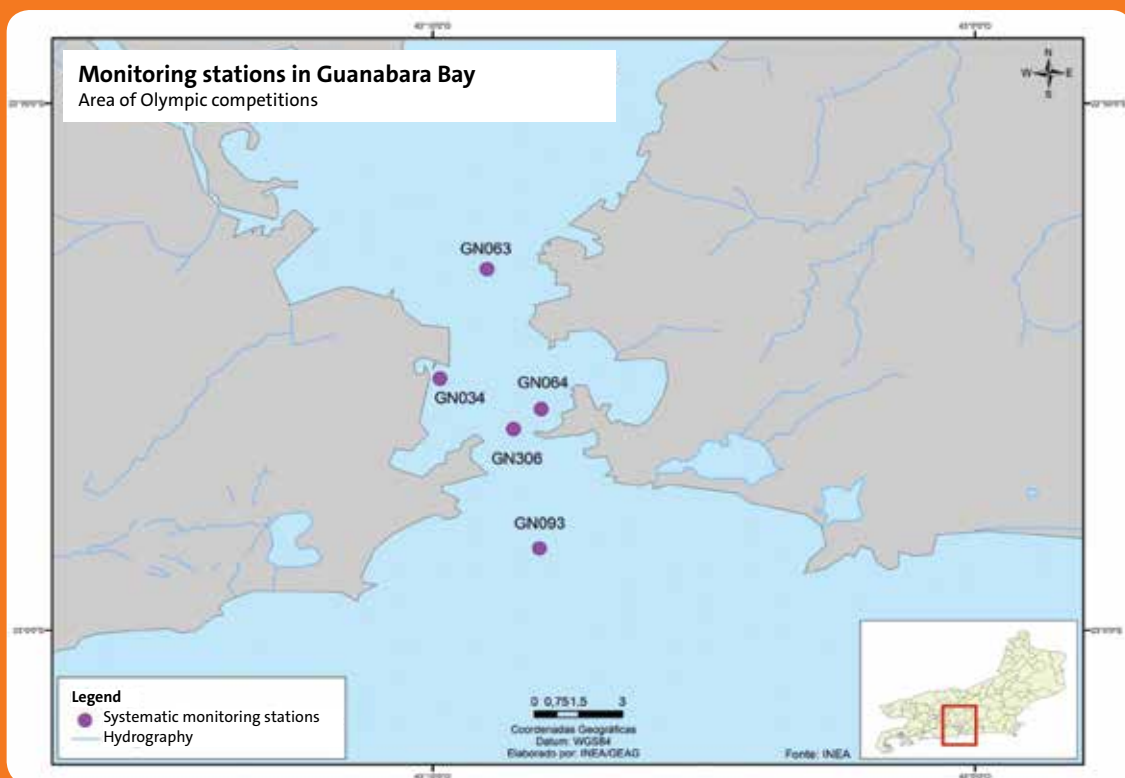
The decision to host sport-based competitions on natural water bodies in the Rio 2016 Games included, from the start, a commitment from the Municipal and State Governments of Rio de Janeiro to put together a combined effort from a number of public agencies to improve the environmental sanitation of Rio's main natural water bodies.

The health and welfare of the athletes is always Rio 2016's top priority, and we are carefully tracking progress and assessing the situation so that the water conditions during the Games and official test-events will enable athletes to compete to the very best of their ability.

The Games are an opportunity to accelerate the environmental recovery of the Guanabara Bay. The State Government of Rio de Janeiro has an integrated environmental sanitation plan in place for the region, with 12 actions currently being implemented to bring long-lasting improvements to the water quality, including the expansion of sewage collection and treatment, flood prevention and improvement of waste collection and treatment. These programmes are already producing results: sewage treatment rates jumped from 12 per cent in 2007 to around 50 per cent in 2013, and will increase to 70 per cent by 2016.

The water quality in the Guanabara Bay at the main competition areas is within Brazilian standards for bathing (which are equivalent to those adopted in the USA) since 2011, as showed in the graphic bellow.





The water quality inside Marina da Glória was not monitored on a regular basis during the reporting period. A monitoring routine for Marina da Glória will be put in place in April 2014. An infrastructure project to upgrade the sewage and rainwater collection systems to avoid contamination of the area is scheduled to be completed by June 2015.

Complementary measures to reduce floating debris will also be put in place, including 18 eco-barriers in rivers and 10 new eco-boats that will collect floating debris, which are due to begin operating in 2014, aiming to ensure excellent conditions for the Olympic and Paralympic competitions.

Regarding the optimisation of water in the venues operated by Rio 2016, we are planning on adopting technologies that maximise efficiency and the rational use of water, by procuring water-efficient equipment and commodities, and best practice management techniques.

**We are challenging suppliers to reduce water use**

For example, potential suppliers of temporary buildings and toilets will be required to use low-flow taps, dual-flush and low-capacity toilets. We are also working with potential catering service providers and hotels under contract to help them reduce the consumption of water and avoid water pollution. These actions are related to training the workforce and the dissemination of relevant information among users.



Communication related to the rational use of water among Games clients, such as spectators, workforce, athletes, and others, can also produce positive results in water saving.

We will comply with all city, state and federal laws and regulations regarding effluents in all venues we operate.

During the reporting period, we implemented a series of water saving measures at the Rio 2016 offices. The main one was to install a rainwater collection and reuse system, which is used for the cooling of the air

conditioning system as well as to water the gardens.

Among other measures to reduce water consumption, we installed motion sensors in the taps and urinals, and we use dual-flow and low-capacity toilets. We also implemented a procedure of not washing floors with running water (the standard practice in Brazil), but mopping them instead.

All the kitchens are equipped with drinking fountains. Bottled water is only provided at a few corporate events and in one meeting room.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Assessed water quality monitoring data for the natural environments where sailing, rowing, triathlon and marathon swimming will take place
- Engaged with governmental partners to track progress on their integrated plan to advance the environmental sanitation of Rio's main natural water bodies
- Implemented a rainwater collection and reuse system at our head offices
- Implemented measures to ensure rational use of water at our head offices
- Agreed on water saving requirements for all suppliers and contractors directly procured by Rio 2016

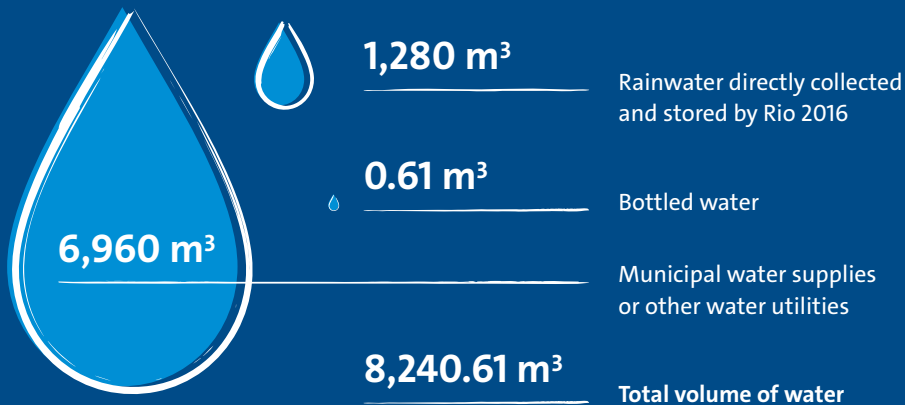
### NEXT STEPS: OUR GOALS FOR 2014-2015

- To keep assessing water quality monitoring data for the natural environments where sailing, rowing, triathlon and marathon swimming will take place
- To keep engaging with governmental partners to track progress on their integrated plan to advance the environmental sanitation of Rio's main natural water bodies
- To engage with athletes, partners and other stakeholders on issues related to the water quality of Rio's main natural water bodies
- To define, along with sponsors, partners and stakeholders, a campaign to create awareness and promote behavioural changes related to the public's role in preventing the pollution of Rio's natural water bodies



## DASHBOARD

### Rio 2016's head offices' water use



Direct withdrawal of water: zero

Percentage of water recycled and/or reused: 13.4 per cent

**Note:** rainwater data was based on the average rainfall during 2013 *versus* the total area that collects rainwater in the building, which was then converted into the water reservoir's capacity (320,000L). Water withdrawal data from municipal water supplies collected from monthly water bills from April to December 2013. Data from the year 2012 and from January to March 2013 is not available, as water was not charged separately from the office rent (water was delivered to the building via a metered supply, and tenants were charged proportionally to the surface of the office). Bottled water data consists of amount bought during 2013. There was no direct water withdrawn. There was no wastewater reuse.

#### D. Air



### OBJECTIVE

- To implement criteria for the rational use of resources, efficiency and minimisation of environmental impacts

To perform at their best, athletes require good air quality, both outdoors and indoors. There are no particular concerns related to outdoor air quality in the city of Rio (refer to background box). Indoor air quality and human health can be negatively affected by emissions from a

variety of sources, including paints, floor coverings, furnishings, cleaning supplies and ventilation or air conditioning systems. As we plan for the Games, we are ensuring that there will be minimal negative impacts to indoor air quality.



## BACKGROUND

### Outdoor air quality

The levels of pollutants and atmospheric conditions in Rio de Janeiro are registered daily in fixed locations throughout the city. Air parameters such as carbon monoxide, sulphur dioxide, nitrogen dioxide, ozone, hydrocarbons and fine particles (PM 2.5) are within standards and well below the maximum concentrations allowed by legislation.

The only exception is respirable suspended particles (PM 10) in the Copacabana zone, which sometimes exceed Brazilian limits (which are similar to the ones adopted by the European Union). However, compared to limits adopted in the US and Japan, levels in Copacabana would fall within accepted standards.

It is important to note that Rio de Janeiro is a seaside town, bordered by a large bay, allowing considerable ventilation and quick dispersion of pollutants.

All venues operated by Rio 2016 will be managed to minimise emissions of dust, particulates and other air pollutants. This will be achieved through detailed planning and best practice management procedures on-site. All contractors are required to comply with all city, state and federal environmental laws, as well as with Rio 2016 policies and requirements. Specific requirements will be developed for adhesives, sealants, paints, coatings, furniture, seating and carpet systems.

Our efforts to increase energy efficiency and reduce fossil fuel consumption, outlined in Section A above, will lead to reduced GHG emissions and air contaminants.

The use of biofuels can play an important role in minimising particulate matter of prime running temporary generation and avoid the use of expensive end-of-pipe solutions, such as particulate filters.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Actions to reduce air pollution included in transport and power plans
- Inclusion of specific requirements and guidelines to avoid toxic materials and reduce potential indoor air quality impacts in relevant products/services procured by Rio 2016

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Continue to refine our transport and power plans, to reduce air pollution
- Emphasise no-smoking policies, use of environmentally friendly cleaning products and low-emission indoor maintenance equipment at our operations

## E. Ecosystems



### OBJECTIVE

- To minimise the impact on the ecosystems at the Olympic and Paralympic venues and their immediate surroundings

During 2012 and 2013, the only venue operated by Rio 2016 was the head offices. The head offices are located in an urban area, where there are no endangered or rare species, and therefore no environmental licence was required by authorities.

For the next reporting period (2014-2015), we will start operating a number of competition and non-competition venues across the city of Rio de Janeiro. Many are located in areas with very rich biodiversity, where ecological aspects are of great importance.

Therefore, Rio 2016's focus on biodiversity issues is on:

- developing specific venue environment management plans and procedures to minimise impacts during Games-time operations
- ensuring that all the designs for temporary structures comply with the environmental laws, including actions to minimise environmental impacts and look at opportunities to create a positive impact through restoration
- engaging with delivery partners who are responsible for construction works and assessing their actions to preserve wildlife at the Olympic and Paralympic Park, as well as the Deodoro and the golf course sites



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Completed a simplified ecological assessment of the main venues where Rio 2016 will operate
- Defined requirements for sustainable temporary structure projects
- Carried out regular site visits to monitor biodiversity stewardship at construction sites managed by our delivery partners

### NEXT STEPS: OUR GOALS FOR 2014-2015

- To hire an environmental consultancy to conduct detailed ecological surveys and support the venues' design team in the licensing process for environmentally sensitive areas

In 2013, we carried out a simplified ecological assessment at all our main venues, through basic walkovers, desk research and on-site evaluation of detailed ecological surveys carried out by our delivery partners. The aim was to ensure that any sensitive areas and plant and animal species were identified and could be protected during construction, installation, event and removal phases.

The types of impact that will be addressed through our venue environmental management plans and procedures include measures to avoid damage to natural vegetation, prevent path erosion and avoid disturbance to Broad-snouted Caimans<sup>19</sup>, Fluminense Swallowtail<sup>20</sup> butterflies, nesting birds and other protected wildlife. Potential causes of impact during Games time may include trampling damage from spectators straying onto sensitive

habitats, or by contractors installing and removing temporary structures (for example security fencing).

We will not report the total number of Red List and other protected species corporately, but these will be reported in the second Olympic Games Impact study, and they are highlighted in our simplified ecological assessments and other supporting documentation where applicable.

All the contractors will have to comply with city, state and federal environmental laws, as well as with Rio 2016 policies and requirements for biodiversity and ecosystem management.

During the reporting period, Rio 2016 engaged with the Municipal Olympic Company (EOM) to accompany their efforts to deliver seven hectares of new mangrove and tropical moist broadleaf forest habitats inside the Olympic Park, along the shores of the Jacarepaguá Lagoon.

<sup>19</sup> Broad-snouted Caimans are included in the International Union for Conservation of Nature (IUCN) Red List (least concern category)

<sup>20</sup> Fluminense Swallowtail are included in the IUCN Red List (vulnerable category)



## RECOGNITION STATEMENT

### Olympic Golf Course

Concerns over the potential impact of the golf course on local biodiversity surfaced during the approval of the environmental licence.

The golf course is a private development project. It is located in an area designated by law as an Environment Protection Area (APA). APA is a particular type of environmentally protected area, which aims to combine human activities with wildlife preservation.

Although located in a protected area, approximately 70 per cent of the site was degraded (refer to picture below) at the time of the environmental licence approval. The remaining 30 per cent was composed of areas of native vegetation in good conservation state (area close to the lagoon's margins) and spots of non-native vegetation.



The licence was approved on the condition that measures would be taken to minimise risks to species and habitat. In particular, the developers changed the golf course design to reduce the need for native vegetation transplantation. The transplanted area went down to 14,190sqm in the final design, from the initially planned 69,910sqm.

As compensation for changing the protection status of 58,500sqm from natural park to APA, the city of Rio de Janeiro committed to expanding the area of the Marapendi Park (total size of new protected area currently under negotiation).

Environmental and sustainable engineering firms worked alongside the course designers to maximise the use of native vegetation, minimise the need for plant transplanting and reduce land movement. The final design addressed the environmental sustainability directives for the Games and efficiently conformed into the building restrictions on the land, integrating native vegetation to the design. The result will be the net creation of 443,210sqm (44 hectares) of new native vegetation. Another measure was to reduce the areas where frequent grass maintenance would be required (turf grass), significantly lowering the levels of chemical treatment.



BEFORE THE GOLF COURSE	GOLF COURSE PLAN
Total area: 972,000sqm	Total area: 972,000sqm
Degraded area: 777,60sqm	Constructed area: 5,000sqm
Native vegetation: 108,790sqm	Native vegetation: 552,000sqm
Non-native vegetation: 85,610sqm	Turf grass: 372,000sqm
	Lake: 40,500sqm



Although the golf course project is not under the control of Rio 2016, we work closely with the developers on its environmental aspects. During the reporting period, the Rio 2016 team engaged with the Olympic Golf Course developers to assess the compliance with the requirements of environmental licensing. We also tracked the progress towards GEO certification<sup>21</sup> and made site visits to verify adequate site management.

<sup>21</sup> GEO certification is golf's ecolabel available for club and course management, developments and renovations. GEO is a not-for-profit organisation.

Our work involved weekly meetings regarding the golf course design, the planning of activities, the compliance with the conditions set by the environmental licensing and the quality of the construction work. From the second half of 2013, monthly site monitoring was carried out to follow the salvage and transplanting of plants, the works on the nursery and the effective use of site management best practices.

### 3.2 WASTE



#### OBJECTIVE

- To manage solid waste with responsibility
- To implement criteria for the rational use of resources, efficiency and minimisation of environmental impacts

Waste management is one of the flagship elements of a sustainability programme for any event. Minimising waste generation and managing unavoidable waste in a responsible way reduces pollution, GHG emissions and energy use, while easing pressure on local landfills and saving costs.

The Sustainability Management Plan proposes a Games-wide strategy that combines general guidelines for waste management during Games operations with the development of legacy waste management infrastructure plans. Rio has unique circumstances in relation to waste (refer to Background box) that have been taken into consideration in this strategy.

Rio 2016 is working to promote and implement a waste hierarchy system, which collects waste from the outset and then maximises reuse and recycling, not only at Games time but also during any refitting of venues and construction of temporary structures. Our waste hierarchy is as follows:

- Avoid
- Reduce
- Reuse
- Recycle in collaboration with local waste pickers' cooperatives
- Compost
- Give state-of-the-art destination to the remaining waste





## BACKGROUND

### Waste management challenges

Adequate waste management is still a major challenge for Brazilian cities. According to the Solid Waste Management Diagnostic research carried out by the federal government in 2012, of the total solid waste generated in the country, 34 per cent is sent to open dump sites, 64 per cent goes to sanitary landfills, 0.22 per cent is sent to recycling centres, 0.11 per cent is sent for composting, and 0.03 per cent is sent for incineration.

The National Solid Waste Policy of August 2010 calls for the shutting down of all open dumpsites in Brazil by 2014. The same law makes it mandatory for all local governments to prepare a solid waste management plan that includes waste treatment and recycling.

Source separation with selective collection is rare, and most recycling is done by a great number of small groups of low income 'waste pickers', who survive by collecting and selling solid waste. Most of them face very poor working conditions. In the past 10 years, waste pickers have organised themselves into local cooperatives that can sell the materials they collect to industries. Some cooperatives have established partnerships that provide access to waste, better selling prices and facilities to improve working conditions (including transferring the recycling from dumps to proper recycling centres).

In Rio de Janeiro, all open dump sites were closed in June 2012, and the process for their environmental restoration was initiated. The sanitary landfill began its operations in April 2011. By 2016, the sanitary landfill will be supplemented with seven transfer stations and recycling centres. In late 2012, one per cent of the potentially recyclable waste was diverted through selective collection to recycling centres. In late 2013, it went up to 3.7 per cent. The city government target is to achieve 25 per cent by 2016.

At present, Rio 2016 waste management efforts focus on carefully planning the waste management during Games operations, in order to:

- avoid waste generation
- reduce waste volume through smart design and procurement processes
- manage the unavoidable waste in a responsible way, in accordance with the hierarchy described previously
- demonstrate that appropriate waste management generates concrete benefits, both financial and environmental
- promote behavioural change



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Main goals and aspirations of Games-time operations integrated waste strategy were defined and aligned with all internal functional areas and relevant stakeholders
- Main goals and aspirations of waste strategy and procedures for temporary structures and retrofit were defined and aligned with all internal functional areas and relevant stakeholders
- Procedures and plans for collecting waste to avoid and prevent certain waste streams and reduce total volumes were implemented
- Agreed on specific waste management requirements and procedures for all suppliers and contractors directly procured by Rio 2016
- Defined a detailed waste monitoring strategy
- Engaged with sponsors and other partners to design partnerships to help implement Rio 2016's waste management strategy
- Took action to minimise waste generation in our offices
- Method to track and report office waste by type and disposal implemented/created

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Develop a detailed plan for including waste pickers' cooperatives in Games-time recycling
- Set waste management specific KPIs for Rio 2016 operations and set waste targets for suppliers and contractors
- Document and evaluate the environmental and financial impacts of integrated waste management options
- Develop a detailed asset disposal plan
- Define with sponsors, partners and stakeholders a campaign to promote behavioural change regarding recycling and waste management

### **A. Avoiding and reducing waste**

To ensure success in avoiding and reducing waste, each operational function that generates waste (such as food and beverage, temporary structures, Look of the Games and logistics) have been given the mandate to include specific actions to reduce, reuse or recycle materials into their operational planning. The actions described for temporary structures and Look of the Games on the “Reducing our carbon footprint” section are also instrumental in avoiding and reducing waste. Actions taken in the food and beverage planning will be described in a separate section (3.2).

In 2012, Rio 2016 published a Packaging Guide that set requirements and recommendations for all our suppliers, licensees and sponsors, aiming to reduce the amount of packaging and increase the recycled as well as the recyclable contents. The same criteria applies to Rio 2016 logistics planning.

### **B. Reuse**

Rio 2016 engaged in discussions with NGOs and other organisations that are able to receive and reuse Look of the Games items at the end of the Games.

The focus on hiring temporary structure material, IT equipment, furniture and fixtures also means a more manageable portfolio of owned items for post-Games reuse.

### **C. Recycling, composting and final waste destination**

In 2013, we engaged in discussions with potential facilities and the City of Rio de Janeiro Waste Company (Comlurb) to understand the current capacity

of the industry near Rio de Janeiro to process our recyclable and composting waste streams.

To include waste pickers’ cooperatives is an imperative for socially responsible waste management in Brazil (see Background box), and it cannot be understated. Therefore, a major task for 2014 and 2015 is to engage with partners and stakeholders to develop a detailed plan for working with waste pickers’ cooperatives.

The availability of suitable facilities in Rio that can process waste for composting is a major challenge. However, we are aware of a few facilities that have the potential to come on board by 2016.

Rio 2016 will comply with all city, state and federal laws and regulations regarding waste management and disposal at all venues it operates.

### **D. Waste management during the reporting period**

As mentioned before, the head offices are the only venue Rio 2016 managed during that reporting period. In addition, Rio 2016 was not responsible for any construction during the period. Therefore, waste indicators reported here refer exclusively to our head offices.

The waste management of Rio 2016’s head offices conforms to current Brazilian legislation, and it seeks to apply the best alternatives for disposing of waste based on the Brazilian norm NBR 10004.

Some of the steps taken to minimise waste generation at our offices include:

- No supply of disposable cups in the kitchens or meeting rooms
- Distribution of a “no waste” kit to the Rio 2016 staff (squeeze bottle and mug)
- Glass cups and mugs available for visitors in the kitchens
- Reduction of the number of printers available
- No individual waste bins at the workstations; instead, a set of three bins for separate waste streams is located in common areas
- Hand driers in all toilets, aiming to reduce the use of paper towels
- Substitution of wireless mice on workstations and notebooks for wired ones, to avoid the use of batteries
- New IT DataCentre Services provider follows environmental best practices, such as the use of a solution for data storage that will not require magnetic tapes for the data backup process

To improve correct waste disposal within our head offices, information sharing, engagement activities and campaigns were promoted for the Rio 2016 team.



## DASHBOARD

### Rio 2016 head offices' waste (2013)

**6.47** tonnes  
Total amount  
of waste



**2.3** tonnes

**Recyclable**  
(paper, cardboard, plastics)

**2.24** tonnes

**Mixed**  
(others)

**1.93** tonnes

**Organic**

**zero**

**Hazardous**

Overall recycling rate: **41 per cent**

**Note:** Data on waste weight and recycling provided by the waste management contractor



### 3.3 FOOD AND BEVERAGE



#### OBJECTIVE

- To implement criteria for the rational use of resources, efficiency and minimisation of environmental impacts
- To implement a sustainable supply-chain programme
- To deliver a Sustainable Food Sourcing Programme which leaves a strong, sustainable legacy for Brazil

During the Games, we will produce over 14 million meals. This, coupled with our aim to provide food from traceable, sustainable, safe sources, presents a unique challenge.

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

leading the development of sustainable food production alone, and there had been little demand or incentive for the hospitality sector to engage with sustainability issues. That changed with the last Olympic and Paralympic Games.

London 2012 pioneered the strategic insertion of the sustainable food theme, considering it an important part of their legacy, as well as their impact. They were the first Games, or any major event, to design and implement a food vision, backed up with a comprehensive, sustainable food strategy (LOCOG, 2009).



## BACKGROUND

### Rio's challenges on sustainable food

Some barriers to the development of the sustainable food market in Brazil exist, such as the lack of accumulated experience of Brazilian producers in conforming to quality standards and regulations required by international markets, the reduced amount of skilled labour to provide technical expertise and support required to producers, and the high costs of certification. Therefore, the absolute volume of certified sustainable products in Brazil remains relatively low.

However there is a high potential for future growth, and the demand for healthy and sustainable products is increasing. With the Olympic and Paralympic Games approaching, Rio 2016 aspires to use the Games as a means to initiate change in the Brazilian consumer market for sustainable products.

In early 2013, a group of 20 institutions met with Rio 2016 to discuss the potential to develop a food vision in Brazil, seizing the opportunity presented by the Olympic and Paralympic Games. It was the birth of the Rio Sustainable Food Vision Initiative, which consists of voluntary, independent institutions operating within Brazil. The main goal is to provide Rio 2016's food and beverage team with a framework to source and supply healthy and sustainable food, in addition to engaging with stakeholders and the government on the potential legacy for Rio de Janeiro and Brazil. The idea behind it is to use the Games as a catalyst for the improvement of the food sector - ensuring access to healthy and sustainable products, of

ethical, safe and varied origin, which are accessible to all.

The Initiative wrote a report as a guide for Rio 2016. In addition to specific recommendations for the sourcing of products, the following general recommendations provide the basis for the detailed work plan between the Initiative and Rio 2016:

- **Establish specific goals** for buying healthy and sustainable products
- **Favour small producers** in the provision of food supplies for the Games
- **Provide logistical support to small producers** for direct supply of healthy and sustainable food

- **Prioritise local and national markets**, in that order, for the supply of healthy and sustainable food
- **Provide traceability mechanisms** that demonstrate product safety and origin, and no risk of negative environmental impacts at origin
- **Form strong partnerships** with governments, non-governmental organisations, and the private sector with the goal of improving sustainability standards beyond current levels. Efforts from the private sector in purchasing sustainable food products are important foundational steps to foster growth in the market
- **Increase public awareness regarding healthy eating and living**, to transform dietary habits and aspirations

Rio 2016 and the Rio Sustainable Food Vision Initiative will work together intensively over the next three years to ensure that the goals are attainable and to guarantee lasting benefits for all Brazilian supply-chain participants. The initiative also envisions that this experience can be an example of how civil society can be mobilised for achieving a healthier, more sustainable future for Brazil.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Worked together with stakeholders from the Rio Sustainable Food Vision Initiative to design a work plan
- Defined specific targets for buying healthy and sustainable products
- Signed partnership agreements to promote sustainable fisheries and forest products (refer to section 2.4)

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Keep working intensively with the Rio Sustainable Food Vision Initiative to ensure that the goals are delivered
- Procure catering contractors in accordance with the sustainable food and beverage objectives and work plan
- Run market development workshops to brief potential bidders on the scale and specific nature of our requirements, and guide them in finding technical expertise and support
- Support appointed catering contractors in developing and testing operational plans, including menus, confirming food origin, training modules and information material



### A. Healthy and sustainable food

We started with the challenge of establishing an overall measurable target of sustainably sourced food, i.e. defining a percentage of food with green seal or from certified farms. Although it would be an easy way to communicate with the public, we quickly understood that it would contribute very little to creating lasting benefits for Brazilian supply-chain participators.

Instead, we decided to take a smart and responsible approach of going for the “big hits”. It means we concentrate our efforts where the positive impacts could be the most significant. We consulted with the Rio Sustainable Food Vision Initiative and defined a set of key targets for Rio 2016 on serving healthy and sustainable food.

#### GENERAL COMMITMENTS FOR THE SUSTAINABLE SOURCING OF FOOD FOR THE RIO 2016 OLYMPIC AND PARALYMPIC GAMES

##### GENERAL COMMITMENTS CONCERNING ALL FOOD GROUPS

Only source products from suppliers who comply with Brazilian legislation, including environmental and Brazilian labour laws and ILO core conventions

Only source products from suppliers who comply with Rio 2016 labour practices within the supply-chain, including elimination of child labour

Provide traceability

Source from producers who include healthy and sustainable production processes within their day-to-day management, promote social wellbeing and animal welfare, include land management processes which protect Brazilian forests and ecosystems, and generate economic development

#### COMMITMENTS FOR THE SUSTAINABLE SOURCING OF FOOD FOR THE RIO 2016 OLYMPIC AND PARALYMPIC GAMES FOR SPECIFIC FOOD CATEGORIES

CATEGORY	PROCEDURES AND CERTIFICATES AVAILABLE	COMMITMENTS
Aquaculture	Aquaculture Stewardship Council (ASC)	<p>Prioritise the purchase and consumption of certified ASC seafood from small-scale fish farms that use traditional fishing methods, use sustainable feed, manage animal welfare through stock density and include social and environmental management methods within their processes</p> <p>Provide full traceability, back to the individual farm, for all seafood procured</p> <p>Provide support to the ASC and FIPERJ/SEDRA in their engagement of stakeholders and suppliers at all levels, to promote certified seafood</p> <p>Support a collaboration on joint projects related to education and behavioural change that may be delivered before or during the Rio 2016 Games</p>

CATEGORY	PROCEDURES AND CERTIFICATES AVAILABLE	COMMITMENTS
Wild-caught fisheries	Marine Stewardship Council (MSC)	<p>Prioritise the purchase and consumption of certified seafood from artisanal fisheries that use traditional fishing methods, use low-impact fishing equipment, control and implement good stock management and include social and environmental management methods within their processes</p> <p>Provide full traceability, back to the individual fishery, for all seafood procured</p> <p>Provide support to the MSC and FIPERJ/SEDRAP in their engagement of stakeholders and suppliers at all levels, to promote certified seafood</p> <p>Support a collaboration on joint projects related to education and behavioural change that may be delivered before or during the Rio 2016 Games</p>
Beef	<p>Standard for Sustainable Cattle Production Systems</p> <p>Standard for Sustainable Agriculture Network</p> <p>Certification of Sustainable Agriculture Network (SAN)</p> <p>Rainforest Alliance</p> <p>The certification seal "Organic Brazil", guaranteed through the mechanisms provided by Brazilian law</p>	<p>Producers signed up to zero deforestation</p> <p>Prioritise producers certified with the Rainforest Alliance seal</p> <p>Prioritise producers who either already have (or are willing to work together with Rio 2016 to implement) a management system, which encompasses social, environmental and animal welfare practices, such as:</p> <ul style="list-style-type: none"> <li>• Pasture management for high-productive efficiency</li> <li>• Programme for animal welfare</li> <li>• Phytosanitary management of the herd</li> <li>• Programme for soil conservation</li> <li>• Programme for conservation of water</li> </ul>
Milk and dairy products	<p>PAS Milk</p> <p>Rainforest Alliance</p> <p>The certification seal "Organic Brazil", guaranteed through the mechanisms provided by Brazilian law</p>	<p>Producers (including dairy farmers) will be signed up to zero deforestation</p> <p>Prioritise producers certified with the Rainforest Alliance seal</p>
Chicken and Eggs	The certification seal "Organic Brazil", guaranteed through the mechanisms provided by Brazilian law	<p>Producers who either already have (or are willing to work together with Rio 2016 to implement) a management system which encompasses social, environmental and animal welfare practices</p> <p>All fresh eggs will be <i>Caipira</i> sourced (free-range egg production for high animal welfare, without the use of chemicals and hormones; poultry fed on a natural, vegetable diet)</p>

CATEGORY	PROCEDURES AND CERTIFICATES AVAILABLE	COMMITMENTS
Honey	The certification seal “Organic Brazil”, guaranteed through the mechanisms provided by Brazilian law	Honey will be sourced from within the state of Rio de Janeiro; in case of unavailability, we will seek suppliers in other parts of Brazil  The honey must be produced using Good Agricultural Practices (GAP)
Fruit, vegetables, rice and beans	The certification seal “Organic Brazil”, guaranteed through the mechanisms provided by Brazilian law  Auditing and certification by the Participatory System	An organic salad and/or vegetable option will be provided at meals, provided it is economically feasible  Seasonal produce must be used where available  Concrete percentage goals for organic/Fairtrade or other applicable certificated produce will be agreed upon and set between Rio 2016, the caterers, the producers and the Rio Sustainable Food Vision Initiative by 2015  In the case of any non-organic certification, we will prioritise the purchase of products with Good Agricultural Practices (GAP)
Açaí and Brazil nut	FSC  Fair Trade  Traceability systems, such as the Origin Certification of the Xingu  The certification seal “Organic Brazil”, guaranteed through the mechanisms provided by Brazilian law	Producers signed up to zero deforestation and certified with the Rainforest Alliance seal or FSC or Fairtrade  Producers who either already have (or are willing to work together with Rio 2016 to implement) a management system which encompasses social and environmental aspects
Other non-timber forest product extraction (i.e cashew nuts and caju fruit)	FSC  Fair Trade  The certification seal “Organic Brazil”, guaranteed through the mechanisms provided by Brazilian law	Producers signed up to zero deforestation  Prioritise producers certified with the Rainforest Alliance seal, or products certified by FSC  Producers who either already have (or are willing to work together with Rio 2016 to implement) a management system which encompasses social and environmental aspects
Sugar products	Certification of Sustainable Agriculture Network (SAN)  Bonsucro  The certification seal “Organic Brazil”, guaranteed through the mechanisms provided by Brazilian law	Producers signed up to zero deforestation  Prioritise producers certified with the Rainforest Alliance seal

The focus for Rio 2016 will be to source products from local producers, hence creating the opportunity to highlight great local products.

Work will also be carried out to study the possibility of providing seasonal produce, lowering the requirements for storage, transport and unsustainable out-of-season harvesting. Rio 2016 will therefore work towards designing menus and a seasonal food chart to reflect what is available seasonally, and celebrate specialties with specific dishes and recipes.

Rio 2016 is working with potential food and drink producers and suppliers, through a partnership with the Rio Sustainable Food Vision Initiative and SEBRAE<sup>22</sup>, to develop small and medium-sized producers, supporting them to achieve the standards necessary to supply Rio 2016, with particular focus on the sustainable and organic agriculture and certificated products such as seafood, meat, dairy products, fruit and vegetables.

#### **B. Awareness and communication**

A detailed awareness building programme will be implemented in the lead up to the Games and at Games time. Rio 2016 will not only promote a healthy lifestyle and encourage responsible eating habits, but will also promote the diversity of Brazilian cuisine.

<sup>22</sup> Rio 2016 and SEBRAE partnership (Sebrae no Pódio) is available on <http://portaldesuprimentos.rio2016.com>.

Inspiring our customers with the variety of food available during Games time will enhance their experience and will allow us to engage people on the benefits of healthy eating and living, combining fantastic food with fantastic sport.

Each one of our volunteers and staff members will be given specific training, and we will use the Games as an opportunity to engage with people on the subject.

#### **C. Packaging and waste management**

Catering operations account for approximately 80 per cent of event waste, and therefore it is paramount that both the packaging and food waste are planned and managed throughout the entire process.

Therefore, Rio 2016 has developed a Packaging Guide<sup>23</sup> to advise the suppliers on our commitments and best practices. This guide explains the types of packages that are available as well as the Rio 2016 requirements.

One of the commitments is to reduce the package generation during Games time and increase the use of packages that are recyclable, made with recycled contents and/or, in some cases, biodegradable and compostable. Therefore, the use of primary, secondary and tertiary materials and packaging must comply with the guidelines set forth in the Brazilian National Policy on Solid Waste (PNRS).

In addition, all packaging should consider the Ecological Design (EcoDesign) guidelines established in ISO 14062 and comply with the Harmful

<sup>23</sup> For further information about the Package Guide, please visit <http://portaldesuprimentos.rio2016.com>

Substances and Materials Guide<sup>24</sup> that describes the materials prohibited and restricted by Rio 2016.

The management of the packaging will be analysed throughout the entire life-cycle of the product material, from planning and design, production and transport, through its use at Games time and within the catering programme, to its final destination.

**Producer:** the first step regarding food and beverage is planning, design and production. After this, the producer will package the food and send it for transport to our caterers. This packaging is normally comprised of wood, plastic and paper. All of Rio 2016's suppliers will be required to follow our Packaging Guidelines to reduce and reuse their packaging, in addition to using recycled and sustainable materials.

**Transport:** suppliers and producers will be asked to implement reverse logistics whenever possible.

**Use during Games time:** the main food packaging that will be generated during Games time will be plates, cutlery and cups. Rio 2016 intends to use plates and cutlery made of compostable materials and cups made with recyclable materials.

**Final destination:** the packages that are considered reusable will be sent for reuse; the recycled ones will go to cooperatives and appropriate organisations, and the compostable ones will be sent to composters.

Rio 2016 will also work closely with menu designers, caterers and stakeholders to effectively reduce food waste. The ways in which this can be achieved are:

- Optimising portion sizes
- Optimising seasonal, local produce
- Efficient food stock management
- Early, efficient communication to customer groups

Rio 2016 and its suppliers will be following detailed waste management plans not only for their operations, but also for the planning phases. Initiatives such as the collection and reuse of cooking oil for biodiesel and the potential for individual kitchen biodigesters are being considered.

All of Rio 2016's kitchen equipment will be hired, thereby reducing the potential for a flooded market post-Games. Any equipment that has to be bought will be redistributed to a pre-determined destination.

<sup>24</sup> For further information about the Harmful and Substances and Materials Guide, please visit <http://portaldesuprimentos.rio2016.com>.

### 3.4 ACCESSIBILITY



#### OBJECTIVE

- To ensure universal accessibility at all Olympic and Paralympic venues, including the surrounding areas
- To ensure accessible and inclusive transport, according to the principles of universal design
- To ensure accessible accommodation, according to IPC standards for the Paralympic family

One of Rio 2016's priorities is to deliver a Games experience that is accessible to everybody, regardless of any physical impairment or mobility restriction. For this to happen, we need to remove barriers— whether social, economic or physical — to participation.

Our approach to accessibility focuses on the following actions:

To ensure barrier-free venues. In order to deliver an accessible Games experience, Rio 2016 is working with a variety of partners to ensure barrier-free access for persons with an impairment at all venues and facilities;

Planning Rio 2016 clients' transport according to the principles of universal design, ensuring full accessibility;

To embed accessibility criteria into all accommodation planning for athletes, technical officers, media and the Olympic and Paralympic family;

To ensure an accessible and inclusive workplace. Rio 2016's head offices included accessible design features from the start to provide a comfortable and functional work environment for employees with all kinds of disabilities;

Accessible communication tools. Accessibility is addressed on the Rio 2016 corporate website, intranet and all communication and IT tools, through options to meet the needs of those with visual impairments as well as using simple, visual language on, in order to make it accessible to those with intellectual disabilities; and

Awareness and behavioural change. Working with Rio 2016's workforce, partners and stakeholders to increase awareness about accessibility and promote positive changes in behaviour.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Developed the Accessibility Technical Guide
- Implemented a system to review the accessibility of all competition and non-competition venues
- Evaluated the accessibility levels of existing competition and non-competition venues on-site
- Reviewed all architectural projects of new competition and non-competition venues to improve accessibility
- Reviewed temporary structure projects to improve accessibility
- Delivered accessible head offices
- Assessed levels of accessibility of hotels and accommodation villages and engaged with owners to ensure that improvements were made
- Concluded the first round of Rio 2016's transport fleet accessibility plans

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Keep doing accessibility reviews of all competition and non-competition venues
- Assess the accessibility of the routes between competition venues and the closest public transport hub
- On-site evaluation of the accessibility of new venues as the construction work progresses
- Review the accessibility of all communication tools
- Keep monitoring hotel accessibility improvements
- Further develop Rio 2016's transport fleet accessibility plans

In 2012, we prepared a technical manual with the accessibility specifications to be adopted in all architectural designs for permanent and temporary structures. It is based on federal, state and municipal legislation and includes criteria established by the International Paralympic Committee (IPC). Technical specifications are presented in a simple, direct and illustrated way for:

- Access and circulation
- Sporting arenas
- Accommodation
- Transport
- Publications/communication

During 2013, two reviews of the accessibility technical manual were carried out, incorporating lessons that the team of architects and engineers have used in their daily work, as well as new applicable legislation. Further review rounds will ensure that the manual is up-to-date and relevant for users. Rio 2016 will publish the manual as a legacy document at the end of the Games.

In the reporting period, we carried out accessibility reviews at the conceptual, basic and executive project stages for all competition venues as well as for some critical non-competition venues.



Accessibility reviews based on on-site visits were also carried out for existing competition venues. Those reviews ensure that our accessibility guidelines are incorporated into the design and development of venues.

During the reporting period, the accessibility team advised on all our operational planning, giving valuable input to the transport, accommodation, ticketing and venue management plans.

We also carried out accessibility reviews for hotels. In 2013, a survey identified that 88 of 152 hotels in Rio de Janeiro had at least one accessible room, totaling 343 apartments with some level of accessibility in the city. To promote awareness and engagement on the importance of accessibility, Rio 2016, in partnership with the International Paralympic Committee (IPC), held the workshop "An Accessible Market Target" for 40 people, including managers, architects, engineers and other individuals directly or indirectly involved with the local hotel business. The workshop aimed to:

- Engage Rio's hotel operators and expose the business opportunity the Paralympic Games presents
- Discuss accessibility as an opportunity rather than as a burden of compliance
- Understand the customer experience
- Develop strategies to deliver an accessible hotel experience in Rio

An *in-loco* verification of the level of accessibility of these hotels is planned to be carried out starting in 2014. Rio 2016 also engaged with all delivery partners and relevant governmental agencies to collaborate with the improving of accessibility on transport, accommodation and visitor attractions across the city.

Since 2011, Rio 2016 has been monitoring the renewal of the municipal transport vehicle fleet and checking the percentage of accessible vehicles, as well as the type of adjustments being made in this area. It is expected that, by 2015, 100 per cent of the municipal urban bus fleet will be accessible and in compliance with existing accessibility standards. In 2011, 1,399 new buses with lifts and 127 low-floor vehicles were put into circulation, with a fleet renewal rate of 16 per cent. In 2012, 1,602 new buses with lifts were put into circulation, with a fleet renewal rate of 18 per cent.

In regards to Rio 2016's own transport fleet, we are working to ensure 100 per cent of accessible transport for athletes, technical officers, media and the Olympic and Paralympic family during the Olympic and Paralympic Games.



## PEOPLE IN ACTION

### Accessibility

Following in my father's footsteps, I graduated in engineering. It happened six years after an accident during judo practice, which put me in a wheelchair. Since then, I have worked with accessibility projects within civil engineering, putting my skill to good use. I have the advantage of knowing the challenges of a person with an impairments and reduced mobility, as well as a practical sense on how the difficulties can be overcome.

I joined the Rio 2016 team with the mission to develop and monitor planning to provide full accessibility to people with or without an impairments within the sport facilities of the Games.

Sport has always been part of my life. My injury meant that I had to stop practising judo, but not sport in general. I started swimming and playing wheelchair basketball one year after the accident. That was until I heard about wheelchair tennis, which I played from 1996 to 2006. In 2008, I started organising national tournaments in Goiânia (the capital of the state of Goiás), and I participated in founding a sport school for children with impairments in the Engineering Club of Goiás, as well as being part of the accessibility board.

Working for my own civil engineering company, I started developing projects that would not only solve the problems of accessibility in buildings, but also on the sidewalks.

After one year and eight months of work at Rio 2016, and with 834 days to go to the Olympic Games and 867 to the Paralympic Games, I realise that a lot of work has been done, but there is still much more to do.

Accessibility at our head offices was the first Games project that became reality. It was a challenge: how to turn a temporary building made of containers into an accessible working place? But it was the perfect opportunity to test different solutions, since the office is growing gradually over a period of three years. We have the opportunity to learn from the different solutions we apply and make adjustments to improve it along the journey. Therefore, we are using the head offices as a warm-up, taking the opportunity to align the concepts of accessibility with the Rio 2016 team to show how accessibility should be incorporated into the design, as if it was its very soul.

The planning phase of the Game is finished, and we are now entering a more operational phase. Therefore, we are constantly reviewing the projects and engaging with other teams, so we can think of the Olympic and Paralympic Games as different but harmonic at the same time.

As an old saying goes: "If you want to change the world, start with the man". We are constantly engaging people and trying to promote awareness towards accessibility and people with an impairments, so they can also take part in the decision-making. We must also involve the city. I know the Games are just the start of a long journey. The biggest contribution is to get everyone in a Paralympic mood. It will bring accessibility issues into the spotlight and help them stay firmly on the city's political agenda. It will also build awareness and help society as a whole recognise the need for working together to make Rio a more accessible city. I am very excited to see the final results of all the work: more accessible public transport and inclusive touristic sites and services, with equality and dignity.



**AUGUSTO FERNANDES**

Rio 2016 Accessibility Coordinator

Rio 2016 developed activities to raise staff and partners' awareness of the day-to-day challenges faced by persons with

an impairment, including a "one day using a wheelchair" experience for the staff.



## PEOPLE IN ACTION

### **I am not a wheelchair user. But what if I was?**

The idea came about quite naturally... Augusto, our Accessibility coordinator and a wheelchair user, brought along a wheelchair from home. Some people noticed it was "up for grabs" and started to try it out. They took it for a spin. This reminded us of Fábio Guimarães, who had presented his "Seeking Legacies" project to us. Dissatisfied with the difficulty involved in getting around Rio de Janeiro, he decided to "become" a wheelchair user and get a better idea of how he could try to make a change. Fábio was a huge inspiration.

We started thinking: why don't we create a programme for people to see what it is like to get around in a wheelchair? Participants would be able to spend a few hours in a wheelchair, going about their daily tasks in an accessible environment such as our headquarters, and the more courageous ones could go out to lunch and face the tough reality of the streets.

Two levels were created for the programme: light and extreme. The course lasted four hours, and the basic premise was that participants could not get out of the wheelchair. It was not going to be easy! One wheelchair was not enough, so we rented another four.

As nobody does anything alone around here, we got the Internal Communications and Paralympic Integration teams involved and started developing the project. We launched the programme on 3 December 2013, the International Day of Persons with Impairments, and we were both excited and a little apprehensive. We had no idea how well the project would be received. Would it turn out to be too challenging? Would participants be willing to spend hours in a wheelchair? Would they be willing to slow down the normal pace of their lives?

Over the first two days, we invited some people along who had immediately accepted the challenge. They were not only keen, they also wanted to experience the programme's extreme level. Over the following days, more and more people began to show interest. Most of them did not want to go for the "soft" option – they wanted to go out onto the streets. Some decided to move out of their comfort zones and participate, despite their fear.

It was funny to see how people reacted to different situations. Some would say, "Ah, but I am not free on that day, I have a meeting..." (I suspect that wheelchair users would love to be exempt from meetings!). Others were reluctant to return the chair at the end of the day. Some would say, "Ah, it is so nice to stand up again. My legs were going numb". Everyday activities, such as taking a lift on your own or picking up a document from the printer, turned out to be a lot more complicated than usual.

Our initial fear about the team's reaction turned into surprise. It was gratifying to see the extent to which everybody got involved. It is such a powerful tool to put yourself in someone else's shoes! We know that streets, restaurants and public transport are not as accessible as they should be, and we know that life as a wheelchair user cannot be easy, but seeing what it is like first-hand, helps you to get an idea of what the challenges involve on a daily basis. The results were unanimous: you can only really understand someone's dilemma when you put yourself in their shoes.

By the time the programme ended, over 70 participants had taken part, 43 having experienced the extreme level. All our expectations were exceeded. We have been asked to run the programme again in 2014, and we already have a list of people interested.

Improving accessibility in our city is a huge challenge, but transforming society's perceptions of people with an impairments is, our biggest mission and most important legacy<sup>25</sup>.

<sup>25</sup> For further information regarding this and other experiences inside Rio 2016, please visit: <http://www.rio2016.com/blog/en/crazy-inspiring-people-0>



**SABRINA PORCHER**

Rio 2016 Legacy and Engagement Specialist

### 3.5 A GREAT PLACE TO WORK



#### OBJECTIVE

- To recruit a diversified workforce
- To benefit people through professional skills development and career opportunities
- To develop initiatives that promote sustainability awareness and environmental education
- To deliver sustainability training and qualification for employees, volunteers and contractors

Olympic and Paralympic Games give people access to thousands of new jobs and career opportunities. In staging the Olympic and Paralympic Games in Rio, we are creating jobs and business opportunities. However, our commitment goes further, since Rio 2016 aims at enhancing people's career opportunities once the Games are over.

Improving people's skills and providing opportunities for professional and personal development are at the heart of the Rio 2016 human resources strategy.

Our workforce includes staff, contractors and volunteers. During the reporting period, we went up from 199 employees in January 2012 to 589 in December 2013. These numbers will skyrocket by Games time.

We anticipate having a total workforce of more than 160,000 people at Games time. That includes around 8,000 paid staff, 70,000 volunteers and 85,000 contractors.

Taking care of the workforce and managing our rapid growth to maintain employee satisfaction and productivity is paramount. Considerable efforts are made to help Rio 2016's workforce cope with the rapid changes common to major short-term projects. Our workforce must have the necessary resources and support to do an outstanding job while adapting to fast-paced project requirements. The way to be successful in that respect is to make Rio 2016 a great place to work.

#### **A. Hiring, retaining and taking care of our workforce**

During the reporting period, we had to compete for talent in a very tight labour market, as a consequence of the combination of low unemployment rates, booming local economy and lack of a sufficient number of qualified people in some specialised functions. Therefore, a set of activities was put in place to help recruit and retain, including:

- Hire people who share with us the values of excellence, participation and celebration, and to whom the Rio 2016 project makes sense, as a personal aspiration and a career path
- A wellness programme, which includes access to an on-site fitness facility, flu vaccinations and on-site massage therapy
- Recognition scheme aimed at acknowledging accomplishments
- Learning opportunities to help building capacity around some of the challenges

unique to Rio 2016, but also designed to build post-Games skills

When hiring, we look for skills that are key to deliver excellent Games, such as:

- Flexibility and adaptability
- Commitment with excellence in delivering results
- Proactive collaboration and team work
- Passion and energy
- Respect and appreciation for diversity



## DASHBOARD

### Staff

#### WORKFORCE, BY GENDER AND TYPE OF CONTRACT

2012	GENDER		
Hierarchical level	Men	Women	
Directors (CEO, Executive Directors and Directors)	22	5	
Managers (General Managers and Managers)	55	48	
Supervisors, Coordinators and Specialists	58	73	
Technicians	55	53	
TOTAL	190	179	369

2013	GENDER		
Hierarchical level	Men	Women	
Directors (CEO, Executive Directors and Directors)	25	4	
Managers (General Managers and Managers)	92	66	
Supervisors, Coordinators and Specialists	114	115	
Technicians	88	85	
TOTAL	319	270	589

**Note:** Rio 2016 workforce in the reporting period was made up of permanent, full-time employees.



**WORKFORCE, BY REGION AND AGE GROUP, BROKEN DOWN BY GENDER, 2012-2013 (IN %)**

2012		MEN			WOMEN		
REGION	TOTAL	AGE GROUP	AGE GROUP	AGE GROUP	AGE GROUP	AGE GROUP	AGE GROUP
		< 30	30 - 50	> 50	< 30	30 - 50	> 50
Brazil	83%	4%	33%	7%	6%	30%	4%
Other countries	17%	1%	7%	0%	1%	6%	2%
Total	100%	5%	40%	7%	7%	36%	6%

2013		MEN			WOMEN		
REGION	TOTAL	AGE GROUP	AGE GROUP	AGE GROUP	AGE GROUP	AGE GROUP	AGE GROUP
		< 30	30 - 50	> 50	< 30	30 - 50	> 50
Brazil	89%	7%	33%	7%	8%	30%	3%
Other countries	11%	1%	5%	0%	1%	4%	0%
Total	100%	8%	38%	7%	9%	34%	3%

Note: Rio 2016 workforce in the reported period was made up of permanent, full-time paid employees; volunteers will start working for Rio 2016 in 2014.

**STAFF, EMPLOYEE HIRES AND TURNOVER, BROKEN DOWN BY GENDER AND AGE GROUP, 2012-2013**

2012	NUMBER OF EMPLOYEES HIRED IN THE PERIOD	TURNOVER (%)					
		MEN			WOMEN		
REGION		AGE GROUP < 30	AGE GROUP 30 - 50	AGE GROUP > 50	AGE GROUP < 30	AGE GROUP 30 - 50	AGE GROUP > 50
Brazil	169	0.36	0.14	0.28	0.27	0.12	0.13
Other countries	12	0.00	0.04	0.00	0.00	0.09	0.17
Total	181	0.28	0.12	0.27	0.25	0.11	0.14

2013	NUMBER OF EMPLOYEES HIRED IN THE PERIOD	TURNOVER (%)					
		MEN			WOMEN		
REGION		AGE GROUP < 30	AGE GROUP 30 - 50	AGE GROUP > 50	AGE GROUP < 30	AGE GROUP 30 - 50	AGE GROUP > 50
Brazil	217	0.11	0.11	0.03	0.08	0.11	0.32
Other countries	54	0.00	0.06	0.00	0.00	0.10	0.00
Total	271	0.10	0.10	0.02	0.08	0.11	0.29

YEAR	TOTAL NUMBER OF EMPLOYEES WHO LEFT THE COMPANY IN THE PERIOD	INVOLUNTARY LEAVES (E.G. DISMISSAL, RETIREMENT, DEATH)
2012	54	29
2013	60	28

In regard to the staff's regular performance and career development reviews, in the years 2012 and 2013, 100 per cent of employees received at least one performance assessment. The performance assessment is a key tool for the staff's career path. Rio 2016 offers the following benefits to all staff (permanent employees):

- Financial support for meals during working hours
- Financial support for transport to the workplace
- Funeral assistance
- Medical assistance
- Dental assistance
- Group life insurance
- Disability insurance
- Disability insurance for accidents at work
- Maternity leave
- Annual leave
- Christmas gift baskets

The training journey of the Rio 2016

workforce is described in section 4.4. During the reporting period, staff training and skill building were delivered mainly through:

- *ad-hoc* methods (on-the-job training)
- knowledge transfer programmes from the IOC (International Olympic Committee), the IPC (International Paralympic Committee) and from other Olympic and Paralympic Games
- other face-to-face training
- e-learning

The knowledge transfer programmes delivered in 2012 and 2013 included:

- London 2012 Games Observation programme
- London 2012 official debriefing
- Olympic Games Knowledge (OGKM) workshops
- Paralympic Games Excellence workshops



## DASHBOARD

### Staff training

#### IOC OGKM WORKSHOPS

DATE	THEME	NUMBER OF HOURS
January 2012	Workforce	14
February 2012	Anti-Doping and Medical Services	21
February 2012	C3 and Operational Readiness	14
February 2012	Sport – Golf	14
March 2012	Finance	21
November 2012	Food and Beverage	14
November 2012	Protocol Operations	14
November 2012	Accommodation	14
November 2012	Arrivals and Departures	14
January 2013	Brand Protection	14
March 2013	Information and Knowledge Management (IKM)	21
April 2013	Licensing	14
April 2013	Venue Transport	14
May 2013	NOC Services	14
May 2013	Photo Services	14
June 2013	Legacy	14
June 2013	Risk Management	14
August 2013	Rate Card	14
August 2013	Security	21
August 2013	Logistics	7
August 2013	Olympic Village	7
September 2013	Venue Management - Common Domain	14

#### IPC EXCELLENCE PROGRAMME WORKSHOPS

DATE	THEME	NUMBER OF HOURS
March 2012	Defining and Managing Costs and Revenues	21
March 2012	Ensuring Accessible Games	21
May 2012	Planning for Sustainable Legacy from Paralympic Games	21
May 2012	Understanding IPC Requirements and Paralympic Clients	21
April 2013	Building and Commercialising the Paralympic Brand, Engaging and Activating Sponsors' Contributions and Activating Paralympic Marketing Opportunities	35
April 2013	Creating Awareness, Influencing and Training the Media	35
September 2013	Understanding Paralympic Sports Particular Requirements and Creating a Once-in-a-lifetime Experience for Athletes and Team Officials	35
September 2013	Implementing Planning Integration	35
December 2013	Hotel Accessibility	7
December 2013	Inspiring and Engaging the Local Community and Spectators	14
December 2013	Paralympic Family Experience	14

#### E-LEARNING TRAINING (YEAR 2013):

	THEME	NUMBER OF HOURS	NUMBER OF EMPLOYEES* WHO FINISHED THE COURSE	%
1	Accessibility at the Rio 2016 Games	20	380	61.5%
2	Culture, Values and Ethics	40	450	72.8%
3	Information Security	60	385	62.3%
4	Occupational Safety as a Practice of Citizenship	30	381	61.7%
5	Sustainability at the Rio 2016 Games	20	363	58.7%

Note: \* staff



## PEOPLE IN ACTION

### Learning from London 2012

London 2012 provided a valuable learning opportunity for Rio 2016. We undertook a comprehensive pre-Games briefing programme designed to prepare the Rio 2016 observers prior to their attendance. This exercise allowed us to become familiar with major event operations and the roles and responsibilities associated with being Games observers.

Rio 2016 sent 153 observers to experience the Olympic Games, who attended 53 official sessions. An additional 29 observers from the three levels of Brazilian government joined the group. During the Paralympic Games, Rio 2016 sent 109 observers, who attended 62 official sessions. Another 23 observers from various government agencies joined the group. This process allowed staff to attend and experience the scope and scale of Games-time deliverables. In addition to the Games-time observers, Rio 2016 was also able to place 13 staff members into LOCOG secondee positions during the Olympic Games, and a further eight staff members into IPC positions during the Paralympic Games.

From 17-21 November 2012, Rio held the IOC Debriefing for the London 2012 Olympic Games. During that time, there were discussions on aspects of the London Olympic Games based on three main themes: “Vision Development and Implementation”; “Product and Experience”; and “Delivering the Games”. The average daily attendance was 500 people, from Rio 2016, Sochi 2014, Pyeongchang 2018 and all three levels of government. The debriefing was divided into eight plenary sessions, 25 breakout sessions and 53 side meetings (theme-specific meetings). The sessions provided great knowledge for Rio 2016 and helped the whole Organising Committee understand the opportunities and challenges of the Games’ organisers.

The IPC Debriefing for the London 2012 Paralympic Games took place from 21-22 November 2012. Rio 2016 was able to learn from the LOCOG and the IPC different aspects of the Paralympic Games as well as the best way to integrate and deliver both Games, providing a unique and inspiring experience for all stakeholders. The debriefing was based on three main themes: “Paralympic Client”; “Paralympic Games Delivery” and “Paralympic Product and Legacy”, and was divided into two plenary sessions and 15 breakout sessions, with an average daily attendance of 350 people.



**JOSÉ ARTHUR PEIXOTO**

Rio 2016 Knowledge Management Specialist

During the reporting period, Rio 2016 conducted an Employee Engagement Survey. The survey was based on industries' best practices, and 253 employees participated.

Overall, Rio 2016 had a high engagement score of 93 per cent. Each year, *Época* (a major Brazilian magazine) and the Great Place to Work Institute (GPTW) commission a study to identify the top companies to work for in Brazil. In 2013, the average workforce engagement score

for the top 10 companies was 88 per cent.

Following the Employee Engagement Survey, we created action plans in each of Rio 2016's function teams, to continue to enhance team levels of engagement. In addition, an organisation-wide engagement action plan was created and implemented so that a high level of engagement could be maintained across the organisation.



## DASHBOARD

### Staff Engagement Survey

Engagement scores per key theme are as follows:

- 93% agree that working at Rio 2016 contributes to their personal and professional development
- 97% are proud to work at Rio 2016
- 92% would refer work at Rio 2016 to a friend
- 88% feel productive working at Rio 2016
- 74% feel free to expose their opinion and point of view
- 76% feel motivated by the working environment at Rio 2016

### B. Diverse and inclusive workforce

Diversity celebration has been at the heart of the Rio 2016 Games since the bidding process.

Our aim is to deliver the Games to everyone, broadening the chances of participation in the activities and opportunities that Rio 2016 offers.

Diversity and inclusion are integral parts of the way we manage our workforce, but they are also included in our relations with suppliers (refer to section 4.1).

## We launched our Diversity and Inclusion Manifesto in 2012.

It says: “The Rio 2016 Olympic and Paralympic Games represent uniting everyone towards a common ideal. This unity catalyses our passion for diversity – a passion that is contagious, and attracts and respects differences. Rio 2016 has a warm spirit, moved by a positive energy that invites everyone to take part in this experience, which will transform the present and the future of the country. In this harmonious blend, we demonstrate appreciation for human diversity. It strengthens friendship among all, welcomes and respects the participation of each individual in this collective movement, emphasising the principle that we all belong to one world. We wish to epitomise the diversity of people who abide by the Olympic and Paralympic values every day, and to nurture a culture of prosperity, awareness and sustainability.”

As of December 2013, our total paid workforce was 589 – 46 per cent were women, and 54 per cent were men. Of the seven executive team positions (CEO and six executive directors), one was occupied by a woman (17 per cent). Of the 180-employee senior management personnel (manager level and above), 69 were women (38 per cent), and 140 were staff hired from Brazil (80 per cent).

In December 2012, 16 of the 369 employees were people with an impairment (four per cent). In December 2013, the total changed to 23 out of 589 (four per cent). As for the Internship Programme, one of the 29 interns

was a person with an impairment (three per cent).

Rio 2016 works actively to avoid any kind of prejudice and to practise equality and respect, regardless of age, race, disability, sexuality, gender, gender identity or belief.

During the reporting period, Rio 2016 did not register any discrimination incident of any nature (race, sex, colour, religion, political opinion, nationality, social origin).

Senior management is responsible for promoting a corporate culture of integrity and inclusion, as well as creating a diversity-friendly working environment. All hiring managers are asked to voluntarily commit to delivering to Rio 2016 a legacy of inclusion, and to recruit a workforce that shows the diversity of the Brazilian population. Opportunity equality is a principle adopted throughout workforce management activities, with the aim of creating an inclusive environment. Affirmative actions are taken in specific contexts, taking into consideration the history of social inequality in Brazil.

The remuneration policy adopted by Rio 2016 aims to keep a balance between ensuring fairness (equality of remuneration, along with equal levels of responsibilities/duties) and external competitiveness (regarding the job market). Work experience is taken into consideration for remuneration decision-making purposes. There is no differentiation based on personal characteristics such as gender and age. Rio 2016 executives do not receive any performance bonuses above remuneration (salary + benefits<sup>26</sup>).

<sup>26</sup> Benefits received by executives are the same as described in 3.5 (A) for staff.





## DASHBOARD

### Staff diversity and inclusion

#### EMPLOYEES BY RACE

##### YEAR 2012

HIERARCHICAL LEVEL	ASIAN	%	CAUCASIAN	%	INDIGENOUS	%	BROWN	%	BLACK	%	UNDECLARED	%
Directors (CEO, Executive Directors and Directors)	0	0%	19	5%	0	0%	6	2%	0	0%	2	1%
Managers (General Managers and Managers)	0	0%	77	21%	0	0%	19	5%	1	0%	6	2%
Supervisors, Coordinators and Specialists	1	0%	110	30%	0	0%	16	4%	1	0%	3	1%
Technicians	3	1%	64	17%	0	0%	35	9%	3	1%	3	1%
TOTAL	4	1%	270	73%	0	0%	76	20%	5	1%	14	5%

##### YEAR 2013

HIERARCHICAL LEVEL	ASIAN	%	CAUCASIAN	%	INDIGENOUS	%	BROWN	%	BLACK	%	UNDECLARED	%
Directors (CEO, Executive Directors and Directors)	0	0%	23	4%	0	0%	4	1%	0	0%	2	0%
Managers (General Managers and Managers)	1	0%	127	22%	0	0%	24	4%	1	0%	5	1%
Supervisors, Coordinators and Specialists	0	0%	196	33%	0	0%	22	4%	5	1%	6	1%
Technicians	4	1%	113	19%	1	0%	44	7%	7	1%	4	1%
TOTAL	5	1%	459	78%	1	0%	94	16%	13	2%	17	3%

# EMPLOYEES BY REMUNERATION RATIO

YEAR 2012

EMPLOYEE CATEGORY	REMUNERATION RATIO	REMUNERATION RATIO
	Women / Men	Impaired/non-impaired
Directors	0.89	n.a.
Senior managers	1.00	0.95
Middle managers	0.89	n.a.
Supervisors	1.01	1.17
Specialists	0.95	0.91
Technicians*	1.12	0.81
Total	0.94	-

Note: \*technician is the standard entry level

YEAR 2013

EMPLOYEE CATEGORY	REMUNERATION RATIO	REMUNERATION RATIO
	Women / Men	Impaired/non-impaired
Directors	0.90	n.a.
Senior managers	1.03	1.08
Middle managers	0.98	n.a.
Supervisors	0.95	1.13
Specialists	1.02	0.99
Technicians*	1.05	0.74
Total	0.96	-

Note: \*technician is the standard entry level

## PARENTAL LEAVE INDICATOR

### PARENTAL LEAVE\*

INDICATOR	YEAR 2012 (NUMBER OF WOMEN)	YEAR 2013 (NUMBER OF WOMEN)
Employees entitled to parental leave	3	5
Entitled employees who took parental leave	3	5
Employees who returned to work after parental leave	3	5
Employees who returned to work after parental leave and are still employed 12 months after their return	3	n.a.
Retention rates of those who returned to work after parental leave	100%	100%

Note: \*According to Brazilian legislation, women are granted a paid 120-day maternity leave. A five-day paternity leave is also granted by law.

### C. Labour Rights

Through compliance with local and Brazilian laws and regulations, and following the Ethical Trade Initiative (ETI) Base Code<sup>27</sup>, Rio 2016 ensures it honours labour rights. The Ethics and Conduct Committee is the internal mechanism for Rio 2016 to report on labour rights issues. To date, no issues have been reported.

We also require that our suppliers and licensees provide safe and healthy workplaces, as well as respect basic human and labour rights (refer to section 3.6).

We have initiated dialogues with labour organisations, businesses and government on temporary labour contracting. This includes meeting on an *ad-hoc* basis to discuss issues of mutual interest.

During the reporting period, 100 per cent of the Rio 2016 workforce was covered by collective bargaining agreements. A minimum notice period of one month is provided to employees, following Brazilian labour regulations.

<sup>27</sup> Refer to section 3.6 (A) for further information on the ETI.



## DASHBOARD

### Labour rights

LABOUR RIGHTS	2012	2013
Total number of employees covered by collective bargaining agreements	369	589
Total number of employees	369	589
Percentage of employees covered by collective bargaining agreements	100%	100%

#### D. Workforce health and safety

Rio 2016 has made a commitment to ensure it delivers the highest standards of health and safety for all employees, contractors, volunteers and spectators.

Rio 2016's Health, Safety and Prevention of Accidents Commission has been defining preventive measures for identifying and monitoring potential risks since 2012. It is also responsible for the implementation of the corporate Occupational Health and Safety Policy, which complies with all the requirements established by Brazilian regulations (Ordinance 3.214/78 of the Ministry of Labour and Employment).

A safety performance reporting process was also introduced. The first reports produced began tracking progress against the following performance indicators: occupational diseases, incidents, injuries, death and training.

During the reporting period, four accidents were recorded. All of them were due to traffic collisions, i.e. employees suffered an accident while in transit between the head offices and their residence. There have been no recorded instances of non-compliance in regards to health and safety during the reporting period. In the reporting period, none of Rio 2016's employees or contractors were involved in occupational activities with a high incidence/risk of a specific disease.

Health, safety and prevention of accidents is one of the themes discussed at employee orientations, and every employee is required to take an e-learning training session. Regular news articles on safety topics appear on the Rio 2016 intranet.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Incident and accident response plan for the headquarters completed
- Creation of a fire brigade composed of staff volunteers, trained in a joint action with the Rio City Fire Department
- Emergency response exercise
- Flu and Hepatitis B immunisation campaigns
- Campaign on prevention and control of high blood pressure
- Creation of the Accident Prevention Commission (*Comissão Interna de Prevenção a Acidentes - CIPA*)
- Week of Work Accident Prevention delivered (*Semana Interna de Prevenção a Acidentes do Trabalho – SIPAT*)

### NEXT STEPS: OUR GOALS FOR 2014-2015

- Implementation of a first-aid and emergency health care unit at the Rio 2016 headquarters
- Training of fire brigade composed of staff volunteers
- Emergency response exercise
- Flu and Hepatitis B immunisation campaigns
- Campaign on prevention and control of high blood pressure, diabetes, STDs/AIDS and best safety practices
- Elections for the Accident Prevention Commission (*Comissão Interna de Prevenção a Acidentes - CIPA*)
- Delivery of the Week of Work Accident Prevention (*Semana Interna de Prevenção a Acidentes do Trabalho – SIPAT*)



## DASHBOARD

### Occupational Health and Safety

YEAR	TOTAL WORKFORCE	TOTAL INJURIES	TOTAL OCCUPATIONAL DISEASE CASES	TOTAL MISSED DAYS**	ABSOLUTE TOTAL NUMBER OF DEATHS	NUMBER OF CASES OF TEMPORARY LOSS OF WORK CAPACITY	NUMBER OF CASES OF PERMANENT LOSS OF WORK CAPACITY
2012	369	0	0	N/A	0	0	0
2013	589	4*	0	38*	0	4*	0

Note: \*traffic collision \*\*missed days = missed work days, counting from the day of the accident

#### HEALTH AND SAFETY TOPICS RELATED TO LOCAL AND GLOBAL AGREEMENTS: 2012-2013

Personal protective equipment	Yes	Yes	Yes
Joint management-employee health and safety committees	Yes	Yes	Yes
Participation of worker representatives in health and safety inspections, audits, and accident investigations	Yes	Yes	Yes
Training and education	Yes	Yes	Yes
Complaints mechanism	Yes	Yes	Yes
Right to refuse unsafe work	Yes	Yes	Yes
Periodic inspections	Yes	Yes	Yes
Compliance with the ILO 155	Yes	Yes	Yes

YEAR	TOTAL NUMBER OF EMPLOYEE REPRESENTATIVES AT H&S COMMITTEES	TOTAL NUMBER OF EMPLOYEES	PERCENTAGE OF EMPLOYEES ACTING AS REPRESENTATIVES AT H&S COMMITTEES
2012	12	369	3.25%
2013	12	589	1.94%

**Note:** 100 per cent of the staff have the right to vote for their representatives at the Health and Safety Committee; therefore, we can consider that 100 per cent of the staff are represented at the Committee.

### 3.6 HUMAN RIGHTS



#### OBJECTIVE

- To support and respect the protection of internationally proclaimed human rights

Rio 2016 supports and respects the protection of internationally proclaimed human rights within its sphere of influence, following the guidelines of the Global Compact Initiative<sup>28</sup>. It includes work in three different spheres, according to our level of control/influence:

**Corporate sphere.** It includes actions such as upholding the freedom of association and recognising the right to collective bargain (refer to section 3.5C) of Rio 2016 employees; working against all forms of corruption (refer to section 2.3), and eliminating discrimination in respect to employment and occupation (refer to section 3.5B) within all corporate activities under Rio 2016's control.

**Supply-chain sphere.** At the supply-chain level, the focus is to make sure that Rio 2016 uses its influence to prevent human rights abuses by suppliers, licensees and sponsors in all activities related to the Games. It includes stewardship on issues such as freedom of association, right to collective bargain, effective abolishment of child labour, elimination of all forms of forced and compulsory labour,

elimination of discrimination in respect to employment and occupation, and work against all forms of corruption.

**Societal sphere.** At the broader societal level, the focus is to make sure that Rio 2016 collaborates with governmental authorities to prevent human rights abuses related to the Games. It includes issues such as impacts on local communities and civil liberties.

This section's focus is on the activities at the supply-chain and societal spheres.

#### A. Supply-Chain

Human rights stewardship is part of Rio 2016's regular way of doing business, in accordance with guidelines enshrined in the Rio 2016 Sustainable Supply-Chain Guide (SCC).

Suppliers, sponsors and licensees shall ensure that the work environment and conditions for employees or contractors in the workplace used to manufacture goods or supply services meet the minimum requirements set out in the Ethical Trading Initiative (ETI) Base Code, available at the ETI website:

- Employment is freely chosen
- Freedom of association and the right to collective bargaining are respected

<sup>28</sup> The Global Compact Initiative is an international platform for the promotion of institutional learning and good business practices based on universal values. It reflects the principles enshrined in the Universal Declaration of Human Rights, the main labour practices of the International Labour Organisation and the principles contained in the Rio Declaration.



- Working conditions are safe and hygienic
- Child labour shall not be used
- Living wages are paid
- Working hours are not excessive
- No discrimination is practised
- Regular employment is provided
- No harsh or inhumane treatment is allowed

The provisions of the ETI Base Code constitute minimum standards, and should not be used to prevent suppliers, sponsors, or licensees from exceeding these standards. Companies applying this code are expected to comply with national and other applicable law and, where the provisions of law and this base code address the same subject, to apply the provision that affords the greater protection.

The Rio 2016 Sustainable Supply-Chain Guide is an integral part of all of Rio 2016's calls for tenders, and it is available for download at the Rio 2016 supply-chain dedicated website. Delivery against ETI principles is agreed to through contracts and due diligence checks.

All the procurement spend categories have been evaluated in regards to the risk elements in terms of human rights. Categories identified as risk-prone are specifically targeted to register at the Supplier Ethical Data Exchange (Global Sedex). They are also required to conduct an audit in accordance with the current Sedex Members Ethical Trade Audit (SMETA)'s best practice guidance.

Main contracts are managed centrally by the supply-chain team. Whenever risk/non-compliance situations are identified, either through audit or third-party complaints, the supplier/licensee/

sponsor must remediate as required. In cases identified as of critical risk, on-site production monitoring is carried out in addition to SMETA auditing.

During the reporting period, the procurement and sustainability teams worked together to develop tools and resources to support suppliers and licensees in meeting their human rights obligations. The ETI requirements have been communicated in advance to the market.

In addition to ETI requirements, we have defined specific diversity targets for labour-intensive contracts and established partnerships with industry organisations to foster diversity practices among prospect suppliers and encourage them to add diversity and inclusion themes to their professional training programmes.

During the reporting period, no incidents related to human rights and discrimination in the Rio 2016's supply-chain were identified through the processes described above. It is important to note that the volume of contracts in the reporting period is low when compared to the total volume of contracts estimated. Approximately 80 per cent of the contracts will be made between the second half of 2014 and the end of 2015. Therefore, a more structured process, through which individuals and organisations can bring to Rio 2016's attention non-compliance incidents in our supply-chain in respect to human rights will be put in place. It is scheduled to be completed by the next reporting period.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Publication of the Sustainable Supply-Chain Guide, which includes human rights requirements to be followed by all Rio 2016 suppliers, licensees and sponsors
- Rio 2016 became a member of the Supplier Ethical Data Exchange (Sedex)
- Launch of the Rio 2016 supplier web portal; provided advance notice to the marketplace on human rights requirements

### NEXT STEPS: OUR GOALS FOR 2014-2015

- To provide a means through which individuals and organisations can bring to Rio 2016's attention non-compliance incidents in our supply-chain in respect to human rights
- To continue monitoring risk spend categories
- To continue monitoring corrective actions through follow-up factory audits



## DASHBOARD:

### PROCUREMENT DEALS WITH HUMAN RIGHTS REQUIREMENTS

	2012	2013
Number of significant investment agreements and contracts which include human rights clauses or underwent human rights screening	254	157
Total number of significant investment agreements and contracts	254	157
Percentage of significant investment agreements and contracts which include human rights clauses or underwent human rights screening	100%	100%

**Note:** Significant suppliers are those who present risk of incidents related to human rights, including incidents in their productive chain. Some examples are wood, security service providers, cleaning and waste services, software, building construction and maintenance, call centres and help desks.

### EMPLOYEE TRAINING ON HUMAN RIGHTS

YEAR	Total number of hours devoted to employee training	Total number of hours devoted to training on policies and procedures concerning aspects of human rights that are relevant to operations	Percentage of hours in the reporting period devoted to training on policies and procedures concerning aspects of human rights that are relevant to operations
2012	16,458	367	2.2%
2013	5,945	738	12.4%

## B. Local communities

Many socially and economically disadvantaged communities live in areas close to the Rio 2016 venues. On one hand, there is concern about the negative impacts major global events such as the Olympic and Paralympic Games can have on vulnerable communities, in particular on housing, mobility and work conditions. On the other hand, it is worth noting that Rio 2016 has significant purchasing power and convening ability — both of which can be leveraged to create social and economic benefits to those communities through professional training, employment and procurement opportunities (refer to chapter 4).

In the reporting period, Rio 2016's work related to vulnerable communities was three-pronged:

Identify and minimise negative impacts the operations of the Games might have on vulnerable populations neighbouring the Games venues

Identify and maximise benefits the operations of the Games can bring to those communities (refer to chapter 4)

Identify negative and positive impacts of the infrastructure and construction projects related to the Games and engage in a dialogue with project owners regarding minimisation of negative impacts and maximisation of positive ones

The first step was to use a GIS tool to map local communities that could be directly impacted by the Games operations and preparations. In the sequence, community leaders, opinion makers and other stakeholders were identified in each local community. Rio 2016's community

engagement team visited a number of those stakeholders to learn about their interests, concerns and opinions about the possible impact of the Games.

Based on this information, we identified actions with the potential to generate long-term benefits to those communities, based on the following criteria: potential to promote full exercise of citizenship, to foster a sense of belonging to the city; alignment with human rights principles; and opportunities to improve quality of life. These measures will be implemented between 2015 and 2016, and will be reported during the next reporting period.

Another tool used to evaluate the potential impacts on local communities was the Olympic Games Impact Study (OGI). The OGI is an IOC initiative to establish an independent evaluation of the impact of hosting the Games. The study covers a 12-year period from the start of the bidding process (in Rio's case, 2007) until three years after the Games (2019), and it tracks a series of environmental, social and economic factors. In 2012, Rio 2016 commissioned the Institute of Post-Graduate Studies and Research in Engineering of the Federal University of Rio de Janeiro (COPPE-UFRJ) to produce the Rio 2016 Games OGI Report. The first pre-Games report was completed in 2013 and published in 2014. It analyses 21 socio-cultural indicators, eight environmental indicators and seven economic indicators.



## RECOGNITION STATEMENT

### Resident eviction

Rio 2016 recognises the concerns of a number of NGOs and community organisations around resident eviction due to infrastructure works, leading to an unsettled controversy over the eviction of inhabitants from sites that are directly or indirectly related to the Games.

Rio is experiencing major infrastructure investments, which relate both to an economic boom and to upcoming major events (including the Rio 2016 Games)<sup>29</sup>. The Games are part of a wider picture of urban renovation in Rio, adding momentum to an ongoing change, rather than being the sole cause of that change. Some infrastructure projects would still occur even if Rio was not hosting the Games. Therefore, great caution is required when attributing causality to the Olympic and Paralympic Games regarding evictions.

According to the Municipal Department for Housing of Rio de Janeiro, 738 families had been evicted by July 2013 for the construction of new road infrastructure in the city (666 families were evicted because of the Transoeste, and 72 families were evicted because of the Transcarioca<sup>30</sup>).

The only eviction directly related to the Games is that of the Vila Autódromo, a favela located on the edge of the Olympic Park. The eviction of part of Vila Autódromo is the result of infrastructure works in the Olympic Park area, namely two road extensions (at the Salvador Allende and Abelardo Bueno avenues) and the environmental sanitation of the Pavuninha river.

Among the 583 families living in Vila Autódromo, 280 are located in areas that are required by the infrastructure works, and therefore are subject to eviction. Those families could choose between financial compensation and being allocated a new housing unit located in Parque Carioca.

<sup>29</sup> The context of Rio 2016 involves a number of unique factors that make it hard to distinguish causal links between the Games and large scale infrastructure projects in the city:

- Rio is at the very centre of an oil production boom that influences local economy and infrastructure investments to an extent that overshadows Olympic factors
- The country (and the city of Rio) is also preparing for the 2014 FIFA World Cup. This makes the isolated effect of the Games harder to distinguish.

<sup>30</sup> Transoeste and Transcarioca are infrastructure projects that would have occurred even without the Games, but their schedule has been accelerated because of Rio 2016.

Parque Carioca is approximately one kilometre from the current location of Vila Autódromo. It includes 900 apartments distributed among four condominiums – 700 are three-bedroom units, and 200 are two-bedroom units. Forty-five units are adapted for people with an impairments. In addition, a community area was built, which includes a school, a swimming pool, a commercial area, playgrounds and other facilities.

As of December 2013, 204 of the 280 families have opted to move to Parque Carioca, and 76 have opted for financial compensation. Another 172 families that were not required to move from Vila Autódromo have nevertheless asked the city government to be included in the eviction plans. Among those, 140 asked to move to Parque Carioca, and 32 asked for financial compensation.

The following items explain the pathway disclosed by the Municipal Department for Housing (SMH) to relocate the families, which complies with both Brazilian legislation and international human rights standards:

- Department (SMH) sends a notice informing of its interest in demolishing the residence
- Social technical work is involved in engaging the affected population in the process
- Registration of residents and housing lots
- Evaluation for the properties
- Negotiation for compensation
- Compensation

The possible compensation methods are: offering a new housing unit; offering compensation for improvements made to the property by the now former inhabitants; assisted purchase of a new home; financial compensation.

### C. Civil liberties

Rio 2016 works to ensure that the Games respect the right to peaceful protest, the access to public spaces and information privacy.

In the reporting period, plans were developed to ensure security and

emergency readiness during the Games, aiming to achieve high levels of public safety and security and overseeing the right to peaceful democratic protest during the event.

The plans include security staff training. The goal is to enable security staff to act

with respect to human rights standards, particularly in building a culture of respect for diversity in all its forms, including sexual orientation, women's rights (to combat gender violence), children, adolescents and the elderly, as well as people with impairments. Security staff will also learn the basics of criminal law, focusing both on crimes that they must prevent as well as on those which they may incur. The training also includes concepts, techniques and legislation for environmental protection.

Rio 2016 is also working to guarantee security regarding all the data inserted into our website when the public apply for tickets. The Ticketing Terms and Conditions already define guidelines for data protection. In addition, Rio 2016 is evaluating the best ticketing method to implement, aiming to use the most secure technology to guarantee information privacy.



## RECOGNITION STATEMENT

### Public Criticism of the Games

Some of the feedback we received during our stakeholders' dialogue urged Rio 2016 to acknowledge that, while the people of Rio and Brazil are mostly supportive of the Games, some people are not.

In June 2013, a hike in bus fares in the city of São Paulo motivated a series of protests that spread rapidly to other Brazilian cities, in what became the most widespread street protests in Brazil since 1992. The original focus on transport problems expanded to include a diverse set of social issues, such as health, education and public safety. Concerns surrounding public transparency about major events' budgets was also an issue.

A quantitative measure of the demonstrators' topics of interest was offered on the website "Causa Brasil"<sup>31</sup>. Public safety was the most important issue (19.75 per cent of 36,119 entries), followed by health (9.2 per cent). The role of political parties (7.95 per cent) and education (6.48 per cent) also appeared as main topics. Complaints about the 2014 FIFA World Cup appeared in only 0.04 per cent of the entries, referring to the cost of building stadiums. There was no record of complaints about the Olympic and Paralympic Games.

Rio 2016 recognises that there will always be criticism of major events, and the public has every right to express its views and to protest in a peaceful manner. When criticism is constructive, we respond to it. We work with our government partners and security contractors to ensure that safe public spaces are provided for peaceful protests.

<sup>31</sup> The themes, or causes, are identified from the content of web postings — on Facebook, Twitter, Instagram, YouTube, and Google — which have at least one of the main hashtags related to the demonstrations. Available on: <http://www.causabrasil.com.br/>, accessed by the OG report authors on 2 November 2014. The themes, or causes, are identified from the content of web postings — on Facebook, Twitter, Instagram, YouTube, and Google — which have at least one of the main hashtags related to the demonstrations. Available on: <http://www.causabrasil.com.br/>, accessed by the OGI report authors on 2 November 2014.

# 4

## Leveraging Change

This chapter reviews Rio 2016's performance in the following areas:

- 4.1 Sustainable Supply-Chain
- 4.2 Professional Training
- 4.3 Education on Olympic and Paralympic Values
- 4.4 Volunteering



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Publication of the Sustainable Supply-Chain Guide
- Sustainable Supply-Chain's process designed
- Critical categories for sustainability defined
- Publication of specific sustainability requirements for 15 projects on the supplier web portal
- Publication of four supplier guides (Packaging, Harmful Substances, Materials and Wood Products)
- Development of a sustainable purchasing tool in partnership with the Brazilian Business Council for Sustainable Development (BCSD-Brazil)
- Audit carried out and corrective action plan developed for high-risk categories
- Improvement of market development in partnership with SEDEX Global, SEBRAE, FIRJAN, FSC, MSC and ASC

### NEXT STEPS: OUR GOALS FOR 2014-2015

- To continue improving market development and carrying out workshops with partners and suppliers
- To establish around 100 specific sustainability requirements for critical projects
- To publish 15 supplier guides (Signage, Caterers, Tent, Horse, Environmental and Social Construction Site Management Plan, Generators, Textiles, SEDEX Registration, Outsourcing of Labour, Solid Waste, Personal Protective Equipment (PPE), Printing Services, Electronics Management Plan, Plastics Guide and Sports Flooring)
- To continue analysing risk management (social, labour practices, ethical and environmental) in critical categories
- To monitor production within the critical categories of suppliers

#### 4.1. SUSTAINABLE SUPPLY-CHAIN

Purchasing, licensing and business development are strategic opportunities to advance on sustainability commitments and create value on a variety of different fronts. These are the most significant areas in which Rio 2016 can make a difference in respect to sustainability performance.

##### A. Sustainable purchasing

Rio 2016 has the responsibility of delivering the largest temporary

peacetime supply-chain<sup>32</sup>. It involves hundreds of individual purchases from a wide range of suppliers and licensees, in a short but intensive period of time. Among other items, we are responsible for buying needles to stick numbers to athletes' T-shirts, a transatlantic cruise ship, dozens of horses, around 1.8 million sport equipment items and about five million units of furniture (tables, chairs, beds, sofas and refrigerators, among others). The **hiring of these materials and**

<sup>32</sup> It means that among temporary supply-chains, only war efforts are larger than the procurement mobilisation of the Olympic and Paralympic Games.



**other services** began in 2013, and will peak in 2014 and 2015.

Rio 2016 supply-chain pillars are:

- Sustainability on its environmental, social, ethical and economic aspects
- Transparency, fair processes, auditability, traceability, and communication
- Cost reduction by planning, scope definition, optimisation, competitive processes, procurement strategy and negotiation
- Risk management on supplier relationship, supplier financial health, supplier evaluation and development

- Operational excellence on quality, on-time, service level and operational optimisation

We are committed to making economically, environmentally and socially conscious choices when purchasing products and services. This means tracking materials, as well as ensuring we buy products from factories that respect labour rights and have environmental and social best practices in place. It also means giving adequate final destination to everything we use within days of the end of the competitions.

#### **CORE PRINCIPLES OF THE RIO 2016 SUSTAINABLE SUPPLY-CHAIN MANAGEMENT PRACTICES**

- Good management systems (ISO 9001, ISO 14001, NBR 16001, SA 8000, ISO 26000, OHSAS 18001)

#### **ENVIRONMENTAL REQUIREMENTS**

- Low-carbon products and services
- Healthy materials
- Eco-friendly packaging
- Certified timber and timber products
- Energy efficient devices
- Good environmental management of production process

#### **SOCIAL REQUIREMENTS**

- Fair labour practices (compliance with the ETI – Ethical Trade Initiative – code)
- Good practices on health and safety
- Diversity and inclusion policies
- Child protection

#### **ECONOMIC REQUIREMENTS**

- Local purchasing
- Anti-corruption practices
- Cost reduction and competitiveness improvement
- Opportunities for small-and middle-sized companies

The Rio 2016 sustainable supply-chain principles are detailed in the Sustainable Supply-Chain Guide, published in July 2012, which applies to suppliers, sponsors and licensees. Specific requirements for key purchase categories are described on our purchasing platform (refer to [portaldesuprimentos.rio2016.com](http://portaldesuprimentos.rio2016.com)).

In order to meet the challenges set in the supply-chain guide, we have implemented a supply-chain framework that starts with planning and control. The planning area continually reviews the demand planning and monitors all supply-chain KPIs, processes, systems, risk management, and market development initiatives.

After the initial planning, the procurement team follows a procedure to approve every sourcing initiative with an Executive Director Committee. Strategic and high value sourcing also have to be approved by the Board. The procurement process for each category follows five distinct phases.

The first is the kick-off. This is when all the teams involved plan the sourcing project and identify the risks, followed by the creation of the project on procurement and confirmation of the budget.

The second phase, data gathering, is when the scope and all the technical requirements are gathered, and when there is deeper market analysis. In some cases, this phase will be conducted through a Request for Information (RFI) to gather information from the market.

The third phase is strategy definition, when the sourcing strategy, the project schedule, the TCO (total cost of ownership) model to compare

and evaluate the proposals and the development of the Request for Proposal document (RFP) will be developed.

The fourth phase is the tender itself. This is when negotiations take place, as well as when the final terms of the contract are defined and approved. For the purchase categories of high materiality for sustainability, an evaluation based on the Brazilian Business Council for Sustainable Development (BCSD-Brazil)'s sustainable purchasing tool is carried out and taken into consideration during the decision-making process<sup>33</sup>.

The fifth and final sourcing phase comprises contract drafting, validation and result publishing at the Rio 2016 purchasing platform.

Throughout the process, input is given by the following Rio 2016 teams:

- Quality/Delivery/Dissolution – The logistics team and other key internal stakeholders participate in order to plan dissolution, quality control, and service level agreements
- Commercial/Legal/Finance – These areas analyse the possibility of sponsorship deals, protection of sponsors' rights, payment conditions and insurances, and legal and risk requirements
- Sustainability – Input on requirements and impacts considering social, ethical, economical and environmental impacts as well as opportunities to create a positive impact on the local economy and related supply-chain

<sup>33</sup> Rio 2016 worked together with the Brazilian chapter of the BCSD-Brazil and its affiliated companies in the development of a Sustainable Procurement Manual. The manual contains a tool that assists the suppliers' selection considering sustainability aspects in decision-making. It also highlights the supplier performance regarding sustainable practices from a value generation point of view: the reputation generated by reducing any risk of non-compliance and increasing operational efficiency. For further information, and to download the tool, please visit <http://cebds.org.br/>.

- Look of the Games – The Organising Committee must guarantee the usage and compliance of the overall visual identity (look, colour and feel) that must be presented for projects that will have an impact on the Games
- Security – Must be involved in order to communicate and define security guidelines that must be followed and agreed upon by the suppliers
- Diversity and Inclusion/Workplace Health and Safety – Attention to requirements related to the workforce, workplace and inclusion of minorities and employees with impairments
- Legacy – A dissolution strategy is designed for each sourcing project, aiming to map and help legacy planning

The sourcing process is simplified for non-critical and low-value procurement categories, when it goes through three phases: data gathering, bidding, and contract drafting or emission of purchase order.

After sourcing, the process continues with contract management.

All procurement categories have been evaluated in regards to environmental, social and economic materiality. Those categories identified as high materiality are specifically targeted to register at the Supplier Ethical Data Exchange (Global Sedex). They are also required to carry out an audit in accordance with the current Sedex Members Ethical Trade Audit (SMETA)'s best practice guidance. Suppliers who fail to pass the audit on highly critical matters are not hired. Additionally, during the contract period, whenever risk or non-compliance situations are identified, through audit or third-party complaints, the supplier must remediate as required. In cases identified

as being of critical risk, on-site production monitoring is carried out in addition to SMETA auditing.

Planning what happens to Rio 2016's owned assets after the Games is also a key consideration. There is a team in place to develop these plans, and a high-level strategy for assets donation is under development. Detailed plans will be finalised during 2015.

It is worth noting that while other organising committees have integrated "green" policies into their procurement frameworks, it was only with Vancouver 2010 and London 2012 that environmental, social and ethical criteria were incorporated into the procurement process.

Rio 2016 is the first Organising Committee to include a TCO (total cost of ownership) approach. Through this, whenever feasible, cost reductions in operations coming from energy efficiency, reduced use of water resources, low-carbon emissions and cost of final destination are taken into consideration, allowing us to internalise eco-efficiency cost benefits and make decisions based on "best value" instead of "low price".

Another innovation is the adoption of the BCSD-Brazil's sustainable purchasing tool during the negotiation process, which allows us to go beyond the gate-keeping ("go" and "no go") role of sustainability in purchase decision-making (adopted as best practice so far).

Rio 2016 is a key inspiration behind the development of the sustainable purchasing tool developed by BCSD-Brazil. The tool is part of a 'Sustainable Procurement Manual', which creates a standard to embed environmental,

social and ethical aspects into purchasing negotiation and decision-making. It has established criteria that go beyond commercial evaluation, to give actual competitive advantage to products and companies with enhanced sustainability practices.

Finally, Rio 2016 is the first OCOG in history to publish its procurement timeline almost three years prior to the Games; it is updated monthly.



## PEOPLE IN ACTION

### Leveraging change in sustainable procurement

“The sustainability agenda in the Brazilian business purchasing sector has long been chased by BCSD-Brazil and its associates, albeit without a concrete definition. The contact and provocation from the Supply-Chain and Sustainability areas of Rio 2016 were essential to the structuring and beginning of a project in this sense: a Sustainable Procurement Manual for the private sector that went beyond demonstrating why to promote such purchases, and mainly showed how to structure this process.

The development of the tool was extremely enriching – it was made by the companies, for the companies. The Rio 2016 Organising Committee not only participated in this group, it had a key role being the first company to test it on its own supply-chain process, highlighting advantages and improvements, and above all demonstrating the feasibility of the rationale behind the tool.

We can proudly say that Rio 2016 was essential to the success of this project and to the huge potential resulting from its use.”



**FERNANDO MALTA**

Institutional Relations  
Brazilian Business Council for Sustainable Development  
(BCSD-Brazil)



## PEOPLE IN ACTION

### Sustainability as a goal

Before having the privilege of participating in the organisation of the Games, I worked for many years as a consultant in supply-chain projects. I remember that, at that time, I already had access to many readings on the concept of sustainable and responsible sourcing and found it interesting, but I did not see any of those initiatives in day-to-day projects of clients. Not that those companies did not have any sustainability vision or initiatives, but in their procurement areas the focus was still very much only on “price reduction, price reduction, price reduction”, and talking about sustainable supply-chains seemed like something from another planet.

The day I joined the Rio 2016 team, I saw that sustainability was no longer only theoretical, interesting or desirable – it was an obligation, a goal, a clear deliverable in my work. The challenges were huge, because practices are not yet widespread in Brazil, neither among buyers nor among the supplier markets. However, it was an opportunity to finally put theory into practice, and the entire Rio 2016 Procurement team embraced the cause.

In 2013, we began conversations with the Brazilian chapter of the World Business Council for Sustainable Development (BCSD–Brazil). We knew there were many issues in common to address, and the first work initiative together was to create a “Manual for Sustainable Purchasing”. The objective of the manual was to standardise the inclusion of sustainability requirements in purchase decision-making processes.

BCSD–Brazil had tried similar initiatives in the past, without much success. However, this time was different, for two reasons: 1) the market, the companies and the buyers were already familiar with the sustainability principles and were prepared to put them into practice, and 2) the possibility of getting involved with the Rio 2016 Games. Participating in this initiative meant influencing, in some way, how the Organising Committee's purchasing process would be done. The two opportunities together made the idea irresistible to many companies as well as to their procurement and sustainability departments.

Around 40 companies responded to BCSD–Brazil's invitation and participated in the discussions. It was gratifying to see how those ideas were, in a structured and mature way, being discussed and put into practice in Brazil.

The Manual for Sustainable Purchasing was completed and released in May 2014, and it is the first tangible sustainability legacy driven by the Rio 2016 Olympic and Paralympic Games for the Brazilian market. From now on, for many companies in Rio de Janeiro and Brazil, talking about sustainability and putting it into practice in procurement is no longer something from another planet.

The first practical results of the manual can be seen in the first test-events. However, a lot more will be done while we procure all goods and services for Games time. We are sure that by 2016, we will have many more stories to tell. Wait and see.



**JOÃO SARAIVIA**

Rio 2016 Head of Procurement

## B. Licensed merchandise

A proportion of Rio 2016's revenues is generated from licences that grant companies the legal right to produce and sell Rio 2016-branded merchandise.

The Rio 2016 licensing and retail programme features up to 12,000 products, over 65 licensees and US\$81 million expected revenues. By the end of 2013, we had 24 licensees. Approximately 400 products have been launched so far.

Since Rio 2016-branded products are customer orientated and a very visible part of the Games, licensees have a significant role in supporting our sustainability agenda.

Helping licensees improve their sustainability standards is a key objective. This is achieved through a combination of efforts, such as early communication of requirements to the market (the Sustainable Supply-Chain Guide was published four years before the Games), workshops, regular training sessions, guides and handbooks. Workshops will continue to be held over the next two years, to prepare the market according to our sustainability requirements and to raise the bar on sustainability in companies supplying branded goods for domestic and international events.

Licensees must comply with all requirements from the Sustainable Supply-Chain Guide.

The monitoring of the implementation of the Rio 2016 sustainability requirements by the licensees is carried out in five steps:

1. SEDEX Global database registration and implementation self-assessment;
2. External third-party audit (SMETA/ SEDEX Methodology);
3. Monitoring of production, packaging and shipping *in-loco* (made by a third-party);
4. Quality control of the monitoring (made by Rio 2016 randomly);
5. Receiving control (made by Rio 2016).

Another licensing initiative includes the creation of a product line with enhanced sustainability criteria, which will have part of its royalties donated to Atlantic Forest reforestation projects. In addition to hiring only suppliers with good sustainable corporate practices, the criteria for the composition of this product line cover aspects related to the product itself and its packaging. They must:

1. Be composed of sustainable raw materials (of organic or certified agriculture, recycled material or natural fibres, free of PVC and/or restricted chemicals);
2. Be composed of reusable/recycled material, certified wood or natural fibre;
3. Promote socio-economic benefits for manufacturers coming from socially vulnerable communities.

## C. Market development

In order to support sustainable business development in our supply-chain and create incentives for local businesses and for the participation of small-and middle-sized companies, Rio 2016 has been working with likeminded non-government partners, private companies and industry organisations.

These partnerships are based on the following strategic objectives:

- To identify business opportunities in the different segments of the market
- To connect the opportunities to the supply needs for the Games
- To develop a plan to access and communicate with these segments
- To establish agreements and actions to develop the market
- To create opportunities to lead the market into more sustainable business practices
- To strengthen the sustainability knowledge and practice in the country
- To minimise unwanted economic impacts, such as high investment peaks in production for the Games, followed by lows in the industry and the economy after the Games, due to the seasonality and abrupt decrease in the demand
- To create opportunities to bring or expand knowledge and expertise to the local market, through the promotion of national and international partnerships

First, research was conducted to identify which supporting entities could act as intermediaries or direct partners of Rio 2016 in the industry, trade and national and international small-and middle-sized companies. The next step was to initiate proper contacts and establish goals. A project management office (PMO) was designated to give support to the programme. The PMO's basic functions are initiatives-mapping and activities-sequencing, setting deadlines and generating integrated information, allowing an overview of the programme. This will enable the monitoring and identification of possible deviations and divergences regarding the strategic objectives, and thereby determine corrective and preventive actions. It is a

continuing function, which allows the inclusion of new initiatives at any time. The great benefit of this programme for the market, which directly or indirectly has an effect on the local economy, comes down to strengthening concepts and best sustainable business practices.

Main supporting formal entities and results (already generated or expected) from the partnerships are:

a) Ongoing:

- SEBRAE: cooperation agreement for the development of the small-and medium-sized companies market
- Global SEDEX platform: contract for environmental conformity and risk mapping evaluation, to justify eventual SMETA audit needs
- SERASA: contract for socio-economic evaluation and environmental conformity of suppliers during and after tenders

b) Not initiated:

- CNI (National Confederation of Industry): cooperation agreement to disseminate and encourage the participation of the domestic industry in the Games

Main supporting informal entities and results (generated or expected) from the partnerships are:

a) Ongoing:

- FIRJAN: events implementation to approximate Rio 2016 and the industry market
- Foreign consulates: disclosure and encouragement for the participation of foreign suppliers in tenders and to the

- establishment of partnerships with the local market
- Ministry of Sports/FINEP: encouragement of business development for the Games
- UNI (Global Union): contribution to the development of hiring requirements for the workforce

b) Completed:

- BCSD-Brazil: creation of the Sustainable Purchasing Guide
- Compra Rio: implementation of the Business Round, to approximate companies settled in Rio de Janeiro
- FSC: sustainability requirements or guides, sustainability indicators
- PNUMA: sustainability requirements or guides

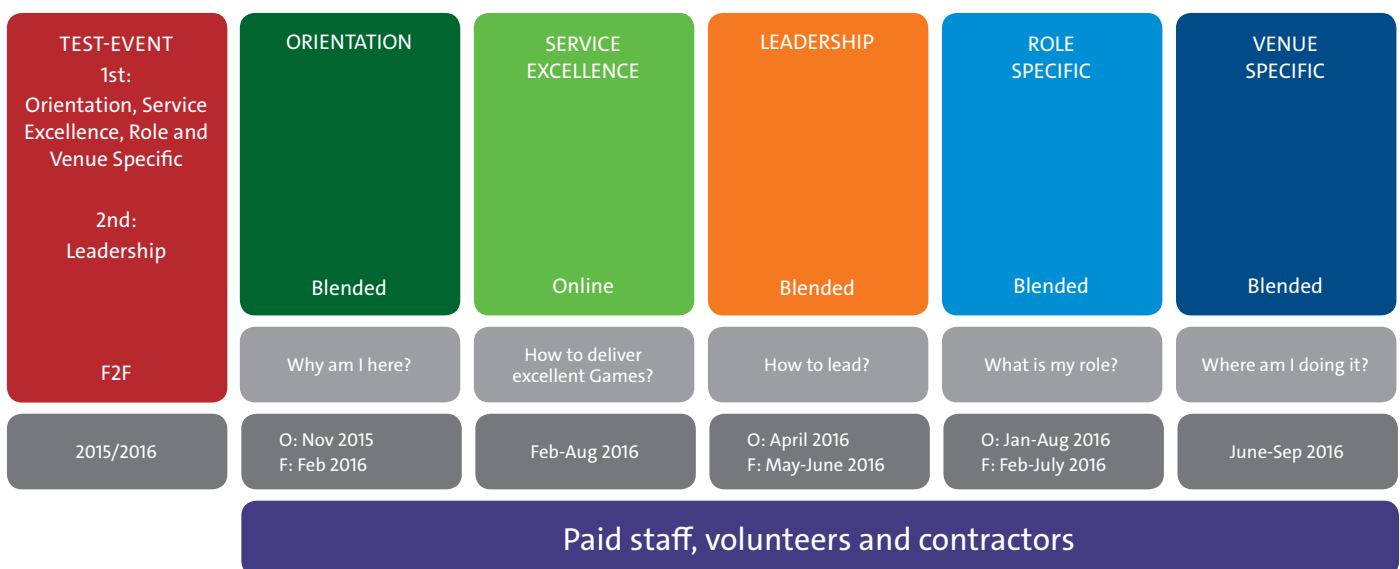
While we are still completing our purchasing tracking system, we can report the following (for the reporting period):

- Eighty-four per cent of Rio 2016's contracts went to the Brazilian market, 62 per cent to the state of Rio de Janeiro
- Sixteen per cent of the contracts went to businesses outside Brazil

#### 4.2. PROFESSIONAL TRAINING

Previously, we mentioned that professional training is a means for Rio 2016 to ensure both a prepared workforce to deliver excellent Games as well as a positive social legacy. Therefore, the objectives of Rio 2016's training and professional development journey are:

- Prepare paid, volunteer and contractor workforce, who will work together to deliver the Games, to perform their Games-time role competently from the beginning
- Ensure a stimulating learning experience for entire workforce
- Through the training programme, engage our workforce in this unique experience, providing them with the necessary skills, knowledge and attitudes, contributing to the legacy of the Games





We undertook a skill gap study to look at the demands of the Rio 2016 workforce, and so Rio 2016's training programme has five pillars: Orientation, Service Excellence, Role Specific, Leadership and Venue Specific.

Orientation training aims at answering the question: "Why am I here?" It shares basic knowledge about the Olympic and Paralympic Games, its values and history, as well as a special focus on the Games in Rio.

Service excellence training aims at answering: "How do I deliver excellent Games?" It provides skill training with a focus on excellence in service delivery and positive behaviour in the workplace.

Role specific training aims at answering: "What is my role during the Games?" It provides workforce with all the information they need to excel in performing their tasks.

Leadership training aims at answering the following question: "How do I lead people?" It contributes to the development of leadership skills and the adoption of a leadership style aligned with Olympic and Paralympic values.

Venue specific training aims at answering the following question: "Where I am going to work?" It provides workforce with detailed information about the venue where they will be performing their duties.

We are using a blended-learning approach, combining e-learning with face-to-face training sessions.

Volunteer training is viewed as a personal development journey. It starts with the selection process and builds gradually until Games time. In addition to the five training pillars, knowledge on themes such as diversity and inclusion, accessibility, Olympic and Paralympic values, health and safety will be shared as part of the engagement activities throughout the next two years.

Language training is a unique feature of Rio 2016's professional development initiative. More than one million Brazilians will be trained in a second language through a partnership between Rio 2016 and Education First (EF). Starting in 2015, EF will deliver language training to candidates for the Rio 2016 volunteer programme and the Organising Committee staff. This programme will provide thousands of volunteers and staff involved with the Rio 2016 Games with the language skills necessary to warmly welcome athletes and visitors from around the world. The language skills will also benefit these individuals in their future lives and careers, providing a positive contribution to society well beyond 2016.

To provide opportunities and development for young people, Rio 2016 also has an internship programme. Launched in mid-2013 with 30 vacancies for students from Rio de Janeiro, the programme ended the year with 29 interns working on the Games organisation.

The programme offers students from more than 15 undergraduate majors the chance to develop a project related to their field of work within the context of the Olympic and Paralympic Games, always with the monitoring of a supervisor. Throughout the programme, students undergo training and performance evaluations under the supervision of the human resources area.

We will have a sharp growth in our workforce in 2016. The internship programme is an important pillar of our strategy to recruit young talent, because we believe that interns who perform well and are engaged in our mission will find

opportunities to be later hired as part of Rio 2016's permanent staff.

To participate in the selection process, applicants must have some specific characteristics. English and computer knowledge are not the only requirements. Rio 2016 looks for people who want to learn, like change, seek challenges and are interested in working in a multi-cultural, dynamic and diverse environment. More than a job opportunity for their CV, young people working in the Rio 2016 Organising Committee will have the chance to benefit from a life-changing experience at a great place to work.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Training needs identified
- Training and skill building journey planned
- Detailed content for orientation and event leadership training pillars defined
- Internship programme implemented

### NEXT STEPS: OUR GOALS FOR 2014-2015

- To start language training
- To define detailed content for role-specific and venue-specific training
- To test training content (pilot training during test-events)
- To plan training logistics in detail
- To train the trainers
- To develop a communication plan for the training programme
- To implement an apprenticeship programme

### 4.3. EDUCATION OF OLYMPIC AND PARALYMPIC VALUES

In keeping with its commitment to contribute to Brazilian education, Rio 2016 has developed *Transforma*, the education programme that brings the Games to schools. Inspired by the Olympic and Paralympic ideals and adapted to the Brazilian context, *Transforma* offers information and support to schools, allowing them to create new ways of teaching values to students based on memorable learning experiences.

The programme aims to inspire a desire for transformation in young people through the ideals of the Games – a transformation in the way they look at life, its obstacles and possibilities, thereby broadening their horizons. A transformation in the attitudes towards one another, regardless of differences. Above all, *Transforma* is a joint collaboration involving governments, schools, society and, first and foremost, young people – agents of transformation who will carry the educational legacy of the Rio 2016 Games forward.

*Transforma* has three principles that guide the programme's activities: living the Olympic and Paralympic values, trying out new sports and engaging with the Games. Living the Olympic and Paralympic values encourages new attitudes that serve as valuable examples inside and outside schools.

New sport experiences arouse interest, extend knowledge and generate enjoyment related to physical activity. Engagement with the Games brings young people closer to the Rio 2016 project and the Olympic and Paralympic Movements, in addition to encouraging the students' sense of initiative and creativity.

Launched in 2013, the programme provides information, guidance and inspiration by offering learning materials, training courses and school challenges to support young people in making the most of the Rio 2016 Games. The main objective is to create and develop new lessons and activities that integrate the Games and their values into the school routine.

The programme reaches schools through four multiplier groups: coordinators, physical education teachers, student leaders (called "young agents") and their tutors. These four groups participate in training courses, where they learn about the Olympic and Paralympic Movements, understand the pedagogical proposal for teaching values and begin to develop an action plan for their schools.

After the training phase, the schools begin to work through challenges. The objective is to enable students to experience, through practical activities, the ideas and Olympic and Paralympic values presented in training courses and learning materials. They also promote the integration and mobilisation of schools' surrounding communities, involving students, teachers, school staff and the students' families. The winning schools are rewarded with a connected-to-the-Games experience.

To maximise the Olympic and Paralympic sports experience in schools, *Transforma* adopted a teaching methodology that works with sport categories instead of individual sports. In this methodology, sports are bundled according to the similarity of movement, actions or place of execution: brand, batting, combat/fight, aesthetic and rhythmic, precision and direct or indirect interaction with nature.

By using this methodology, physical education teachers, for example, can implement "sport invasion" (of sports such as basketball, football and rugby) or a "sport batting" (table tennis, badminton and field hockey, sequence in the same class. With the expansion of sport experiences, the programme aims to demystify Olympic and Paralympic sports that are distant from the reality of schools today.

Besides the theoretical training, the physical education teachers receive four practical training courses in Olympic and Paralympic sports throughout the year. In 2013, the sport training addressed Paralympic sports and rugby.

All the educational content on the Olympic and Paralympic Movements – such as digital lessons and suggestions for activities – are available at the *Transforma* website ([www.rio2016.com/educacao](http://www.rio2016.com/educacao)) to any schools in the country. The contents are stored in the "Media Library" section and divided by interest profiles.

In 2013, 15 public schools in the municipality of Rio de Janeiro participated in the pilot programme. In 2014, the programme will expand its operations to around 200 schools in the state of Rio.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Programme concept defined
- Pedagogical strategy developed
- Test phase implemented in 15 schools
- Methodology for training courses developed

### NEXT STEPS: OUR GOALS FOR 2014-2015

- To conduct training courses for programme multipliers (young agents, tutors, pedagogical coordinators and physical education teachers)
- To develop online educational content
- To promote school challenges
- To create digital presence (website and social networks)
- To expand the programme throughout the city and the state of Rio de Janeiro
- To formalise the programme as a public policy in the city of Rio de Janeiro
- To provide the online programme to all of Brazil



## PEOPLE IN ACTION

### Taking the Rio 2016 Games into schools

In 2013, physical education teachers in municipal schools of Rio participated in rugby training offered by *Transforma* in partnership with the Brazilian Rugby Confederation. Back at schools, physical education teachers began practising rugby during classes, and the sport started to gain popularity among students, who until then were used to only playing football, handball, basketball and volleyball.

The Guimarães Rosa Municipal School, located close to the Deodoro zone, now has rugby in the curriculum of physical education classes. It happened after teacher Lúcia de Souza attended the training offered by the programme. "I started playing rugby with one class and the response was great!" said Lúcia. "Rugby is a very dynamic sport; it has a lot of running and agility." Even kids who did not like other sports were interested. For Lúcia, another positive feature of the sport is that any student can participate, regardless of physical characteristics.

Late in 2013, Rio 2016 organised an event that introduced members of Rio Rugby F. C. to school students. Later the same year, the club organised a rugby tournament at the school, involving athletes and awarding medals to the students. Currently, the Fluminense Rugby Federation (FFR) is negotiating with the city's department of Education to establish a rugby school to provide professional training for students. "We already have students who stand out", said Lúcia.

Rugby taught in school is an adapted version of the sport called Tag Rugby, which has less physical contact between players. The sport has also served as a facilitator to teach the Olympic and Paralympic values among school students. "It's a team game, all players are important. Collaboration and cooperation are necessary and key to the team's success," said the teacher.

Rugby was also introduced in the Professor Souza Carneiro Municipal School, in the Penha neighbourhood, and students are already getting ready to participate in the Student Games competition in Rio de Janeiro.

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For further information regarding rugby at schools, please visit: [https://www.youtube.com/watch?v=t\\_3leXIRMIM](https://www.youtube.com/watch?v=t_3leXIRMIM)



**CARLA MARQUES**

Rio 2016 *Transforma* Analyst



Experimenting with different sports at schools is an integral part of the *Transforma* programme

#### 4.4. VOLUNTEERING

A very traditional feature at the Olympic and Paralympic Games, volunteering has been gaining strength with each edition of the event.

The Rio 2016 Volunteer Programme has a single characteristic, a focus on giving participants an unforgettable experience, filled with unique and memorable moments.

For Brazil, the programme will be an opportunity to strengthen the culture of volunteering and spread the Olympic and Paralympic values. It will also advance the volunteers' personal and professional development and the exchange of

knowledge and experiences among the Rio 2016 team.

Diversity and inclusion are in the vein of Rio 2016's deliveries, and the volunteer programme cannot be left out. The programme was designed considering all people, of all ages, with or without impairment, from anywhere in the world. To be a volunteer for the Games, it is necessary to:

- Be 18 years old by May 2016
- Be willing to volunteer for at least 10 days in the Olympic and/or Paralympic Games
- Be educated to elementary level
- Be available for the selection process and training

Scheduled to be released in August 2014, the Rio 2016 Volunteer Programme will have a five-step selection process, including application, language test, values assessment, group dynamics and training. The candidate will go through a two-year engagement journey, during which he/she will have the opportunity to better understand the event and their role in it.

To provide all participants with a very special experience, Rio 2016 has been working, for the last three years, to form

partnerships with several national and international institutions in various fields of work, such as health, education, sport, languages and many more. The preparation for the Volunteer Programme also includes the implementation of the Pioneers Volunteers Programme. Planned to start in the first half of 2014, the programme's goal is to spread the theme of volunteering throughout society and enable interaction between the Rio 2016 team and the volunteers, who will be the main part of our workforce for the Games.



## ACTION TRACKER

### PROGRESS WE MADE IN 2012-2013

- Strategy of the programme defined
- Partnerships with institutions focused on specialised volunteers formed
- First draft of volunteer requirement numbers and volunteer roles made
- Launch of the volunteer page on the Rio 2016 website
- Launch of the internal volunteer programme

### NEXT STEPS: OUR GOALS FOR 2014-2015

- To make the second draft of volunteer requirement numbers and volunteer roles
- To implement the Pioneers Volunteers Programme
- To launch the Rio 2016 Volunteers Programme
- Application of volunteers language test
- Application of volunteers online evaluation activity (values test)
- Pre-selection phase
- Interviews
- Volunteers working in test-events
- Send letters of offers





## PEOPLE IN ACTION

### Internal Volunteer Programme

On 28 August 2013, when the National Volunteer Day is celebrated in Brazil, the volunteers team held an internal event for all team members of the Committee, aimed at promoting the volunteer ideal among employees, interns and other personnel. On this day, the Internal Volunteer Programme was launched.

This programme, unprecedented in the history of the Games, has at its core the principle of promoting a culture of volunteering, enhancing our team members' experience, expanding the relationship between the Committee and the community, as well as serving as a catalyst for volunteer works throughout Brazilian society.

Running for seven months, the Internal Volunteer Programme has been a tremendous success! Participants involved in each activity are eager to be a part of the next, regardless whether it is an educational initiative or a sport competition. There were not any activities launched in 2013 that did not have a high number of volunteers enrolled. The results accomplished thus far are impressive, and more than 15 per cent of the Rio 2016 team has adhered to the programme.

"We are conducting a project that is always running against time; we are constantly dealing with tight schedules, pressure to deliver and many tasks to be completed. Nevertheless, this has not taken away our volunteer spirit, nor did it prevent us from making progress. We did not have any prizes at the end, no recognition or guarantees for professional development. Rio 2016's team members joined the programme because they wanted to be a part of this initiative, helping us to write this story", says Aline Lima, responsible for running the Programme.



**ALINE LIMA**

Volunteers Specialist



# 5

## Appendices

Appendix 1 - Corporate Sustainability Policy

Appendix 2 - GRI Statement & GRI Correspondence Table

## APPENDIX 1

<b>RIO 2016</b>	<b>SUSTAINABILITY POLICY</b>			
	<b>DEPARTMENT</b> <b>PLANNING</b>	<b>Last publication:</b> <b>23/09/2013</b>	<b>Version:</b> <b>1</b>	<b>Pages:</b> <b>1 / 5</b>
	<b>Functional Area:</b> <b>SAL</b>	<b>Author:</b> <b>Tania Braga</b>		
	<b>Security classification:</b> <b>Internal document</b>	<b>Document:</b> <b>SAL_Dpol_01_Sustainability Policy</b>		

### EXECUTIVE SUMMARY

*The Corporate Sustainability Policy establish guidelines and principles required to ensure that good practices in sustainability are embedded into the full cycle of planning, organising, staging and dissolution of the Rio 2016 Olympic and Paralympic Games.*

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## 1. OBJECTIVE

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Establish guidelines and principles for the conduct of good sustainability practices throughout the cycle of planning and staging of the Rio 2016 Olympic and Paralympic Games (Rio 2016 Games), until complete dissolution of the Rio 2016 Organizing Committee for the Olympic and Paralympic Games (Rio 2016).

## 2. SCOPE

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All the functional areas of Rio 2016.

## 3. VALIDITY

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Since the publication of the policy until the complete dissolution of the Rio 2016 Organising Committee for the Olympic and Paralympic Games (Rio 2016).

## 4. TERM AND DEFINITION

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- **Sustainability:** Economic, environmental and social responsibility.

## 5. DUTIES AND RESPONSIBILITIES

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### 5.1 To all Rio 2016 workforce

Ensure compliance with this policy and conduct all Rio 2016 business activities in line with the vision, values and principles described in this policy.

## 6. OBJECTIVES

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### 6.1 Vision

The vision, values and mission of Rio 2016 were inspired by the global planning strategy of the city and country in the long-term. They are also based on the motivation behind Rio's bid to host the Games: "the desire to combine the power of Olympic and Paralympic sports with the enthusiasm and festive spirit of the residents of Rio (cariocas) to bring long-term sustainable advantages to Brazil and the city of Rio de Janeiro".

Sustainability principles and legacy objectives are embedded in our vision and will promote our bid commitments, with the ultimate objective being to leave positive legacies once the Games have been staged.

### 6.2 Values

- **Celebration:** the passion, spontaneity and youthful spirit which Rio is known for will permeate through all the events, involving all participants and spectators in festive, high-energy celebrations.
- **Ability to deliver:** through organisation, innovation and positivity, we will work to create a lasting legacy that will bring positive changes and tangible benefits to all involved with the Games.

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RIO 2016 - SUSTAINABILITY POLICY

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- **Participation:** teamwork, solidarity, integration and hospitality are guidelines for the delivery of inclusive Games that will celebrate diversity and accessibility.

Through the sustainability policy, our goal is not only to reach levels of excellence in our deliveries through continuous improvement, but also to show leadership by setting new standards for sustainable management with tangible legacies at events throughout the country.

### 6.3 Principles

The Rio 2016 Games are governed by the principles defined in the Brazilian regulation ABNT NBR ISO20121, for the sustainability management systems for events. These are:

- **Responsibility:** we will take care to conduct all our activities with economic, environmental and social responsibility. We will seek a balance between economic considerations, a reduced negative environmental impact and the promotion of social benefit in everything we do.
- **Inclusion:** we will strive for a respectful relationship with all interested parties, regardless of race, sex, age, colour, religion, sexual orientation, culture, national origin, income, or mental, intellectual, sensory or physical impairment, or any other possible grounds for potential discrimination.
- **Integrity:** we will base our actions on ethical principles, consistent with international standards of behaviour.
- **Transparency:** we will communicate in a clear, accurate, timely and honest manner about our activities that affect society, the economy and the environment, regularly publishing the results of the decisions taken and their impacts.

These principles are summarised in our Sustainability Management Plan, which creates an influential tool for the Rio 2016 Sustainability Programme and provides a framework for achieving Games in accordance with the Rio 2016 Candidature commitments, with Brazilian law and with respect to Olympic and Paralympic ideals.

The principles convert into three strategic objectives which correspond to the principles of sustainable development ratified by the United Nations Conference on the Environment and Development Rio 1992. These are:

- **Planet:** reducing the environmental impact of the projects relating to the 2016 Games, leaving a smaller environmental footprint.
- **People:** planning and delivery of the 2016 Games in an inclusive manner, offering access to everyone.
- **Prosperity:** contributing to the economic development of the state and city of Rio de Janeiro and planning, generating and reporting on projects related to the 2016 Games responsibly and transparently.

Through transparency, we will map progress against the principles and objectives biannually in a sustainability report.

## **7. FINAL CONSIDERATIONS**

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The Rio 2016 Organising Committee for the Olympic and Paralympic Games, integrates the sustainability principles and objectives into the day-to-day management and full life-cycle of planning, staging the Rio 2016 Games and complete dissolution of Rio 2016 Organising Committee for the Olympic and Paralympic Games, working closely with many stakeholders, such as the federal, state and municipal governments, the Olympic Public Authority, sponsors and licensees, sports federations and authorities and the International Olympic Committee and International Paralympic Committee.

## **8. RELATED LEGISLATION**

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Not applicable.

## **9. INTERNAL REFERENCE**

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Sustainability Management Plan.

FNC\_Dpol\_07\_Polity for policymaking.

## **10. BIBLIOGRAPHY**

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NBR ABNT ISO 20121 standard

## **11. APPENDIX**

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Not applicable.



## Statement GRI Application Level Check

GRI hereby states that the **Rio 2016 Organising Committee for the Olympic and Paralympic Games** has presented its report "Embracing Change - Rio 2016 Sustainability Report" (2014) to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 08 September 2014

A handwritten signature in dark ink, appearing to read "Ásthildur Hjaltadóttir".

Ásthildur Hjaltadóttir  
Director Services  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.*  
[www.globalreporting.org](http://www.globalreporting.org)

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 25 August 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

## STANDARD DISCLOSURES PART I: PROFILE DISCLOSURES

### 1. STRATEGY AND ANALYSIS

Profile Disclosure	Disclosure	Level of Reporting	Location of Disclosure
1.1	Statement from the most senior decision-maker of the organisation.	Fully	Pages 2-3
1.2	Description of key impacts, risks, and opportunities.	Fully	Pages 3; 9-11; 34-35; 38; 45-48; action tracker sections at pages 33; 41; 42; 44; 49; 59; 69; 72; 73; 78; 83; 90; 109; 113; 119; 129; 131; 134

### 2. ORGANISATIONAL PROFILE

Profile Disclosure	Disclosure	Level of Reporting	Location of Disclosure
2.1	Name of the organisation.	Fully	Page 8
2.2	Primary brands, products, and/or services.	Fully	Pages 15; 19-21
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Rio 2016 has no subsidiaries, joint-ventures, operating companies or divisions. For governance structure see pages 16-18.
2.4	Location of organisation's headquarters.	Fully	Page 152
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	Rio 2016 operates only in Brazil, mainly in Rio de Janeiro. Some of Games time operations (football) will also take place in São Paulo, Belo Horizonte, Salvador and Brasília.
2.6	Nature of ownership and legal form.	Fully	Page 15
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Pages 24-28; pages 45-46



2.8	Scale of the reporting organisation.	Fully	Page 4; information on revenue, debt and equity can be found in Annual Financial Statement (AFS) 2012 ( <a href="http://www.rio2016.com/sites/default/files/parceiros/rio2016_financial_statements_2012_2011.pdf">http://www.rio2016.com/sites/default/files/parceiros/rio2016_financial_statements_2012_2011.pdf</a> ) and AFS 2013 ( <a href="http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2013_2012.pdf">http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2013_2012.pdf</a> )
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	This is the first report Rio 2016 has prepared. Page 17.
2.10	Awards received in the reporting period, including certifications and external endorsements.	Fully	Page 32

### 3. REPORT PARAMETERS

Profile Disclosure	Disclosure	Level of Reporting	Location of Disclosure
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	This report refers to fiscal and calendar years of 2012-2013
3.2	Date of most recent previous report (if any).	Fully	This is the first Rio 2016 Sustainability Report
3.3	Reporting cycle (annual, biennial, etc.)	Fully	Pages 8-9
3.4	Contact point for questions regarding the report or its contents.	Fully	Page 152
3.5	Process for defining report content.	Fully	Pages 8-13
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, venues and event locations, joint ventures, suppliers) and whether it covers planning and delivery, and the activities of partners, participants who are content providers, attendees and sponsors. See GRI Boundary Protocol for further guidance.	Fully	Pages 8-12; 24-28

3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	Pages 8-12
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	Fully	Rio 2016 has no subsidiaries or joint ventures that can affect comparability. Page 12 for explanation on operations that can affect comparability with next reports.
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	Whenever applicable, basis of calculation explained as notes or text at each indicator disclosure. Explanations on lack of application or divergence from GRI Indicators Protocol at each indicator in this Content Index.
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/ periods, nature of business, measurement methods).	Fully	This is the first Rio 2016 report.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	This is the first Rio 2016 report.
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	Appendix 2
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Appendix 1

#### 4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

Profile Disclosure	Disclosure	Level of Reporting	Location of Disclosure
4.1	Governance structure of the organisation, including committees under the highest governing body responsible for specific tasks, such as setting strategy or organisational oversight.	Partially	Pages 15-18 (except for diversity indicators for governance structures, information not available)
4.2	Indicate whether the Chair of the highest governing body is also an executive officer.	Fully	The Chair of the Board and the Chief Executive roles are filled by separate individuals.
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	All board members are independent/non-executive members.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Rio 2016 does not have shareholders. There are no formal mechanisms for employees to provide input to the Board.
4.5	Linkage between compensation for members of the highest governing body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	Fully	There is no compensation for Board members. Senior managers and executives do not receive bonuses or any other type of performance related compensation. Performance reviews are the basis for promotions.
4.6	Processes in place for the highest governing body to ensure conflicts of interest are avoided.	Fully	Page 42. Rio 2016 Code of Ethics.

4.7	Process for determining the composition, qualifications and expertise of the members of the highest governing body and its committees, including any consideration of gender and other indicators of diversity.	Fully	The General Assembly (highest governance body) is composed of the Brazilian Olympic Confederations, the Brazilian Olympic Committee and the Brazilian Paralympic Committee. Each organisation has its own process to determine the composition, qualification and expertise of the representative at Rio 2016 General Assembly. Information on diversity is not provided by each General Assembly member.
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance and the status of their implementation.	Fully	Pages 34-35. Appendix 2.
4.9	Procedures of the highest governing body for overseeing the organisation's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Pages 16-17; 34-35.
4.10	Processes for evaluating the highest governing body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Host city contract <a href="http://www.rio2016.com/sites/default/files/parceiros/hc_en_0.pdf">http://www.rio2016.com/sites/default/files/parceiros/hc_en_0.pdf</a>
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Fully	Page 42
4.12	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	Fully	Pages 38-40; 49-51. Host City Contract ( <a href="http://www.rio2016.com/sites/default/files/parceiros/hc_en_0.pdf">http://www.rio2016.com/sites/default/files/parceiros/hc_en_0.pdf</a> )

4.14	List of stakeholder groups engaged by the organisation.	Fully	Pages 45-46
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Pages 45-48
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and stakeholder group.	Fully	Pages 47-48
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Fully	Page 48

**STANDARD DISCLOSURES PART II: DISCLOSURES ON MANAGEMENT APPROACH (DMAS)**

EOSS DMAs	Disclosure	Level of Reporting	Location of Disclosure
<b>DMA EC</b>	DISCLOSURE ON MANAGEMENT APPROACH EC		
<b>Aspects</b>	Economic performance	Fully	Page 15
	Market presence	Fully	Page 15
	Indirect economic impacts	Fully	Pages 119-120; 102; 103
<b>DMA EN</b>	DISCLOSURE ON MANAGEMENT APPROACH EN		
<b>Aspects</b>	Materials	Fully	Pages 53-56; 64-65
	Energy	Fully	Pages 57-66
	Water	Fully	Pages 66-70
	Biodiversity	Fully	Pages 72-76
	Emissions, effluents and waste	Fully	Pages 66-70; 76-80; 87-88
	Products and services	Fully	Pages 87-88; 119-125
	Compliance	Fully	Pages 38-40; 111-112
	Transport	Fully	Page 64
	Overall	Fully	Pages 38-40; 53
<b>DMA LA</b>	DISCLOSURE ON MANAGEMENT APPROACH LA		
<b>Aspects</b>	Employment	Fully	Pages 96-99
	Labour/management relations	Fully	Page 107
	Occupational health and safety	Fully	Page 108
	Training and education	Fully	Pages 127-129
	Diversity and equal opportunity	Fully	Pages 103-106
	Equal remuneration for women and men	Fully	Page 106

DMA HR	DISCLOSURE ON MANAGEMENT APPROACH HR		
Aspects	Investment and procurement practices	Fully	Pages 119-124
	Non-discrimination	Fully	Pages 103-106
	Freedom of association and collective bargaining	Fully	Page 107
	Child labour	Fully	Pages 111-112
	Prevention of forced and compulsory labour	Fully	Pages 111-112
	Security practices	Fully	Pages 116-117
	Assessment	Fully	Pages 111-112; 119-124
	Remediation	Fully	Pages 111-112; 119-124
DMA SO	DISCLOSURE ON MANAGEMENT APPROACH SO		
Aspects	Local communities	Fully	Pages 114-115
	Corruption	Fully	Page 42. Rio 2016 Code of Ethics.
	Public policy	Fully	Code of Ethics
	Compliance	Fully	Page 42
	Inclusivity	Fully	Pages 89; 103-106
DMA PR	DISCLOSURE ON MANAGEMENT APPROACH PR		
Aspects	Customer wellbeing, health and safety	Fully	Page 116
	Product and service labelling	Fully	Pages 119-120
	Marketing communications	Partially	Pages 29-32 (brand). Marketing campaigns not yet started (to be reported in 2016)
	Customer privacy	Fully	Page 116
	Compliance	Fully	Pages 38-40
	Food and beverage	Fully	Pages 81-83; 87-88

<b>DMA SC</b>	DISCLOSURE ON MANAGEMENT APPROACH SOURCING		
<b>Aspects</b>	Sourcing	Fully	Pages 119-122
<b>DMA LG</b>	DISCLOSURE ON MANAGEMENT APPROACH LEGACIES		
<b>Aspects</b>	Soft legacies	Fully	Pages 127-135
	Hard legacies	Fully	<a href="http://www.cidadeolimpica.com.br/en/">http://www.cidadeolimpica.com.br/en/</a>



STANDARD DISCLOSURES PART III: PERFORMANCE INDICATORS			
ECONOMIC			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
ECONOMIC PERFORMANCE			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	<p>AFS 2012 <a href="http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2013_2012.pdf">http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2013_2012.pdf</a></p> <p>AFS 2013 <a href="http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2012_2011.pdf">http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2012_2011.pdf</a></p> <p>The monetary value of fines levied and collected from suppliers, participants who are content providers and attendees was R\$ 0.00 (zero Brazilian reais) during the reporting period.</p>
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Partially	Pages 57-62. Does not provide quantitative estimation of financial implications of climate change, since Rio 2016 is a temporary organisation (to be dissolved in 2017).
EC3	Coverage of the organisation's defined benefit plan obligations.	Fully	<p>AFS 2012 (<a href="http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2012_2011.pdf">http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2012_2011.pdf</a>)</p> <p>AFS 2013 (<a href="http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2013_2012.pdf">http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2013_2012.pdf</a>)</p>

<b>EC4</b>	Significant financial assistance received from government.	Fully	Rio 2016 did not receive financial assistance from government during the reporting period. Refer to AFS 2012 ( <a href="http://www.rio2016.com/sites/default/files/parceiros/rio2016_financial_statements_2012_2011.pdf">http://www.rio2016.com/sites/default/files/parceiros/rio2016_financial_statements_2012_2011.pdf</a> ) and AFS 2013 ( <a href="http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2013_2012.pdf">http://www.rio2016.com/sites/default/files/parceiros/rio2016_financialstatements_2013_2012.pdf</a> )
<b>MARKET PRESENCE</b>			
<b>EC5</b>	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Fully	Entry level wage (interns working 50% of Brazilian work load) is twice higher than Brazilian minimum wage. Ratios of wage by gender at page 106.
<b>EC6</b>	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	Pages 125-127
<b>EC7</b>	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	Pages 96-97
<b>INDIRECT ECONOMIC IMPACTS</b>			
<b>EC9</b>	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Partially	Pages 123-127
<b>OVERALL</b>			
<b>Environmental</b>			
<b>Indicator</b>	<b>Disclosure</b>	<b>Level of Reporting</b>	<b>Location of Disclosure</b>
<b>ENERGY</b>			
<b>EN4</b>	Indirect energy consumption by primary source.	Partially	Page 65. Report for EOSS specific, and only for year 2013

<b>EN5</b>	Energy saved due to conservation and efficiency improvements.	Partially	Pages 54 and 65
<b>EN6</b>	Initiatives to provide energy-efficient or renewable energy-based events, products and services, and reductions in energy requirements as a result of these initiatives.	Fully	Pages 62-65
<b>EN7</b>	Initiatives to reduce indirect energy consumption and reductions achieved.	Partially	Pages 62-65
<b>WATER</b>			
<b>EN8</b>	Total water withdrawal by source, conservation and improvement initiatives and results.	Fully	Pages 68-70
<b>EN9</b>	Water sources significantly affected by withdrawal of water.	Fully	Pages 68-70
<b>EN10</b>	Percentage and total volume of water recycled and reused.	Fully	Pages 68-70
<b>BIODIVERSITY</b>			
<b>EN11</b>	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	During reporting period the only venue operated by Rio 2016 was the head offices, located in an urban area where there are no endangered or rare species. From 2014 Rio 2016 will start operating adjacent to and at protected areas and information will be provided in the next reports.
<b>EN12</b>	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	Pages 72-76
<b>EN13</b>	Habitats protected or restored.	Fully	Pages 73-75
<b>EN14</b>	Strategies, current actions and future plans for managing impacts on biodiversity.	Fully	Pages 72-76

## EMISSIONS, EFFLUENTS AND WASTE

<b>EN16</b>	Total direct and indirect greenhouse gas emissions by weight.	Partially	Pages 60-62. Carbon Management Report ( <a href="http://www.rio2016.com/en/transparency/documents">http://www.rio2016.com/en/transparency/documents</a> ). Rio 2016 has used a methodology to forecast emissions to identify where to focus its efforts. Therefore unlike with retrospective approaches it has not classified emissions into Scope 1 or 2 – although these are captured.
<b>EN17</b>	Other relevant indirect greenhouse gas emissions by weight.	Partially	Pages 60-62. Carbon Management Report ( <a href="http://www.rio2016.com/en/transparency/documents">http://www.rio2016.com/en/transparency/documents</a> ). Rio 2016 has used a methodology to forecast emissions to identify where to focus its efforts. Therefore unlike with retrospective approaches it has not classified emissions into Scope 1 or 2 – although these are captured.
<b>EN18</b>	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Partially	Pages 60-65
<b>EN21</b>	Total water discharge by quality and destination, and improvement initiatives and results.	Partially	Pages 68-70. This indicator considers the scale of impacts associated with the organisation's discharge. Rio 2016 is currently largely an office-based organisation, and therefore not currently a major user of water.
<b>EN22</b>	Total weight of waste by type and disposal method, and initiatives to manage waste and their results.	Partially	Pages 79-80
<b>EN23</b>	Total number and volume of significant spills.	Fully	Rio 2016 did not handle significant quantities of hazardous substances or materials. Therefore, no significant spills occurred during the reporting period.

<b>EN24</b>	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Fully	Rio 2016 transported, imported, exported, handled and treated 0.00 (zero) kilograms of hazardous waste during the reporting period.
<b>EN25</b>	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.	Fully	This indicator considers the scale of impacts associated with the organisation's discharge. Because it is essentially an office-based operation during the reporting period, Rio 2016 is not a major user of water. There was no discharge of water and runoff during the reporting period.
PRODUCTS AND SERVICES			
<b>EN26</b>	Initiatives to mitigate environmental impacts of events, products and services, and extent of impact mitigation.	Partially	Pages 53; 54; 70-71; 74-75; 77; 82.
COMPLIANCE			
<b>EN28</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Rio 2016 has not received any fines or non-monetary sanctions for non-compliance with environmental law and regulations during the reporting period.
TRANSPORT			
<b>EN29</b>	Significant environmental and socio-economic impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	Partially	Page 64
<b>EO2</b>	Modes of transport taken by attendees and participants as a percentage of total transportation, and initiatives to encourage the use of sustainable transport options.	Partially	Page 64. Quantitative information will only be available by "Games Time", i.e., 2016.

EO3	Significant environmental and socio-economic impacts of transporting attendees and participants to and from the event, and initiatives taken to address the impacts.	Partially	Page 64. Quantitative information will only be available by “Games Time”, i.e., 2016.
OVERALL			
Social: Labour Practices and Decent Work			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
EMPLOYMENT			
LA1	Total workforce by employment type, employment contract and region, broken down by gender.	Fully	Page 98
LA2	Total number and rate of new employee hires and volunteers recruited and employee and volunteer turnover by age group, gender, and region.	Partially	Page 98. Please note that Rio 2016 did not have any volunteers during the reporting period.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	Page 99. Information refers to benefits to full-time employees. The only part-time employees were students on Rio 2016 internship programme.
LA15	Return to work and retention rates after parental leave, by gender.	Fully	Page 107
LABOUR/MANAGEMENT RELATIONS			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	Page 108
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	Page 108

#### OCCUPATIONAL HEALTH AND SAFETY

<b>LA6</b>	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes.	Fully	Page 110
<b>LA7</b>	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region and gender.	Partially	Pages 109-110. Information on contractors is not available.
<b>LA</b>	Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	Page 108

#### TRAINING AND EDUCATION

<b>LA10</b>	Average hours of training per year per employee and volunteer by gender and employee category.	Partially	Pages 100-101
<b>LA11</b>	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Partially	Pages 127-129
<b>LA12</b>	Percentage of employees and volunteers receiving regular performance and career development reviews, by gender and employee category.	Fully	Page 99

#### DIVERSITY AND EQUAL OPPORTUNITY

<b>LA13</b>	Composition of governing bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	Page 104
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#### EQUAL REMUNERATION FOR WOMEN AND MEN

<b>LA14</b>	Ratio of basic salary and remuneration of women to men by employee category, and significant locations of operation.	Fully	Page 106
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#### SOCIAL: HUMAN RIGHTS

Indicator	Disclosure	Level of Reporting	Location of Disclosure
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#### INVESTMENT AND PROCUREMENT PRACTICES

<b>HR1</b>	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	Page 113
<b>HR2</b>	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	Pages 111-113
<b>HR3</b>	Total hours of employee and volunteer training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees and volunteers trained.	Partially	Page 113

#### NON-DISCRIMINATION

<b>HR4</b>	Total number of incidents of discrimination and corrective actions taken.	Fully	During the reporting period, Rio 2016 did not register any discrimination incident of any type (race, sex, colour, religion, political opinion, nationality, social origin)
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#### FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

<b>HR5</b>	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	Pages 111-113
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CHILD LABOUR			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.	Fully	Pages 111-113
FORCED AND COMPULSORY LABOUR			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labour.	Fully	Pages 111-113
SECURITY PRACTICES			
Indigenous rights			
Assessment			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Fully	Pages 111-113
REMEDATION			
Social: Society			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
LOCAL COMMUNITIES			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes.	Partially	Pages 54; 114-115
SO9	Operations with significant potential or actual negative impacts on local communities.	Partially	Pages 54; 114-115

SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Partially	Pages 54; 114-115
EO4	Expressions of dissent by type, issue, scale and response.	Partially	Pages 45-49; 116-117
CORRUPTION			
SO2	Percentage and total number of business units analysed for risks related to corruption.	Partially	Page 42
SO3	Percentage of workforce (employees, volunteers and contracted labour, and where relevant participants who are content providers including athletes, artists, or speakers) trained in organisation's anti-corruption policies and procedures, by workforce category.	Partially	Pages 42; 101
SO4	Actions taken in response to incidents of corruption and wrongdoing.	Partially	Page 42
PUBLIC POLICY			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	Page 42
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country.	Fully	Page 42
ANTI-COMPETITIVE BEHAVIOUR			
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	Rio 2016 has not received any fines or non-monetary sanctions for non-compliance with laws and regulations.

Inclusivity			
EO5	Type and impact of initiatives to create a socially inclusive event.	Fully	Pages 43-49; 89-95; 103; 114-115
EO6	Type and impacts of initiatives to create an accessible environment.	Fully	Pages 89-95
Social: Product Responsibility			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
Customer health and safety			
PR1	Life-cycle stages in which wellbeing and the health and safety impacts of the event and its products and services are assessed for improvement, and the number and percentage of significant product and service categories provided at the event that are subject to such procedures.	Partially	Pages 119-125
Product and service labelling			
PR3	Type and scale of the event and its product and service information required by procedures, and percentage of significant products and services provided at the event that are subject to such information requirements.	Partially	Pages 4; 116-117; 119-124 Sustainable Supply-Chain Guide ( <a href="http://portal.desuprimentos.rio2016.com/wp-content/uploads/2013/02/Rio-2016-Sustainable-Supply-Chain-Guide.pdf">http://portal.desuprimentos.rio2016.com/wp-content/uploads/2013/02/Rio-2016-Sustainable-Supply-Chain-Guide.pdf</a> )
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning the event and its product and service information and labelling, by type of outcomes.	Fully	During the reporting period there were no incidents of non-compliance with regulations and voluntary codes concerning the event and its product and service information and labelling.
Marketing communications			
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.	Fully	During the reporting period there were no incidents of non-compliance with regulation and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.

CUSTOMER PRIVACY			
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the event and the provision and use of its products and services.	Fully	During the reporting period, there were no fines or monetary sanctions for non-compliance with laws and regulations concerning the event and the provision and use of its products and services.
EO8	Percentage of and access to food and beverage that meets the organiser's policies and local, national or international standards.	Fully	Pages 84-87. Quantitative data not applicable for the reporting period. Will be reported for 2016.
Sourcing			
EO9	Type and sustainability performance of sourcing initiatives.	Fully	Pages 119-127
Soft legacies			
EO11	Number, type and impact of sustainability initiatives designed to raise awareness and impact behavioural change.	Fully	Pages 116-135
EO12	Nature and extent of knowledge transfer of best practice and lessons learned.	Partially	Pages 45-49; 119-127; Sustainability Guides Rio 2016 ( <a href="http://portaldesuprimentos.rio2016.com/en/documents-for-download/">http://portaldesuprimentos.rio2016.com/en/documents-for-download/</a> )
Not Reported			
4.13; EC8; EO1; EO7; EO10; EO13; EN1; EN2; EN3; EN15; EN19; EN20; EN27; EN30; LA9; HR8; HR9; HR11; SO7; PR2; PR5; PR6; PR8			



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We welcome your feedback on this report.  
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Rio 2016 Organising Committee for the  
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**09.2014**

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