



Rio 2016 Taste of the Games



Rio 2016

Taste of the Games

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EXECUTIVE SUMMARY

The Rio 2016 Olympic and Paralympic Games will involve an enormous population from different client groups to deliver memorable events. Each client group has unique requirements for food and beverage across multiple locations, creating significant service complexity. The Food and Beverage (FAB) Functional Area (FA) plays an instrumental role in the Games because whilst fulfilling essential dietary needs, FAB can also help represent the cultural identity of the host. To fulfil this role, the food and beverage solution must also align with sustainable sourcing parameters, follow waste management guidelines, and comply with the rights of Marketing Partners. In the end, successful delivery will depend on multiple parties ensuring food service which is safe, nutritious, sustainable, and keeping with the principles of the Games.

The main principles of Rio 2016 Food and Beverage are:

Principle 1: Food safety must be of paramount concern throughout all aspects of food and beverage services.

Principle 2: Food offerings should be healthy, nutritious and balanced.

Principle 3: Beverage supply needs to satisfy thirst, preventing dehydration

Principle 4: Be sensitive to the food restrictions of specific populations and provide options that meet their unique needs.

Principle 5: Brazilian products and recipes should have a prominent position in all menus to enrich the overall experience for all client groups.

Principle 6: Be creative in the development of concessions menus, inventing products or reinterpreting dishes that can be prepared quickly, are easy to eat, and use Brazilian ingredients in new, innovative ways.

Principle 7: Adhere to Rio 2016 sustainability commitments and strive to go above and beyond, achieving our aspirations for exemplary environmental consciousness.

Principle 8: Ensure that the overall food and beverage customer experience is delivered in a style which conveys the warmth and courtesy of Cariocas.

1 | OVERVIEW

OBJECTIVE

This document is a communication tool to inform the food industry and other Rio 2016 Games stakeholders about the food and beverage services planned for the Olympic and Paralympic Games. It is also a tool to educate and guide potential caterers so they can propose services which fulfil the Rio 2016 vision for food and beverage services.

BACKGROUND

In 2016, the biggest sporting events in the world will take place in South America for the first time. The city of Rio de Janeiro will have the honour of hosting the Olympic and Paralympic Games and the world has great expectations of the hosts. A vital part of our responsibilities includes providing over 14 million meals to nearly 70 venues in Rio's four zones plus 4 Olympic football cities.

Many of the attendees will be visitors from around the globe, experiencing Brazilian cuisine for the first time. Our mission is to efficiently deliver fresh, balanced and healthy food and beverage services, respecting ethnic, religious and dietary needs while highlighting the diversity and richness of Brazilian resources.

This document serves as the 'recipe' for how we will achieve our mission. Contained within are details about our values, our clients, our stakeholders, and how we will deliver our services. We have also outlined how our engagement with our partners will align with our vision and help us achieve our goals.

THE GAMES

The Olympic and Paralympic Games are two of the most spectacular sporting events in the world. The world's finest athletes will proudly compete for their nations. Millions of spectators will gather to watch, and thousands of people will work behind the scenes. The figures are awesome:



- The Rio 2016 Olympic Games will be held from 5 to 21 of August. During this period, approximately 10.500 Athletes of more than 200 countries will play 28 different sports.
- More than 6 million ticket holders are expected.
- 25.000 Press and Broadcast professionals will cover the Games and more than 45.000 volunteers will help to make it a reality.



- The Rio 2016 Paralympic Games will be held from 7 to 19 of September, with 4.350 Athletes competing from 164 countries.
 - 7.000 Media professionals will cover the event. There will be an estimated 2 million spectators and 25.000 volunteers will help out.
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RIO 2016 CLIENT GROUPS

Each of the Client Groups of the Rio 2016 Olympic and Paralympic Games are involved in unique ways, requiring specific and separate food and beverage services for each.

ATHLETES AND TEAM OFFICIALS

This group contains approximately 17,500 for the Olympic Games and 8,500 for the Paralympic Games. An athlete's ability for peak performance depends highly on the provision of familiar and nutritionally balanced food. Furthermore, as Athletes and Team Officials come from around the world, their food service must cater to individual cultural requirements in addition to sport-specific dietary needs.

Athletes service description	<ul style="list-style-type: none"> • 24/7 catering service at the Main Dining Hall in the Olympic Village • High-quality menu with wide range of options, in line with different cultural and nutritional needs in every location serving Athletes • Meal services at Athletes' lounges in competition and training venues • Supply of snacks, fruit, isotonic drinks, soft drinks, mineral water, tea and coffee, biscuits, cereal bars and other items at Athletes' lounges in competition and training venues; • Supply drinks (water, isotonic drinks) at post-competition press conferences and at Olympic Village. • It is critical that food and beverage served to athletes be accompanied with easy to read, detailed nutritional information, including all ingredients.
Team Officials service description	<ul style="list-style-type: none"> • 24/7 catering service at the Main Dining Hall in the Olympic Village • High-quality menu with wide range of options, in line with different cultural and nutritional needs • Supply of snacks, fruit, isotonic drinks, soft drinks, mineral water, tea and coffee, biscuits, cereal bars and other items in competition venue lounges

OLYMPIC AND PARALYMPIC FAMILY

The Olympic and Paralympic Family total nearly 10,000 in number. This client group is comprised of:

- IOC and IPC organizations (and their constituents)
- Executives of Marketing Partners and Broadcasters
- International and Domestic dignitaries
- Presidents & Secretaries General of the National Olympic Committees (NOC) and National Paralympic Committees (NPC) and guests
- International Federations and International Paralympic Federations
- Future Organising Committee Executives
- WADA (World Anti-Doping Agency)
- CAS (Court of Arbitration for Sport); and other eligible guests.

Olympic and Paralympic Family service description	<ul style="list-style-type: none">• Hot and cold buffet with support by waiters in competition venues at Olympic/ Paralympic Family lounges; for breakfast, lunch and dinner (according to the competition schedule), plus light options and a menu that meets different cultural requirements• Bar service with waiters (liquor, beer, wine, soft drinks and juices)
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WORKFORCE

This client group is responsible for making the Games happen. There will be 120.000 people including paid staff, contractors and volunteers. Over half of this group volunteer their time for free, and their meal serves as an important recognition of their valuable contribution.

Workforce service description	<ul style="list-style-type: none">• Catering service at competition venues, serving breakfast, lunch, dinner and overnight meals• Refreshment Stations available throughout the day and night, offering coffee, tea, milk, biscuits and drinking water (drinking fountains)• Workforce will receive 1 bottle of mineral water at the start of the shift during the check in• At non-competition, training, and support venues, a catering service will be provided in line with available facilities (on-site meal, packed meal, pre-paid meal card, agreement with nearby restaurants and other solutions deemed necessary)• Meals will be controlled using a voucher system, giving the right to have meals according to the length of the shift• Contractors will have to pre-order and pay for their meals, through the Contractors Meals Ordering System
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PRESS AND BROADCASTERS

25,100 accredited media professionals will provide coverage of the Games. They are responsible for ensuring that Games communications reach the world via a variety of methods and languages. They pay for their own food services which needs to be delivered efficiently so they can focus on their work. Services for this group must to be available 24/7 at reasonable prices.

Press services description	Main Press Centre (MPC)
	<ul style="list-style-type: none">• Press can purchase their meals 24/7 in the Media Dining Area• They require a high-quality menu containing a range of options which fulfils different cultural requirements• Coffee points, bars, and other food concessions would be open specific hours, with services paid by users
	Media Accommodation Villages
	<ul style="list-style-type: none">• Complimentary breakfast will be provided to Press at the Media Accommodation Villages (included in room rate)• At other times, Press can purchase meals in the accommodation restaurant which will be open 24 hours a day
	Press food services at competition venues
	<ul style="list-style-type: none">• At Venue Media Centres, Press will be offered free coffee, tea, and water• In addition, Press can purchase meals in the Venue Media Lounge. The types of meal services will vary according to the competition duration and programme

Broadcast services description	International Broadcast Centre (IBC) <ul style="list-style-type: none"> • Broadcasters can purchase their meals 24/7 in the Media Dining Area • They require a high-quality menu containing a range of options which fulfils different cultural requirements • On every floor of the IBC and ground floor of the OBS offices, there are coffee shops where Broadcasters can purchase coffee, beverages, some snacks and light meals • Within the OBS offices, there will also be free coffee, tea, and water • Broadcasters can also access the bar in the Main Press Centre
	Media Accommodation Villages <ul style="list-style-type: none"> • Complimentary breakfast will be provided to Broadcasters at the Media Accommodation Villages (included in room rate) • At other time, Broadcasters can purchase meals in the accommodation restaurant which will be open 24 hours a day
	Broadcaster food services at competition venues <ul style="list-style-type: none"> • Broadcasters have access to the Venue Media Lounges where they can purchase the food as Press • In addition, Broadcasters may obtain access to additional catering options in the Broadcast Compound which is arranged through separate contractual agreements

INTERNATIONAL FEDERATIONS

International Federation Technical Officials adjudicate at each of the competitions. There will be approximately 3.150 Olympic TOs and 1.260 Paralympic TOs from all around the world. They are provided a service away from other groups so they are not distracted from their officiating duties. There are also some IF staff working on venues in non-officiating roles who also require food services.

International Federations service description	<ul style="list-style-type: none">• Snack service throughout competition venues, consisting of fruit, isotonic drinks, soft drinks, mineral water, tea and coffee, biscuits, cereal bars and other items• Supply of cold and hot meals according to entitlement in the form of a prescheduled package, negotiated with each International Federation• Other IF staff can access existing meal programs for purchase
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SPECTATORS

This is the largest client group - an estimated eight million spectators will attend Games events. Their primary objective is to enjoy memorable sporting events, but their food and beverage experience can either enhance or detract from their overall impression of Rio 2016. Critical to successful spectator concessions will be quality, variety, and affordability.

Spectators service description	<ul style="list-style-type: none">• Spectators purchase their food and beverage through venue concessions points at prices comparable with those charged at other international events.• Options should be available to fulfil different dietary requirements.• Typical Brazilian products should also be amongst the options sold.• Spectator concessions should be served quickly, eaten easily, and result in minimal waste..
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MARKETING PARTNERS (SPONSORS)

Marketing Partners use the same concessions as spectators. In some venues, Marketing Partners may pay to host guests in a private area. These hospitality programmes typically provide a higher end food and beverage service in an exclusive space.

Hospitality Programmes	Premium-level catering package paid for in advance by those interested.
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3 | GAMES LOCATIONS

The type and variety of Games locations varies as much as the different sports within the competition programme. There are indoor stadiums with tens of thousands of seats, road courses through urban domains, mountainside cycling tracks, ocean venues, and 24-hour accommodation sites.

From a food service perspective, some of these locations are combined to share kitchen and preparatory spaces. This optimises resources and minimises costs, but requires shrewd planning, efficient logistics, and meticulous timing.

VENUE TYPE	ZONE	LOCATION
Competition Venues	Barra da Tijuca Zone	Maria Lenk Aquatics Center
		Rio Olympic Arena
		Olympic Aquatics Stadium
		Carioca Arena 1-3
		Future Arena
		Olympic Tennis Centre
		Golf Reserva Marapendi
		Rio Olympic Velodrome
		Riocentro Pavilions (2, 3, 4 and 6)
	Copacabana Zone	Beach Volleyball Stadium
		Flamengo Park
		Fort Copacabana
		Lagoa Stadium
		Marina da Gloria
	Deodoro Zone	Deodoro Stadium
		Deodoro Aquatics Centre
		Olympic Equestrian Centre
		Olympic Shooting Centre
		Olympic BMX Centre
		Mountain Bike Track
		Whitewater Stadium
		Olympic Hockey Centre
		Youth Arena

VENUE TYPE	ZONE	LOCATION
	Maracanã Zone	J. Havelange Olympic Stadium Maracanã Maracanzinho Sambódromo Júlio De Lamare Aquatics Centre
	Football City Venues	Mané Garrincha Stadium (Brasília) Fonte Nova Stadium (Salvador) Mineirão Stadium (Belo Horizonte) São Paulo Stadium (São Paulo)
	Deodoro Zone	Army Barracks 3 Air Force University Specialized Instruction Centre Gericinó Instruction Centre
	Barra Zone	Athletes' Park Marapendi Park Riocentro - Pavilion 5
	Maracanã Zone	Navy Physical Education Centre (CEFAN) Federal University of Rio de Janeiro
	Barra Zone	Olympic Village Main Press Centre International Broadcast Centre Barra Olympic Park Common Domain Accommodation Villages 1, 2, 3 and 4 Olympic Family Hotel(s)
	Deodoro Zone	Deodoro Olympic Park Common Domain Deodoro Accommodation Village
Non-Competition Venues	Maracanã Zone	Rio de Janeiro International Airport (Galeão) Uniform and Accreditation Centre
	Copacabana Zone	Rio de Janeiro Domestic Airport (Santos Dumont)

In addition to these primary venues, there are a number of other support venues which help deliver different aspects of the Games, such as transport hubs and depots, Games Headquarters, etc.

4 | OUR VALUES

Going to events like the Games is a sensory experience, starting with first sight of the stadium, the sound of the crowd, and the exhilaration of being present for that momentous occasion. We believe food and beverage can also play an important role in that sensory experience. By defining our values, we have set goals to support healthy eating in our populations. Hopefully this will also contribute to positive memories of their Rio 2016 experience.

GUIDING PRINCIPLES

The following guiding principles help inform our decisions during planning and operations. These should be kept in mind by our stakeholders so we can stay aligned throughout the process, fulfilling our overall mission.



FOOD SAFETY	<p>Food Safety is the most important aspect of any food program. When you combine the challenges of Rio's tropical climate and the significant scale of the Games operations, the risks are far too great to have anything but strict adherence to all Food Safety regulations. This diligence will be continued from securing food supply, facility design, equipment and product specification and procurement, food transport, cold chain management, preparation methods, and responsible serving.</p> <p>Principle 1: Food safety must be of paramount concern throughout all aspects of food and beverage services.</p>
HEALTHY OFFERINGS	<p>In any diet, balance is key. Limited offerings mean that people may be lacking one particular food group, whereas too many options can result in people gravitating toward more of certain types of food (starches, sugars and other comfort foods). Food and beverage is not just about making people happy with food that satisfies, we also have a social responsibility to guide them to healthy choices. For example, regularly alternating red meat products with other proteins helps reduce heart disease, plus has the added benefit of minimising overall carbon emissions.</p> <p>Principle 2: Food offerings should be healthy, nutritious and balanced.</p>
HYDRATION	<p>Beverage planning is important to minimise thirst, but as venue hosts we also have a duty of care to ensure our clients are sufficiently hydrated. This will be achieved via a variety of methods. Bottled beverages will be complementary for entitled accredited guests or sold at concessions and vending machines. Free drinking water will be available where required, allowing staff and others to refill their reusable drinking bottles. Regardless of the location, delivery method, or user, we need to ensure that there is sufficient beverage supply so that no one becomes dehydrated.</p> <p>Principle 3: Beverage supply needs to satisfy thirst, preventing dehydration.</p>
DIETARY RESTRICTIONS	<p>Our customers will come from all over the world and thus will have extremely different tastes, preferences and dietary requirements. We have to take into consideration international expectations, religious beliefs, or allergy restrictions.</p> <p>Principle 4: Be sensitive to the food restrictions of specific populations and provide options that meet their unique needs.</p>
BRAZILIAN CUISINE	<p>We are proud of our Brazilian food heritage and we are excited about this opportunity to show to the world the diversity of our culture and regional eating habits. Rio 2016 will be our chance to showcase the unique character of Brazilian cuisine and food diversity</p> <p>Principle 5: Brazilian products and recipes should have a prominent position in all menus to enrich the overall experience for all client groups.</p>
CREATIVE INNOVATIONS	<p>Around the world, sporting events have a bad reputation for serving uninspiring food that has been heavily processed or fried. We believe that Brazilian food sources could break that tradition by creating new fresh food options that are still easy to eat in an event environment. There is a growing Carioca trend to be creative with tapioca, cassava, and manioc which could help establish new ways to deliver healthy food (for example bolinho de feijoada is an easy to serve way to have mini-feijoada). New methods could also be established to minimise waste (for example an edible manioc bowl).</p> <p>Principle 6: Be creative in the development of concessions menus, inventing products or reinterpreting dishes that can be prepared quickly, are easy to eat, and use Brazilian ingredients in new, innovative ways.</p>
ENVIRONMENTAL CONSCIOUSNESS	<p>Sustainability is very important to Rio 2016 and the Olympic and Paralympic movements. In the subsequent section we have gone into detail about our goals for sustainable sourcing, improving the supply chain, managing packaging, and reducing waste. These ambitions form another important principle for the Rio 2016 food and beverage programme.</p> <p>Principle 6: Adhere to Rio 2016 sustainability commitments and strive to go above and beyond, achieving our aspirations for exemplary environmental consciousness.</p>
CARIOCA CHEERFULNESS	<p>We should not forget that food and beverage quality is not just evaluated based on what was consumed. The overall experience includes staff customer service, dish presentation, packaging materials, and dining environment. During our collaboration with the contracted caterers, Rio 2016 will clarify our expectations for service excellence, with the objective to meet international expectations along with a mixture of Carioca fun.</p> <p>Principle 8: Ensure that the overall food and beverage customer experience is delivered in a style which conveys the warmth and courtesy of Cariocas.</p>

SERVICE MODES

In addition to the guiding principles above, there are some Rio 2016 food values which are specific depending on the service mode. As outlined in the section about Client Groups, there are a variety of services across the Games, each with different attributes.

- Financial aspect: user pays versus complementary services
- Speed of service: fast consumption versus sit down dining savoured slowly
- Sophistication: basic, staple foods versus complex gourmet dishes

Based on these attributes, different clients require different service modes.

Food as Sustenance

ATHLETE MEALS AND WORKFORCE MEALS	KEY FOOD VALUES
Though they are very different client groups, their base requirement is to obtain nutritious, healthy food that gives them the energy required to perform their role.	A sitdown meal that meets their nutritional needs

Food on the Run

SPECTATORS AND MEDIA	KEY FOOD VALUES
Both purchase their food from concessions, and thus may require different scales of offerings depending on their appetites, available time, and time of day (from light snack to a full meal). For this reason their food should include different size options and should be portable, easily eaten, and have minimal mess.	efficient food (innovate dishes which can be eaten quickly on the run with minimal cutlery or packaging)

Food to be savoured

OLYMPIC FAMILY AND MARKETING PARTNERS	KEY FOOD VALUES
The buffet hospitality programmes for these groups will likely be focussed on slower food options, with more attention paid to the experience of the food. These are great modes to showcase special dishes and unique ingredients, whilst still offering universally accepted standards for entertaining.	Gourmet dishes that also showcase Brazilian flavours

In all cases it is essential that products are labelled clearly to avoid any issues with allergens or dietary restrictions.

SIGNATURE OFFERINGS

Where possible, we want to identify signature offerings which will contribute to the overall experience of the specific location. For example, Beach Volleyball at Copacabana beach would not be a complete experience without aqua de coco served in fresh coconut. We will work closely with our caterers and other stakeholders to identify which food items could help convey the unique character of some sports and venues across the Games locations.



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PARTNERS FOR SUCCESS

Many groups participate in delivering the overall food and beverage mission. A programme of this magnitude requires strategic planning and integrated partnerships with our contractors and suppliers.

INTERNAL STAKEHOLDERS

Determining the requirements for Food and Beverage services to host the Olympic and Paralympic Games requires input from our stakeholders. Expertise to define requirements lies within various Functional Areas within the Organising Committee.

Sport defines the specific requirements for each athlete discipline. The Sport function also defines the requirements for technical officials for each discipline.

Overlay helps to determine the space, infrastructure, and utilities for each venue.

Venue Management ensures integration of all the Functional Areas so that they can deliver their Games time services.

Cleaning and Waste manages all cleaning and waste contracts, working closely with Food and Beverage.

Sustainability provides guidance to ensure that all products, packaging and operational plans are aligned with Sustainability guidelines and strategy.

Brand Protection ensures that the rights of Marketing Partners are protected.

Logistics coordinates venue deliveries during Games time.

Security works directly with functions and contractors to ensure a safe Games for all.

Look of the Games develops all the criteria for the look of concessions and restaurants.

There are also a group of Functional Areas which are responsible for being the voice of their Client Groups, critical to Food and Beverage planning:

NOC/NPC Relations and Services represents Athletes and Team Officials

International Client Relations and Protocol represents Olympic and Paralympic Family

Broadcast integration represents rights-holding Broadcasters

Press Operations represents written and photographic press

Workforce Planning and Operations represents paid staff, volunteers, and contractors

Spectator Experience represents ticketed spectators

MARKETING PARTNERS

Rio 2016 Marketing Partners play an imperative role in putting on the Games through their financial, operational and marketing support. The Marketing Partners related to food and beverage are significant leaders in the market and have considerable expertise in event catering, supply chain management, food safety and hygiene.

Marketing Partner Rights

The catering services proponent will be required to use best efforts to integrate as many of the Marketing Partner products into its menus as possible.

One of the benefits these organizations receive when they become a Rio 2016 sponsor is exclusive marketing and supply rights within their product category. What this means to caterers is that if menus include products from a sponsor product category, the products of that sponsor must be used unless Rio 2016 approves otherwise in writing.

This does not mean that all food and beverage products must be sourced from these organisations alone. However, it does mean that all food and beverage products that are not included in these categories must be unbranded. For certainty, the only brands that appear at concessions will be the sponsors and will adhere to the IOC guidelines. All non-sponsor products must be unbranded and in no circumstances be that of a sponsor competitor. This also includes uniforms, equipment and point of sale.

Rio 2016 will provide Food and Beverage Service Providers with the IOC guidelines and will clearly explain all of the contractual rights of the sponsors.

Who are Rio 2016's Marketing Partners?

RIO 2016 has secured a range of Marketing Partners within the food and beverage industry and will continue to seek out sponsorship contracts that include exclusive rights to their food and beverage categories. A detailed list of all contracted Marketing Partners and their associated exclusive rights and product categories is presented below

Coca-Cola Exclusive product category: Non-Alcoholic Beverages	<p>The Coca-Cola Company maintains the longest continuous relationship with the Olympic Movement. The company was involved in the 1928 Olympic Games in Amsterdam, and has supported every Olympic Games since. Coca-Cola refreshes Olympic athletes, officials and spectators with its beverages during the Olympic Games. The company has developed a strong tradition of creating programmes and events to bring the spirit of the Games to people in Olympic host cities and around the world. Coca-Cola also works closely with National Olympic Committees to support athletes and teams in approximately 190 countries. Coca Cola became a charter member of the TOP Programme in 1986 under the exclusive product category of non-alcoholic beverages. In 2005, The Coca-Cola Company and the IOC extended their partnership agreement for an unprecedented 12 years until 2020.</p>
McDonald's Exclusive product category: Retail Food Services	<p>McDonald's commitment to the Olympic Movement began in 1968, when the company airlifted hamburgers to U.S. athletes in Grenoble, France, after they reported being homesick for McDonald's food. Since then, McDonald's has served its menu of choice and variety to millions of athletes, their coaches, families and fans. Rio 2016 marks the tenth consecutive Games that McDonald's will feed the athletes as the Official Restaurant of the Olympic Games.</p> <p>McDonald's is the world's leading global foodservice retailer with more than 34,000 locations serving approximately 69 million customers in 119 countries each day. More than 80 percent of McDonald's restaurants worldwide are owned and operated by independent local men and women.</p> <p>For Rio 2016, McDonald's will have a presence in the Olympic Village, the Media Restaurant at the IBC/MPC, and potentially other locations. Caterers providing services in venues will need to ensure that there is no overlap with McDonald's exclusive products.</p>
Visa Exclusive product category: Consumer Payment Systems (credit cards, etc.)	<p>Visa International is the exclusive payment card and the official payment system for the Olympic Games and the only card accepted for Olympic products or services. In addition to providing payment services to Organising Committees and Olympic spectators, Visa International has developed a tradition of programmes that support Olympic athletes in many countries, as well as programmes that teach the youth of the world about the history, values and ideals of the Olympic Movement. Visa International has been a Worldwide Olympic Partner since 1986, when the company joined the TOP Programme as a charter member. Visa is the world's leading payment brand, generating more than three trillion U.S. dollars in annual card sales volume. Visa has unsurpassed acceptance in more than 150 countries, and plays a pivotal role in developing innovative payment products and technologies to benefit its 21,000 member financial institutions and their cardholders.</p> <p>Visa is a leader in Internet based payments and is pioneering the creation of u-commerce, or universal commerce – the ability to conduct commerce anywhere, anytime, and any way.</p>

<p>Sadia</p> <p>Exclusive product category:</p> <p>Retail Packaged Foods</p>	<p>Founded in 1944, Sadia has become the benchmark of excellence in the national food industry. The brand prides itself on delivering products that bring together quality, flavor, convenience and nutrition to its consumers in Brazil and worldwide. Sadia always maintains the quality of its products and well-being of their customers.</p> <p>Besides reaching all regions of Brazil, Sadia brand is exporting to 140 countries from the Middle East, Europe, Eurasia, East Asia, Latin America and Africa. The globalisation of the brand includes a portfolio created exclusively for some of these countries, adapted to the taste and habits of local consumers.</p> <p>Sadia brand is part of one of the largest food companies in Brazil and the world, responsible for contributing to the stability and growth of the country, in a socially responsible way, with special concern about the environment and the community.</p>
<p>Skol</p> <p>Exclusive product category:</p> <p>Beer (including non alcoholic beer)</p>	<p>Skol was launched in Brazil in 1967. From the beginning, the history of this beer is marked by innovation. In 1971, Skol caused surprise with the first canned beer in the country. In 1989 came the first aluminum can (1989).</p> <p>The Skol family has not stopped growing: long neck pack with screw cap (1993), big can Skol (1993), first can with a round mouth (1997), 500ml Big Neck (2004), “Geladona” which keeps the temperature cooler longer (2005), multipack with 18 units (2007), Skol “Redondinha”, that freezes quickly, Skol litrão, which leaves no empty glass (2008), and Skol Cincão (2010).</p> <p>The young spirited beer brand has become synonymous with entertainment: Skol Beats, Skol Sensation, Skol Rio, Skol Beach, Skol Spirit, Skol Stage, Skol Block in the Carnival of Salvador, among others.</p> <p>In 1999, with the creation of AmBev, the brand became the leader in the Brazilian market and the fourth best-selling beer in the world.</p>

RIO SUSTAINABLE FOOD VISION INITIATIVE

In 2013, a group of institutions met in Rio de Janeiro to discuss the potential to develop a food initiative in Brazil, in the lead up to the Olympic and Paralympic Games. Over 20 organisations were represented, including Rio 2016. The goal was to use the Games as a catalyst for the improvement of the food sector - ensuring access to healthy and sustainable products, ethical, safe and varied origin. Out of these meetings, the group formed the "Rio Sustainable Food Vision" initiative, which has the aim to create alliances with key partners to support and assist all stakeholders in the process of delivery.

The Rio Sustainable Food Vision initiative consists of voluntary and independent institutions operating within Brazil. Their main objectives are:

- a) to provide Rio 2016 with a framework to source and supply healthy and sustainable food; and
- b) to engage with stakeholders and the Government to strengthen the legacy of Rio 2016 by cultivating interest in sustainable food in Rio de Janeiro and Brazil.

The Initiative launched a report (www.rio-alimentacaosustentavel.org.br, www.riofoodvision.org) as a guide to Rio 2016 and an inspiration for governments, public institutions, businesses, civil society, and the general public - to build a legacy for healthy and sustainable food for the state of Rio de Janeiro and Brazil.

In addition to specific recommendations for the sourcing of products, the following general recommendations will provide the basis for the detailed work plan between the Initiative and Rio 2016:

- **Establish specific goals** for buying healthy and sustainable products
- **Support and build capacity with small producers** so that they can provide food supplies for the Games
- **Support and build capacity** with logistical movements for small producers so they can provide a direct and easy supply of healthy and sustainable food
- **Form strong partnerships** with governments, non-governmental organizations, and the private sector with the goal to improve sustainability standards beyond current levels. Sustainable public purchases from the private sector in purchasing sustainable food products are important foundation steps to foster growth in the market

- **Increase public awareness regarding Healthy Eating and Living**, to transform dietary habits and aspirations of young people.

Rio 2016 and the Rio Sustainable Food Vision initiative will work together intensively over the next two years to ensure that the goals are achievable and can create lasting benefits for all Brazilian supply chain actors. The initiative also envisions that this experience can be an example of how civil society can be mobilised for achieving a healthier and more sustainable future for Brazil and for future Organising Committees and events.

GOVERNMENT STAKEHOLDERS

Agência Nacional de Vigilância Sanitária (Anvisa), Visa Estadual and Sub Secretaria de Vigilância Sanitária (Subvisa) are the three health surveillance agency that provide regulatory guidelines in the levels of Federal, State, and City government, respectively. These agencies are critical to our success because their oversight of overall public health requires all of our food partners uphold the regulations of the food industry.

Rio 2016 must ensure that all food provided during the Games is healthy and safe and that is why Food Safety is our highest priority from planning to execution of the services.

Our work is backed up not only by the expertise in this area of our commercial partners but also the regulatory framework on health and food safety, and coordinated with the effective assurance framework provided by our regulatory agencies.

Since 2012, Rio 2016 has built a close relationship with those three agencies, striving to maintain a partnership which will guide the correct development of the project.

Our partnership is focused on advice to caterers about compliance during inspections, technical orientation about kitchen layouts, and periodic evaluation visits throughout the different phases of preparation of the project.

CONTRACTORS

Critical to fulfilment of the food and beverage mission are the contractor caterers who make it all happen. More details about their participation are explained later in this document.

6

SUSTAINABLE SOURCING

Rio 2016 is a driving force for social and urban transformations and in order to achieve these transformations, Rio 2016 is committed to making sustainability criteria an integral part of the management cycle of the Games, leaving a legacy which future Organising Committees can follow. The principles that guide this integration are: Responsibility, Inclusion, Integrity and Transparency.

To produce over 14 million meals and wherever possible ensure they are from sustainable source, safe, and fully traceable; involves great challenges and existing barriers in the Brazil food market. Some of these are the difficulty for Brazilian producers to conform to quality standards and regulations required by international markets, the reduced amount of skilled labour to provide technical expertise and support, and the high costs associated with certification. Therefore the absolute volume of certified sustainable products in Brazil remains relatively low. However, at the same time there is a high potential for growth and the demand for healthy and sustainable products is gradually increasing.

SOURCING PARAMETERS

In consultation with this group and in line with Games objectives, Rio 2016 have defined sourcing parameters to guide caterers in the lead up to the Games. The sourcing parameters are comprised of both commitments and aspirations:

A) general commitments for the sustainable sourcing of food which are common across all food categories

B) commitments for the sustainable sourcing of food which are unique to a particular food category

C) aspirational standards which Rio 2016 are working together with the Rio Sustainable Food Vision initiative to implement and adopt, where feasible to do so.

General Commitments for the Sustainable Sourcing of Food

- Commitment 1** Only source products from suppliers which comply with Brazilian legislation, including environmental and Brazilian labour laws and ILO core conventions.
- Commitment 2** Only source products from suppliers which comply with Rio 2016 labour practices within the supply chain, including elimination of child labour.
- Commitment 3** Provide traceability mechanisms that demonstrate product safety and origin, and that in the origin, there is no risk of negative environmental impacts.
- Commitment 4** Source from producers who include healthy and sustainable production processes within their day-to-day management, which promotes social well-being and animal welfare, includes land management processes which protect Brazilian forests and other ecosystems and generates economic development.



Commitments for the Sustainable Sourcing for Specific Food Categories

CATEGORY	PROCEDURES AND CERTIFICATES AVAILABLE	COMMITMENTS
Fish and seafood	<ul style="list-style-type: none"> • Aquaculture - Aquaculture Stewardship Council (ASC) • Wild-caught Fisheries - Marine Stewardship Council (MSC) 	<ul style="list-style-type: none"> • Prioritise the purchase and consumption of certified ASC seafood from small scale fish farms that use artisanal fishing methods, use sustainable feed, manage animal welfare through stock density and include social and environmental management methods within their processes • Provide full traceability, back to the individual farm, for all seafood procured • Provide support to the ASC (aquaculture), MSC (wild-caught fisheries) FIPERJ/SEDRAP in their engagement of stakeholders and suppliers at all levels to promote certified seafood • Support a collaboration on joint projects related to education and behaviour change that may be delivered before or during the Rio 2016 Olympic and Paralympic Games
Beef	<ul style="list-style-type: none"> • Standard for Sustainable Cattle Production Systems • Standard of the Sustainable Agriculture Network • Certification of Sustainable Agriculture Network (SAN) • Rainforest Alliance • The certification seal "Organic Product", guaranteed through the mechanisms provided by Brazilian law 	<ul style="list-style-type: none"> • Producers signed up to Zero deforestation • Prioritise producers which 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: <ul style="list-style-type: none"> • Pasture management for high productive efficiency; • Program for animal welfare; • Phytosanitary management of the herd; • Programme for soil conservation; • Programme for conservation of water.
Milk and dairy products	<ul style="list-style-type: none"> • PAS Milk • Rainforest Alliance • The certification seal "Produto Orgânico", guaranteed through the mechanisms provided by Brazilian law 	<ul style="list-style-type: none"> • Producers (including dairy farmers) will be signed up to Zero deforestation • Prioritise producers certified to the Rainforest Alliance seal
Chicken and Eggs	<ul style="list-style-type: none"> • The certification seal "Produto Orgânico", guaranteed through the mechanisms provided by Brazilian law 	<ul style="list-style-type: none"> • Producers which 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 • All fresh eggs will be Caipira sourced (Egg production without cages for high animal welfare, and are without chemicals and hormones and are fed on a natural vegetable diet)

CATEGORY	PROCEDURES AND CERTIFICATES AVAILABLE	COMMITMENTS
Honey	<ul style="list-style-type: none"> The certification seal "Produto Orgânico", guaranteed through the mechanisms provided by Brazilian law 	<ul style="list-style-type: none"> Honey will be sourced from within the state of Rio de Janeiro or in case of unavailability, seek suppliers in Brazil The honey must be produced according to Rede de Agricultura Sustentável (RAS)
Fruits, vegetables, rice and beans	<ul style="list-style-type: none"> The certification seal "Produto Orgânico", guaranteed through the mechanisms provided by Brazilian law 	<ul style="list-style-type: none"> An organic salad and/or vegetable option will be provided at every meal, provided it is economically viable Seasonal produce must be used where applicable Concrete percentage goals for organic/Fairtrade or other applicable certificated produce will be agreed 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 prioritize the purchase of products according to Rede de Agricultura Sustentável (RAS)
Açaí and brazilnut	<ul style="list-style-type: none"> FSC Fair Trade Traceability systems, such as the Origin Certification of the Xingu The certification seal "Produto Orgânico", guaranteed through the mechanisms provided by Brazilian law 	<ul style="list-style-type: none"> Producers signed up to Zero deforestation and certified to the Rainforest Alliance seal or FSC or Fairtrade Producers which 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)	<ul style="list-style-type: none"> FSC Fair Trade The certification seal "Produto Orgânico", guaranteed through the mechanisms provided by Brazilian law 	<ul style="list-style-type: none"> Producers signed up to Zero deforestation Prioritise producers certified to the Rainforest Alliance seal or products certified by FSC Producers which 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	<ul style="list-style-type: none"> Certification of Rede de Agricultura Sustentável (RAS) Bonsucro The certification seal "Produto Orgânico", guaranteed through the mechanisms provided by Brazilian law 	<ul style="list-style-type: none"> Producers signed up to Zero deforestation Prioritise producers certified to the Rainforest Alliance seal

Aspirations for the Sustainable Sourcing of Food

In addition to the firm commitments above, the Rio Sustainable Food Vision initiative identified some key areas of aspiration, where we hope participants will go above and beyond the call to encourage “gold-medal” environmentally conscious sourcing.

Aspiration 1 Prioritise the acquisition of organic products, certified to the Brazilian Organic Standard

Aspiration 2 Prioritise the acquisition of products which are certified to other environmental or social standards, such as Fairtrade, Rainforest Alliance, Bonsucro, ASC, MSC and FSC products

Aspiration 3 Acquire food from suppliers according to the following prioritisation: 1) State; 2) Brazil; 3) South America; 4) International

From farm to plate

In order to deliver great tasting, healthy and sustainable food at Games time, Rio 2016 has to be transparent and understand where their food is sourced from. Rio 2016 will work closely with our menu designers and caterers to feature some food from local, small and medium-sized producers within Brazil.

To promote this farm to plate initiative, Rio 2016 will select certain products to be showcased at Games Time, highlighting their origin and sourcing story.

Local, seasonal produce

There are many reasons why sourcing local, seasonal food is beneficial for health, the environment and the economy. The main reasons are summarised below:

- Seasonal foods are picked at the peak of freshness and offer higher nutritional content than out of season fruit and vegetables. As soon as a fruit or vegetable is harvested, the nutritional breakdown begins and many vitamins present in the fruit or vegetable before harvest are highly unstable and are largely depleted after a few days. Since out-of-season produce may be transported long distances, they tend to lose some of their key nutrients.

- Foods that are grown out of season are often sprayed with chemicals such as pesticides, to ensure their growth in a different climate.
- Sourcing local, seasonal food helps to significantly reduce environmental impacts as it reduces transport, fuel, electricity and water.
- Sourcing local, seasonal food helps provide financial support to the farmers in the area which helps to grow the local economy.
- Local, seasonal foods are priced much more economically than out of season foods. Imported foods require long shipping/driving road times, increasing fuel costs. Out of season produce often includes growing the produce in faux-weather conditions, all increasing the cost of the final product.

The focus for Rio 2016 will be to source products from local Brazilian producers, hence creating the opportunity to highlight great local species and products. This coupled with the sustainable criteria which Rio 2016 will create alongside their stakeholders will create lasting legacies for Brazilian producers.

Rio 2016 will also aspire to create menus which prioritise and celebrate seasonal produce, to capture the nutritional benefits and lower the requirements for storage and transport.

RIO 2016 SUPPLY CHAIN

Rio 2016 is committed to procuring suppliers who will provide sustainable, nutritious and diverse food during Games time. To support the suppliers, Rio 2016 developed the Sustainable Supply Chain Guide¹ which explains how the supply chain is structured and how to integrate the sustainable requirements.

Rio 2016 is working in partnership with the Rio Sustainable Food Vision initiative and Sebrae², to develop small and medium producers, supporting them to achieve higher standards, with particular focus on the sustainable and organic agriculture and certificated products such as seafood, meat, dairy products, fruit and vegetables.

PACKAGING AND WASTE MANAGEMENT

Packaging is an important theme for Rio 2016, especially regarding food and beverage, as it represents 80% of waste during Games time. Therefore, Rio 2016 have developed a

¹ The Sustainable Supply Chain Guide is available in <http://portaldesuprimentos.rio2016.com>.

² Rio 2016 and Sebrae partnership (Sebrae no Pódio) is available in <http://portaldesuprimentos.rio2016.com>.

Packaging Guide ³ to support the suppliers on our commitments and best practices. This guide explains the types of packages that are available and the Rio 2016 requirements.

One of the commitments is to reduce the package generation during Games time and increase the use of the packages that are recyclable, made with recycled materials, biodegradable, or compostable. The use of primary, secondary and tertiary materials and packaging must also comply with the guidelines set forth in the Brazilian National Policy on Solid Waste (PNRS), which establishes the following hierarchy of actions regarding the management of materials or packaging:

- Avoid
- Reduce
- Reuse
- Recycle
- Treatment of solid wastes and responsible disposal

In addition all packaging should consider the Ecological Design (EcoDesign) guidelines established in ISO 14062 and comply with the Harmful and Substances and Materials Guide⁴ that describes the materials prohibited and restricted by Rio 2016.

The management of the packaging will be analysed throughout the entire product lifecycle of the material, from planning and design, production, transportation, through to its use at Games time within the catering programme, to its final destination. Suppliers will be asked to implement the management theory of reverse logistics where possible.

The main food packaging that will be generated during Games time will be plates, cutlery and bottles. The plates and cutlery will be made from compostable materials and the bottles will be made from recyclable PET bottles.

Regarding the final destination of wastes, they will be segregated in line with the Rio 2016 Waste Management Strategy;

- the waste that is considered reusable will be sent for reuse
- the recyclable wastes will be sent to cooperatives
- the compostable waste will be handled by the composters.

³ For more information about the Package Guide, please access <http://portaldesuprimentos.rio2016.com>

⁴ For more information about the Harmful and Substances and Materials Guide, please access <http://portaldesuprimentos.rio2016.com>

ENVIRONMENTAL CONSCIOUSNESS

Rio 2016 will work closely with their menu designers, caterers and stakeholders to build meal programmes which are environmentally conscious. Ways in which this can be achieved are:

- Designing menus creatively to reduce food wastage
- Optimising portion sizes
- Optimising seasonal, local produce
- Efficient food stock management
- Early, efficient communication to customer groups
- Development of left-over stock management plans
- Initiatives such as the collection and reuse of cooking oil for biodiesel and the potential for composting of all organic waste are all being determined.
- Equipment that has a high level of energy efficiency or that enable direct or indirect reductions in energy consumption will be used where possible



7 | BRINGING IT TO LIFE

Our mission is to deliver high quality, safe and sustainable food at the Games.

This section explains how Rio 2016 will deliver fantastic food services following our vision and commitments.

CATERER ENGAGEMENT

Successful engagement with caterers will be critical to bringing to life the Rio 2016 Taste of the Games mission. This engagement will follow four phases.

PHASE 1: PROCUREMENT	<p>The procurement process is a critical time for connecting industry capabilities with the specific needs of the Rio 2016 food and beverages services. Rio 2016 will be seeking caterers that are ambitious about delivering quality services and are excited about working in the dynamic, fast-paced event environment.</p> <p>The caterer procurement process will be conducted through a series of public RFPs. Further information can be found at http://portaldesuprimento.rio2016.com</p>
PHASE 2: COLLABORATION	<p>After the selection of the caterers, we begin a new phase of collaboration between Rio 2016 and caterers, establishing a “one-team” approach for developing the food plan. During this phase menus will be developed, recipes confirmed and tastings approved, relationships agreed with sustainable sources, client consumption estimates confirmed, and food orders placed. With deeper understanding of each venues’ event operations, the caterers can develop their detailed operating plan which will drive their headcount, equipment, off-site facilities, and on-venue spaces.</p>
PHASE 3: READINESS	<p>The Readiness phase sees the plans come to life, with recruited workforce being trained, background checked, and accredited. The caterer obtains final licenses in order to perform their duties, installation and testing of kitchen equipment and supplies, implementation of sustainable packaging and materials, completion of final inspections, and venue training.</p>
PHASE 4: DELIVERY	<p>Delivery Phase is the culmination of many years of preparation and requires the caterer and Rio 2016 to monitor delivery in a variety of ways. Successful delivery is not just based on quantities of meals being served – assessments must always be made about food safety, fulfilment of levels of service, waste minimisation targets, revenues earned, royalty payments, and customer satisfaction surveys.</p>

TEST EVENTS

During a series of Test Events in 2015 and 2016, Rio 2016 will be testing field of play operations with sport federations and other key stakeholders. At different times caterers will be called upon to support basic needs of food and beverage. We may selectively use these events as opportunities to trial food preparation methods, kitchen equipment, food service logistics, and recipes.

EDUCATION PROGRAMMES

A detailed programme for building awareness 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.

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

Our goals are:

- Show what makes a balanced diet
- Emphasize the benefits of using options with lower salt, fat and sugar
- Highlight the variety of Brazilian fruit and vegetables
- Prioritize the use of grilling and steaming as cooking methods
- Encourage the use of whole grains

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.

The success of our plans will rely on sharing our aspirations and commitments with our partners so that we can achieve and deliver together for Brazil. Rio 2016 partnership with the United Nations Environmental Programme (UNEP) includes a campaign to accelerate change towards sustainable production and consumption, with special attention to food and beverage.

LEGACY

The framework developed to host an event of this magnitude will serve as a legacy to Cariocas and enhance the food and beverage industry throughout Brazil.

The value of our legacy following the Games is dependent on strengthening the capacity of the people working within the hospitality sector. The Games offers a unique opportunity to improve the skill levels of a large and relatively 'captive audience' on customer service, food provenance, sustainability, health and food safety, nutrition and cultural awareness. In this way, the Games has the power to inspire a new generation of prospective entrants to the hospitality industry.

Furthermore, the sourcing strategies, logistics planning and operational execution plans utilised for the Games are all strategies that can be shared with food and beverage operations serving the public sector, mining and resource industries, hospitals and schools throughout Brazil.

NEXT STEPS

This Rio 2016 Taste of the Games is just the beginning of our journey to delivering the best Food and Beverage Program in Games history. The development of plans will continue up to and throughout the Games. It will be a partnership exercise, involving many organizations both big and small, and will involve regular communications and dialogue with stakeholder organisations. This will be a dynamic and complex process that will evolve throughout our journey to the Games.





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