



FOCUS: RIO 2016 SUSTAINABILITY

November 2015



SUSTAINABILITY FOR ALL

With one year to go before the start of the first Olympic and Paralympic Games to be held in South America, we have been presented with a series of challenges and opportunities. On our journey towards 2016, we have taken up the commitment to use the force of sports and sustainability in order to leverage transformations in people as well as the city.

Since 2009, we have strengthened our relationship with sustainability so that it features in each detail of Games organisation. From medals to the food served, from volunteers' uniforms to athletes' transport, all the way through the visual identity, overlays and torch relay. That is why, for us, each step counts.

We have internally matured sustainability practices so that we may remain a step ahead and use the force of the Games to boost different sectors of the economy. We have opted for working together with our partners and suppliers because we know we will only be able to deliver sustainable Games if everyone is a part of it.

We have also thought of the change the Games can cause in people's behaviour. The inspiration to stop, think and change the way we do simple things in our everyday lives is what makes us set the wheel turning.

Each choice makes a difference and that is the story we are writing. More detailed documents, which describe each step along this journey, are available for download, in full, at the Rio 2016 website: <http://www.rio2016.com/jogo-aberto/documentos>. At that address, it is possible to find the first Rio 2016 Sustainability Report, "Embracing Change" (Abraçando Mudanças), as well as the Sustainability Management Plan (Plano de Gestão de Sustentabilidade), the Carbon Footprint Management Report (Relatório de Gestão de Pegada de Carbono) and the Games Impact Report (Relatório de Impacto dos Jogos).

OLYMPIC GAMES

42 CHAMPIONSHIPS
IN 17 DAYS

+

PARALYMPIC GAMES

23 CHAMPIONSHIPS
IN 12 DAYS

=

65
CHAMPIONSHIPS

+ 45 test events

+ 4 ceremonies
(opening and closing)

+ 100-day Torch Relay

The countdown to the Games only reinforces the relevance of event numbers.



Olympic Games
5-21 August

10.903 **205**
ATHLETES COUNTRIES

25.100 **45.000**
ACCREDITED MEDIA VOLUNTEERS
PROFESSIONALS

+ **7.000**
NOC DELEGATION
MEMBERS

3.200
TECHNICAL OFFICIALS
(referees and assistants)



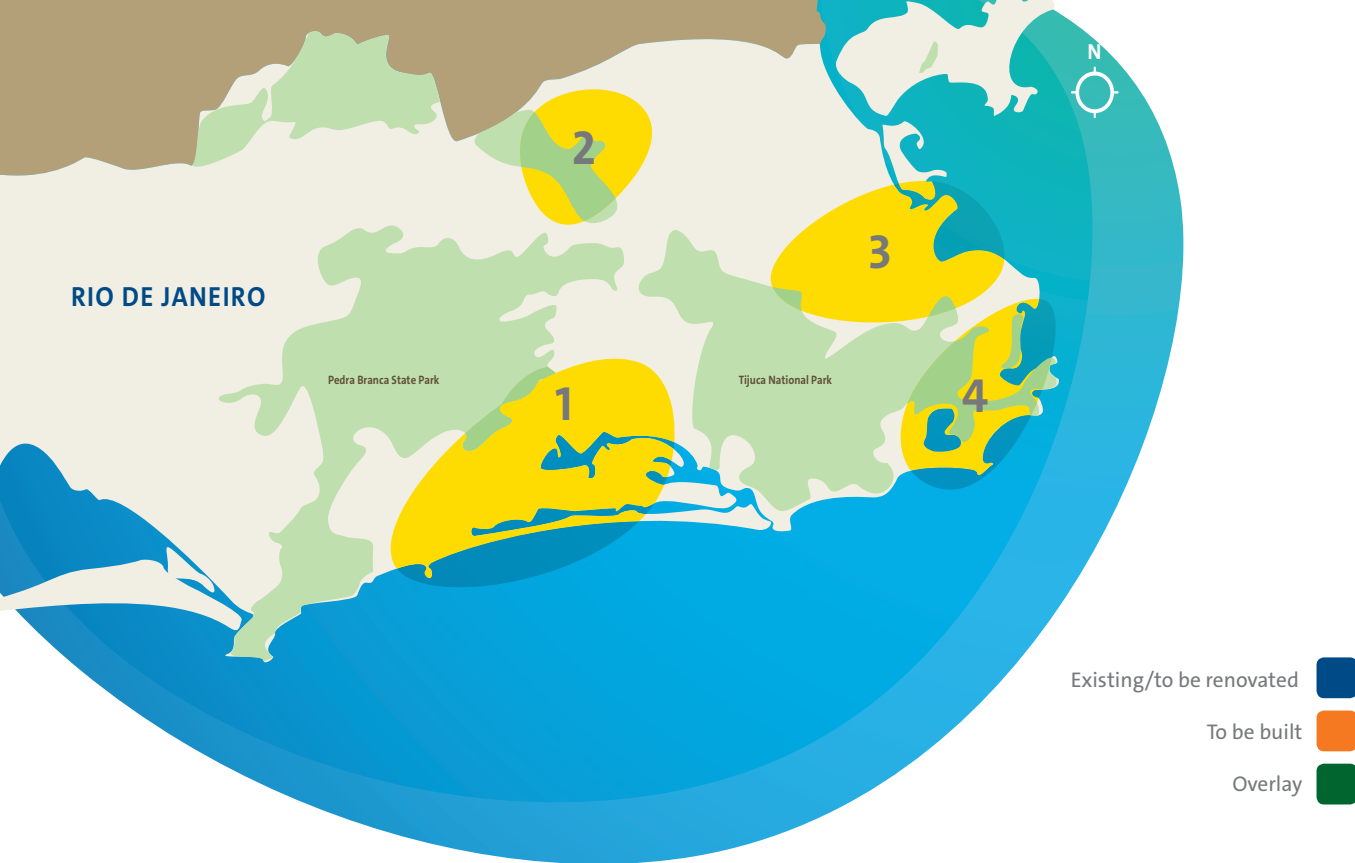
Paralympic Games
7-18 September

4.350 **176**
ATHLETES COUNTRIES

25.000
VOLUNTEERS

7.200
ACCREDITED MEDIA
PROFESSIONALS

3.000 + **1.300**
NPC DELEGATION TECHNICAL OFFICIALS
MEMBERS (referees and assistants)



1 Barra

Riocentro

Barra Olympic Park

Olympic Golf Course

Pontal

2 Deodoro

Deodoro Olympic Stadium

3 Maracanã

Olympic Stadium

Maracanã

Maracanãzinho

Julio Delamare Aquatics Centre

Sambódromo

4 Copacabana

Lagoa Stadium

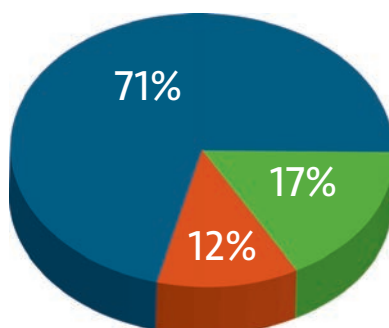
Marina da Glória

Beach Volleyball Arena

Fort Copacabana

GAMES FREE FROM WHITE ELEPHANTS

Areas built for the competition venues



Existing/to be renovated

To be built

Overlay

The competition venues are located in four regions across Rio de Janeiro, so as to spread the legacy benefits to the population as a whole, as well as making the best possible use of structures already in place – thus avoiding white elephants after the Rio 2016 Games.

Each new venue is built according to a plan that assures its sustainability. That includes, for instance, structures designed in a way so as to maximise the use of natural lighting; reuse of rainwater; use of water and energy-saving devices within the venues; reuse of materials employed in the overlay.

PLEASED TO MEET YOU, RIO 2016 COMMITTEE

The Rio 2016 Committee adheres to the IOC Code of Ethics and its own Code of Ethics, which provides guidance as to how staff should avoid conflicts of interest.

Approved in July 2013, the code also applies to relationships with creditors, sponsors, suppliers, governments and the community in general.

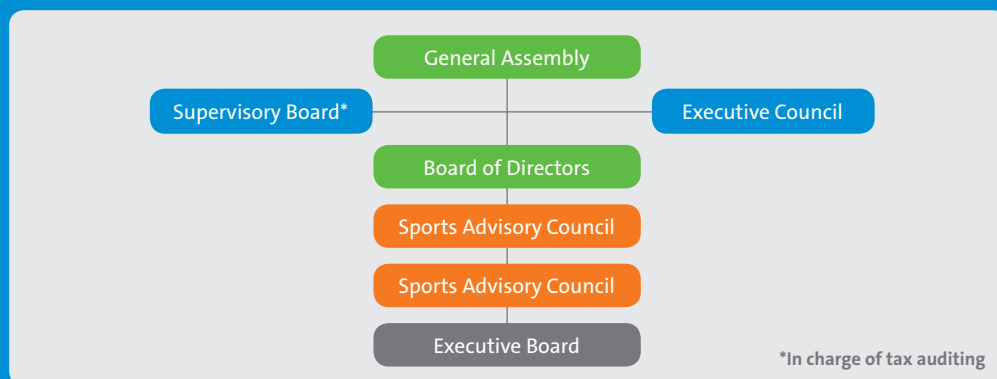
The Rio 2016 Committee is a private, not-for-profit sports association, responsible for the planning, promotion and staging of the Olympic and Paralympic Games. The financing of the entity comes from sponsorship quotas, brand licensing, ticket sales, merchandising, Games' broadcasting rights, and resource transfers from International Olympic Committee (IOC). The Committee

is directly in charge of planning, coordination and delivery of the Games operation.

The entity works in close partnership with the municipal administration of Rio de Janeiro – mainly through the “Municipal Olympic Enterprise” (Empresa Olímpica Municipal; EOM) –, the Government of the State of Rio de Janeiro, the Federal Government

All employees, upon being hired, must undergo a training module on the topic of the Code of Ethics.

RIO 2016 GOVERNANCE



Reference

Deliberative Organ

Control Organ

Advisory Organ
(out of the social statute)

Management Organ
(out of the social statute)



OUR VOICE IS DIGITAL

The Rio 2016 Committee's official webpage is the main way for the public to access information about progress in preparations for the Games. Rio 2016 has a strong social media presence, through its Facebook, Twitter, Google +, YouTube and Instagram channels. Besides specific information on the test events, mascots, etc. and getting to know a little more about the organisation's backstage activity (through the staff's blog), internet users can keep up-to-date on the sports' and athletes' day-to-day routine.

Go to:

<http://www.rio2016.com>

<https://www.facebook.com/rio2016>

<https://twitter.com/rio2016>

<https://plus.google.com/+Rio2016/posts>

<http://instagram.com/rio2016>

At the end of 2014, the Rio 2016 Committee launched an internet portal dedicated to sustainability. Featuring a light and dynamic design, the website provides updated information on sustainability projects, measures and documents.

Explore:

www.rio2016.com/sustentabilidade

TOM & VINICIUS: TIMELESS ALSO AT THE GAMES

In November 2014, Rio 2016 introduced the Olympic and Paralympic mascots to the world. These imaginary environmental characters represent the diversity and wealth of Brazilian fauna and flora. After being revealed to the public, a contest was announced to select their names, and, in December 2014, the people chose "Vinicius" for the Olympic mascot, and "Tom" for the Paralympic mascot, in honour of two of Brazilian music's greatest artists.

Meet Tom and Vinicius: <http://www.rio2016.com/mascotes>





THE SUSTAINABILITY STRATEGY OF THE RIO 2016 COMMITTEE

THE SUSTAINABILITY STRATEGY ADOPTED BY THE RIO 2016 COMMITTEE IS BASED ON THE BID COMMITMENTS, ON THE BEST MANAGEMENT PRACTICES OF PREVIOUS GAMES EDITIONS, ON SPECIALITS' RECOMMENDATIONS AND ON SUGGESTIONS RECEIVED DURING CONVERSATION ROUNDS INVOLVING CIVIL SOCIETY. SAID STRATEGY IS DETAILED IN THE SUSTAINABILITY REPORT, "EMBRACING CHANGE" (ABRANÇANDO MUDANÇAS), AVAILABLE AT [HTTP://WWW.RIO2016.COM/JOGO-ABERTO/DOCUMENTOS](http://www.rio2016.com/jogo-aberto/documentos).

The sustainability planning of the Games was built on three strategic pillars – people, planet and prosperity - whose actions unfold along nine specific themes.

In the PEOPLE pillar, initiatives focus on the themes of (1) engagement and awareness-raising, (2) universal accessibility and (3) diversity and inclusion. In the PLANET pillar, focus lies on (4) transport and logistics, (5) sustainable building, (6) conservation and environmental recovery and (7) waste management. Finally, the PROSPERITY pillar, which guides the whole Rio 2016 operation regarding (8) the sustainable

supply chain and (9) management and reporting.

A key premise of the Rio 2016 Committee is to use the Games as a way of raising sustainability standards in the big events industry in Brazil. To that end, a sustainable management system was put in place aimed at facilitating conformity with ISO 20.121, the international norm that assures sustainability in events.

In the following pages, you will find a detailed picture and the accomplishments of each one of those pillars.

Games for all

PARTNERSHIP WORKING

Hosting the Olympic and Paralympic Games provides Rio de Janeiro with the opportunity of using sport to promote a number of improvements in people's lives. Rio 2016 is committed to staging Games available to all, assuring diversity and inclusion, universal accessibility, engagement and awareness towards more sustainable behaviour. In order to deliver Games for all, Rio 2016 needs to engage with the public. Since 2012, the

Committee has acted towards promoting stakeholders' engagement to make sure that its Sustainability Management Plan is effectively put in place. There are a number of ongoing activities: surveys with staff, focus groups, conversations with civil society, joint action involving opinion makers, meetings with suppliers and the establishment of institutional partnerships.



In 2012 and 2013, 261 activities were carried out involving partners: 142 for shared decision-making; 59 for information sharing; 54 for searching for advice regarding problems or in support of planning actions; and six for consultations with a view to identifying stakeholders' demands.

One of the activities carried out consisted of conversation rounds with civil society, in 2013 and 2014. Organised in partnership with the United Nations Environmental Programme (UNEP), such conversations serve the purpose of letting the Rio 2016 Committee know about the interests and needs of NGOs and other concerned parties regarding sustainability during the Games.

ARRAY OF TALENT



The working atmosphere at Rio 2016 reflects the diversity of the Games

As Games time approaches, more activities are included in the Committee's routine. Therefore, the organisation regularly needs to increase the number of workers considerably. At the end of 2012, Rio 2016 had 369 employees. By December 2013, that number had gone up to 589. In the first trimester of 2015, the total had already surpassed 1,000 and by Games time, it will reach 8,000, a figure that does not include the 85,000 outsourced employees, or the 70,000 volunteers.

Besides featuring a strong recruiting and selection programme, the Rio 2016 Committee has developed a training programme and a professional development journey. The goals are: to prepare employees, volunteers and outsourced labour so that they act with excellence; assure an enriching learning experience for everybody and engage the team, encouraging the best attitudes towards the Games' operation and legacy.

In order to accomplish these goals, the Rio 2016 Committee has pledged to engage in recruiting that reflects the diversity of the Brazilian population. Equal opportunity is a principle adopted in all workforce management activities, so as to promote a corporate environment that is widely inclusive. Taking into consideration the history of social inequality in Brazil, affirmative action is taken in specific contexts. In 2014, Rio 2016 introduced the PwI (Person with an Impairment) Athlete Programme, to insert sports people with an impairment into the corporate environment. In November, 15 athletes with an impairment were hired for a number of positions, which is an expressive figure in relation to the total Committee workforce.

One major effort is to recruit and retain university students who share the Olympic and Paralympic Movement values.

In addition, there is the challenge of establishing a diverse team. According to that premise, in 2014, at the third edition of the Internship Programme, Rio 2016 selected 58 students: 50 per cent female, 50 per cent male, 25 per cent people with an impairment and 46 per cent African-Brazilian.

There are different kinds of training: knowledge transfer programmes from the International Olympic Committee, the International Paralympic Committee and the organising committees of previous editions of the Games, or live and online courses. Each kind of training may also involve different themes, such as accessibility, information safety, work safety and sustainability at the Games.

The challenge of the Rio 2016 Committee is not only to hire a vast number of employees in a short period of time, but also to adhere to the principles of diversity and inclusion in the corporate environment, which are key elements in team management and in the relationship with partners and suppliers.



Rio 2016 Internship Programme, facing the challenge of growth without losing sight of the principles of team diversity and inclusion

WORKFORCE BY GENDER

YEAR	MEN	WOMEN	TOTAL
2012	190	179	369
2013	319	270	589
2014	541	465	1006



TEAM ENGAGEMENT SURVEY JUNE 2013

- 93% agree that the work at Rio 2016 contributes towards their personal and professional development
- 97% are proud to work at Rio 2016
- 92% would recommend working at Rio 2016 to a friend
- 88% feel productive working for Rio 2016
- 74% feel free to express their opinion and viewpoint
- 76% feel motivated by the work environment at Rio 2016

* 253 employees surveyed

TEAM ENGAGEMENT SURVEY FEBRUARY 2014

- 87.7% agree that the work at Rio 2016 contributes towards their personal and professional development.
- 94.8% are proud to work at Rio 2016
- 87.7% would recommend working at Rio 2016 to a friend
- 86.4% feel productive working for Rio 2016
- 81.1% feel free to express their opinion and viewpoint
- 76.1% feel motivated by the work environment at Rio 2016
- 91.3% believe Rio 2016 values diversity and inclusion

*442 employees surveyed

TEAM ENGAGEMENT SURVEY DECEMBER 2014

- 90.3% agree that the work at Rio 2016 contributes towards their personal and professional development.
- 95.7% are proud to work at Rio 2016
- 94.5% would recommend working at Rio 2016 to a friend
- 88.5% feel productive working for Rio 2016
- 82% feel free to express their opinion and viewpoint
- 84.5% feel motivated by the work environment at Rio 2016
- 95.3% believe Rio 2016 values diversity and inclusion

*677 employees surveyed

Team diversity and inclusion

COLLABORATORS PER REMUNERATION COEFFICIENT YEAR 2012

CATEGORY PER EMPLOYEE	REMUNERATION COEFFICIENT	REMUNERATION COEFFICIENTE
	Women / Men	Impaired/Non-impaired
Directors	0.89	n.a.
Senior managers	1.00	0.95
Mid-level managers	0.89	n.a.
Supervisors	1.01	1.17
Specialists	0.95	0.91
Technicians*	1.12	0.81
Total	0.94	-

*Technician is the standard entrance level

YEAR 2013

CATEGORY PER EMPLOYEE	REMUNERATION COEFFICIENT	REMUNERATION COEFFICIENTE
	Women / Men	Impaired/Non-impaired
Directors	0.90	n.a.
Senior managers	1.03	1.08
Mid-level managers	0.98	n.a.
Supervisors	0.95	1.13
Specialists	1.02	0.99
Technicians*	1.05	0.74
Total	0.96	

*Technician is the standard entrance level

YEAR 2014

CATEGORY PER EMPLOYEE	REMUNERATION COEFFICIENT	REMUNERATION COEFFICIENTE
	Women / Men	Impaired/Non-impaired
Directors	0.98	n.a.
Managers	1.08	1.5
Supervisors, Coordinators & Specialists	0.98	0.96
Analysts	0.93	1.01
Assistants, Operational	0.93	1.34

THE VALUE OF THE VOLUNTEER

To help stage the first Olympic and Paralympic Games in South America, the Rio 2016 Committee will recruit 70,000 volunteers from around the globe. The positions available vary a great deal in nature, from make-up professionals to medical service specialists, to photographers and drivers.

Volunteers will undergo intense training. In 2015 and 2016, over 1,600 courses will be available on themes such as leadership, service excellence, health and

safety, and technical skills development. The programme will therefore help thousands of people directly involved with the Games in the acquisition of skills needed to host athletes and visitors from all over the world. The skills acquired will benefit those people in their lives and career development.

As part of their training programme, all volunteers are entitled to a free English language course, provided



Rio 2016 Volunteers: a unique professional and human learning opportunity

by EF Education First, a company that specialises in language training. The English course will also be available online for all those involved in the organisation of the Rio 2016 Games and for schoolchildren, reaching around one million people across the country.

In many instances, especially for the young, volunteer work during the Rio 2016 Games will provide valuable future professional opportunities.



The Games reach classrooms

With the objective of inserting the values of the Olympic and Paralympic Games into schools, the Rio 2016 Committee has set up an educational programme: “Transforma” (Transform). It targets primary and secondary school pupils, and unites information and inspiration in order to provide real involvement with the Rio 2016 Games.

The “Transforma” programme provides educational material on the themes of the Olympic and Paralympic Movements, suggestions for sports experimentation, methodology training courses and tips on multi-disciplinary activities. Over the year, “Transforma” also introduced school challenges, with a view to encouraging empowerment and creativity on the part of students.

In 2014, three school challenges were proposed. The first, “Jogo Limpo” (Fair play), encouraged students to develop actions that would reflect fair play practices on the sports field, interpersonal relationships, school assets and the environment. For the second challenge, “Escola Solidária” (Solidarity School), students were supposed to organize volunteer actions in favor of their community. The last challenge of the year, “Mascote: esta é a nossa cidade” (Mascot: this is our city), encouraged students to photograph interesting sceneries in the area surrounding the schools, composing a walk around town through the youngsters’ eyes.

Transforma in 2014



Find out more: <http://www.rio2016.com/educacao>



Over 4,000 athletes will take part in the Rio 2016 Paralympic Games

SHARED CITY

When Rio was awarded the right to host the 2016 Olympic and Paralympic Games, the city pledged to fulfill a number of commitments. One such commitment – shared by both state and municipal governments, as well as the event's Organising Committee – was to promote Games accessible to all: athletes, technical commission, referees and spectators.

Within the scope of responsibilities held by the Rio 2016 Committee, the approach to accessibility focuses on the following: offering barrier-free venues; planning the transport of Rio 2016 clientele in compliance with the principles of universal design; incorporating accessibility criteria into accommodation arrangements; providing an accessible and inclusive workplace; using accessible communication tools; and carrying out measures, along with collaborators and partners, to promote awareness about accessibility, thus encouraging the adoption of new habits.

In order for that approach to be concrete, the Rio 2016 Committee has drafted an Accessibility Technical Guide (Guia Técnico de Acessibilidade) which, after its use at Games construction sites, will remain as a legacy for the country's civil engineering sector.


Though not directly in charge of building sites, the Rio 2016 Committee is active in evaluating accessibility at all construction projects as well as at refitting projects, wherever venues already exist.

In addition, during the period under analysis by the Sustainability Report, both the first phase of the accessibility planning for the Rio 2016 transport fleet and the accessibility evaluation of the accommodation villages were concluded. In 2014, the Rio 2016 Committee introduced a visitation programme for the accessibility evaluation and rating of Games-accredited hotels. Besides the technical assessment, the task is to engage and raise awareness so that improvements are implemented. The goal is to visit 150 accommodation units by 2016. From the start, receptivity on the part of those running said units has been excellent – some have even taken the initiative of adapting in order to serve better those with an impairment.

LOW IMPACT GAMES

TALKING ABOUT OLYMPIC AND PARALYMPIC GAMES MEANS TALKING BIG NUMBERS: 30 MILLION PURCHASED OR RENTED ITEMS; CONSUMPTION OF 29.5 GIGAWATTS WORTH OF ENERGY; 150,000 PEOPLE WORKING AT BOTH EVENTS; 14 MILLION MEALS SERVED OVER 29 COMPETITION DAYS.

FACED WITH SUCH FIGURES, THE RIO 2016 COMMITTEE HAS ESTABLISHED PROACTIVE IMPACT MANAGEMENT, ONE THAT DEALS WITH THE WHOLE LIFE-CYCLE OF THE GAMES. THIS APPROACH ALLOWS IMPACTS TO BE IDENTIFIED AT THE INITIAL PLANNING STAGE, SO THAT EFFECTIVE MEASURES MAY BE TAKEN IN ORDER TO MINIMISE AND/OR COMPENSATE FOR THEM.



3,6 milhões de toneladas de carbono correspondem a...

- Uso de 32 milhões de celulares durante um ano
- 1 milhão de vacas
- 64 milhões de computadores sendo utilizados em horário comercial durante um ano

Logos: Abnaca SUSTENTABILIDADE, Rio 2016, Rio 2016 PARALÍMPICOS

Rio 2016 Carbon Footprint Presentation

THE LARGEST CARBON MITIGATION IN GAMES HISTORY

In October 2014, the Carbon Footprint Management Report was launched, in which the total Rio 2016 Games' projected carbon footprint is outlined: 3.6 million tonnes equivalent carbon dioxide (MtCO₂eq).

It will be up to the Committee to compensate for 2 MtCO₂eq via technological mitigation, and up to the State Government to compensate for 1.6 MtCO₂eq.

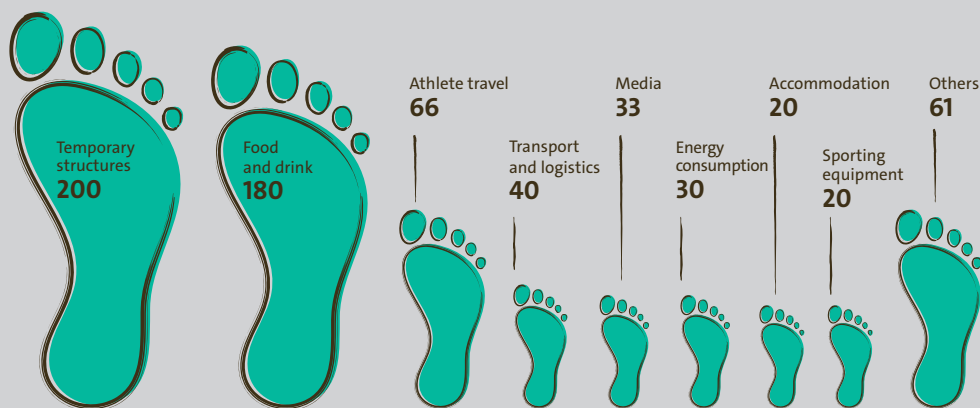
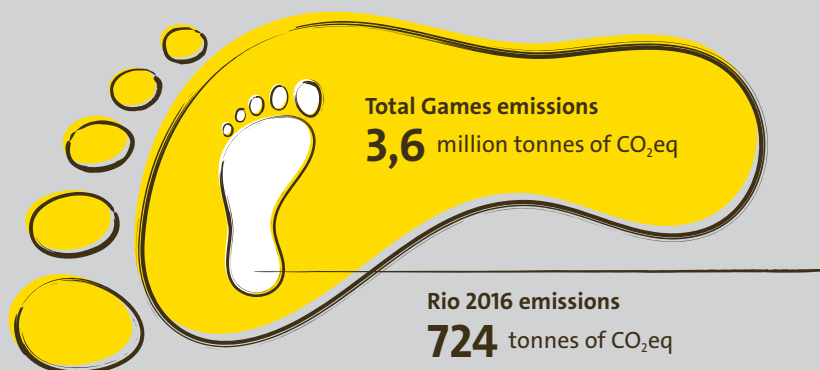
To reach that total, Rio 2016 employed a comprehensive approach that takes into consideration the lifecycle of the

project as a whole. That accounts for direct emissions (those the Committee is responsible for), emissions from partners (such as ones stemming from construction carried out by governments) and third party emissions (for example, spectators' trips to attend competitions). Within that scenario, the Rio 2016 Committee intends to cut 18.2 per cent of its own emissions. In order to achieve that goal, the following measures have been taken:

- Avoid emissions through careful planning of energy, transport, overlay and use of visual identity material

- Reduce the carbon incorporated to materials used by means of intelligent design and sustainable procurement
- Substitute renewable or alternate fuels for fossil fuels

Compensation under the responsibility of the Rio 2016 Committee – to be executed in partnership with Dow, world sponsor and official chemical company of the Olympic Games – will be the largest in the history of the Games. Starting with the use of technological mitigation, said



mitigation will generate environmental, economic and social gains.

The Rio 2016 Games' technological carbon mitigation plans focus on three sectors of the Brazilian economy that have the highest emissions and biggest potential

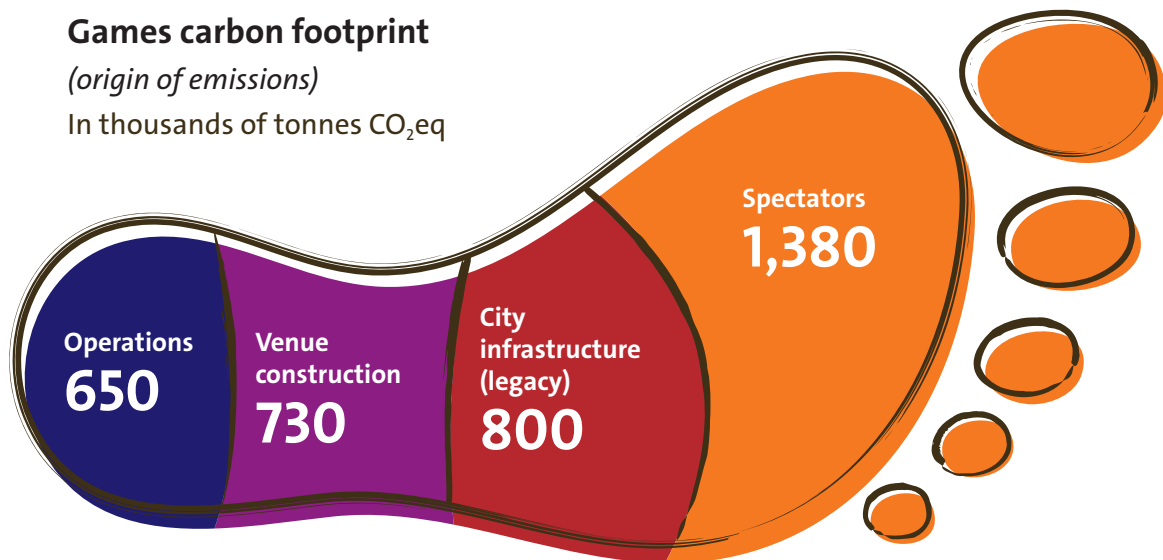
for the introduction of sustainable technologies: agriculture, industry and infrastructure. Projects range from reducing food waste to improvement in energy efficiency, going through the construction of thermal insulation that will reduce the need for air-conditioning.



Games carbon footprint

(origin of emissions)

In thousands of tonnes CO₂eq



KEEPING AN EYE ON THE HOMEWORK

It is the responsibility of the Rio 2016 Committee to remodel the interior of venues and carry out the assembly and disassembly of the Games' overlay. In order to make sure that sustainability criteria are efficiently put into practice, contracted companies must comply with all environmental legislation

The Rio 2016 Committee is one step ahead, introducing requirements and guidelines that go beyond the demands established by law and conventional market practices.

Broadly speaking, the guidelines consist of: designing in a way that preserves local biodiversity; avoiding and/or reducing waste generation; reducing the

environmental footprint; and designing with a view to legacy. Requirements, on the other hand, focus on the assembly and disassembly of structures and sustainable material procurement.

The building of the Rio 2016 Committee head office started in 2012. The use of pre-molded steel structures allowed for construction to be finalised in just six months, and for the optimisation of resources. Thanks to this method, the main office building will be disassembled after the Games, and up to 80 per cent of the modular material will be fit for reuse in new installations.

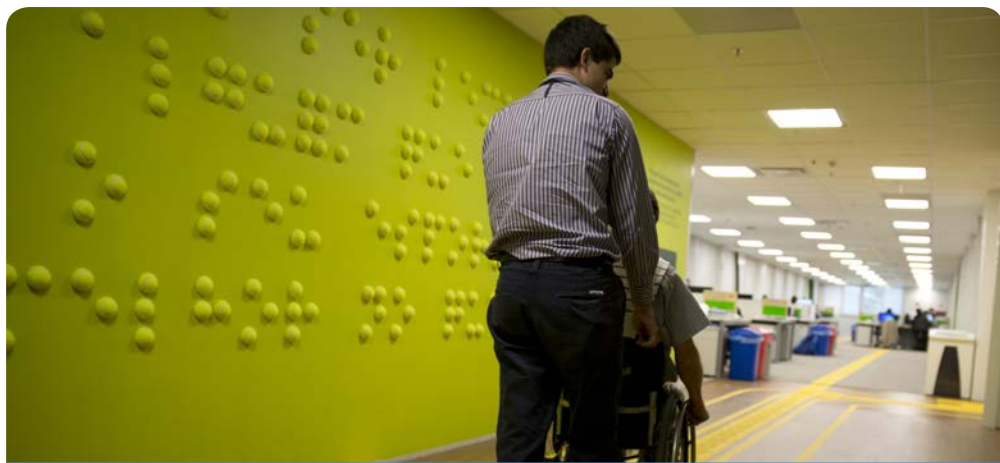
Construction by modules allows the building to grow according to the growth in number of people working at the Rio 2016 Committee. In 2013, that number did not reach 600, but at the peak of the Games delivery, 8,000 collaborators will be at work, besides outsourced labour and partners.



*The Rio 2016 Committee Head Office, in the Cidade Nova neighbourhood: modular building

The head office also features other sustainable initiatives, including: LED lamps, which use up to 70 per cent less energy compared to compact fluorescent lamps; glass panes with high thermal reflectivity and elevated light transmission, which reduce the need for air-conditioning; the central air-conditioning equipment itself features compressor technology that reduces

noise and electricity consumption, and the building has a rainwater recycling system that uses water collected in garden irrigation. Besides the environmental concern, the head office is completely accessible, fitted with ramps, braille signage, lifts and accessible toilets and tactile floors, among other adaptations.



Fully accessible office, aimed at an improved work environment for the whole workforce

TASTE OF THE GAMES

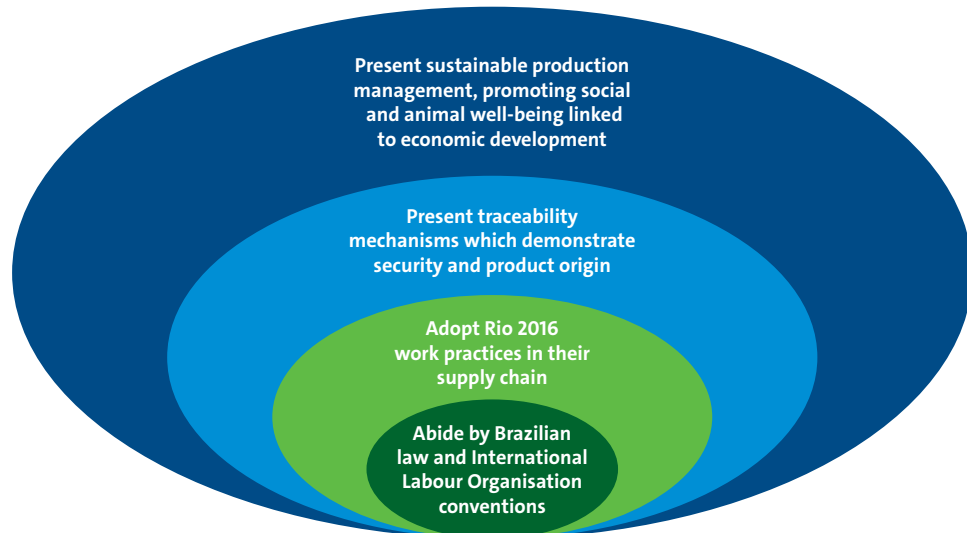
In tandem with changes the food industry is undergoing, in 2013 the Rio 2016 Committee joined a group of institutions to develop an initiative for sustainable foods in Brazil. The “Rio Alimentação Sustentável” (Rio Sustainable Food) initiative was born.

This movement intends to use the Games as a catalyst for improvement in the food sector. With the help of the “Rio Alimentação Sustentável” programme, Rio 2016 has defined the general guidelines for the Games:

- Introducing goals for the purchase of natural and sustainable products
- Favour small producers in supplying food for the Games
- Provide small producers with logistical support for the direct supply of healthy and sustainable foods
- Prioritise local and national markets for the supply of healthy and sustainable foods
- Feature traceability mechanisms that demonstrate the safety and origin of the product
- Signing of partnerships with governments, non-governmental organisations and private businesses for the improvement in sustainability standards
- Raising the public’s awareness regarding good eating and a healthy lifestyle, encouraging new habits

In addition to the guidelines introduced with the “Rio Alimentação Sustentável” programme, Rio 2016 has specifically vowed to meet other commitments

regarding food supply for the Games. Such additional commitments have to do with the exclusive acquisition from suppliers that:



To serve exclusively certified fish and seafood is one of the demands of the Rio 2016 Committee. However, if the Games were to take place today, that would not be possible, because there is not enough production to meet the demand.

At the end of 2013, Rio 2016 ratified a partnership with the Marine Stewardship Council (MSC) and the Aquaculture Stewardship Council (ASC) for the training of suppliers. The MSC and the ASC are international organisations that



Healthy and sustainable food: promoting well-being for human health and the whole supply chain



Games catering

14 million meals

6,000 tonnes of food

100% certified fish and seafood

0% of meat comes from deforestation area

Responsible for generation of **80%** of waste

act in favour of developing the supply chain in fishing and seafood, promoting sustainability and market engagement.

Besides transforming small fishermen in the state into suppliers for the Rio 2016 Games, the partnership boosts the development of a sustainable fishing supply chain that will remain in place after 2016.

THE WASTE CHALLENGE

The expectation is that 17 million tonnes of solid waste will be generated by the Games, which is equivalent to roughly two days of public rubbish collected in the city of Rio de Janeiro. The Rio 2016 Committee has drafted a strategy that enables opportunities for legacy related to the generation of waste. The strategy follows the hierarchy: avoid, reduce, recycle, compost and use the best technology available for the adequate destination for waste to be discarded.

In 2013, the Rio 2016 Committee started talks with possible service providers and Comlurb (the City's Public Garbage Collecting Company) in order to better know the capacity of the recycling, composting and bio digestion industry in the city of Rio de Janeiro.

The Rio 2016 Committee understands it is key to include cooperatives in its waste management process.

Also in 2013, civil society organisations with the operational capacity to reuse items of the Rio 2016 Games Visual Identity Programme were contacted. The work also involves, in addition to the destination of material to cooperatives, the training of those groups so that they will meet the legal requisites and the adequacy of their infrastructure to receive the materials.



Water quality in the areas of the venues

Aquatic competitions in a natural setting will take place in Guanabara Bay, the Lagoa Rodrigo de Freitas and Copacabana beach. The athletes' health and well-being is a priority of Rio 2016. With that goal, we are working towards assuring that the water at the swimming pool lines is within the quality limits accepted both internationally as well as by Brazilian law. We have closely followed the monitoring of the water carried out by the proper governmental environmental agency. We have shared the results of such monitoring and the analyses of the water quality with the sports federations, athletes, technical delegations and the International Olympic Committee. In addition, in the specific case of sailing competitions, it is necessary to make sure that the water surface is free from obstacles, allowing athletes to perform to the best of their abilities.

Sailing competition courses have been positioned in the cleanest areas of Guanabara Bay, where the tidal variations and water exchange with the open sea guarantee adequate conditions for sports at any time of the year.

The State Government of Rio de Janeiro has been taking a series of measures to prevent problems with floating rubbish, including putting in place physical barriers in rivers in the bay area, and a fleet of boats that collects waste not picked up by said barriers.

Freeing Guanabara Bay from pollution is an objective that far precedes the awarding of the Olympic and Paralympic Games to Rio de Janeiro. The Rio 2016 Games are an opportunity to accelerate the bay's recovery. Rio 2016 has been following the environmental cleaning measures taken by the State Government in the region surrounding the bay, such as the expansion of sewage collection and treatment, closing landfills, and flood prevention.



The golf course

The Olympic Golf Course is a private project that will be converted into a public-use course after the Games – the first world-class course of its kind in Brazil – open to all, without any membership requirement. The venue is located in an Environmental Protection Area, which allows for the combination of some human activity with the conservation of wildlife. At the time the environmental licensing was required, roughly 70 per cent of the area was degraded or featured non-native vegetation. The remaining 30 per cent featured native vegetation in good condition, on the banks of Marapendi Lagoon. The design of the Olympic Golf Course prioritised native vegetation, thus reducing the lawn areas to a minimum. Forty-four hectares of native vegetation will be restored, so that the terrain reaches 65 per cent native vegetation, 30 per cent lawns and only a five per cent building area.

Rio 2016 acknowledges the concern of some of society's sectors regarding the possibility of an impact stemming from the venue on local biodiversity. Therefore, even though it is a private enterprise, the Committee follows in loco the rescue of animals, the transplanting of flora and development of the nursery. In addition, Rio 2016 monitors the process for the obtaining of the GEO certification, an environmental seal for golf clubs, run by a non-profit organisation.

BEFORE THE GOLF COURSE	GOLF COURSE PLAN
Total area: 972,000m ²	Total area: 972,000m ²
Degraded area: 777,600m ²	Degraded area: 5,000m ²
Native vegetation: 108,790m ²	Native vegetation: 552,000m ²
Non-native vegetation: 85,610m ²	Lawn: 372,000m ²
	Lake: 40,500m ²



Aerial photo of the land before laying the golf course (2012). Areas marked in green represent preserved native vegetation. Areas marked in blue represent transported vegetation and the grey areas are those without vegetal coverage before the laying of the golf course.

PROSPEROUS GAMES

ONE OF THE MOST CRITICAL SECTORS FOR ANY OLYMPIC AND PARALYMPIC ORGANISING COMMITTEE IS THE SUPPLY AREA. AT THE RIO 2016 COMMITTEE, THAT AREA IS DIRECTLY RESPONSIBLE FOR BUYING AND RENTING 30 MILLION ITEMS, RANGING FROM SPORTS EQUIPMENT TO THE RENTING OF A TRANSATLANTIC SHIP FOR ONE MONTH. IT IS THEREFORE EASY TO UNDERSTAND WHY THE GAMES ARE OFTEN REFERRED TO AS “THE LARGEST LOGISTICAL OPERATION IN TIMES OF PEACE”.

From the moment it was constituted, the Rio 2016 Committee has always assigned a central role to sustainability in its supply chain. By integrating the theme to demands traditional to the procurement sector, such as those of

cost-reduction and risk management, Rio 2016 attempts to encourage its suppliers to deliver products and services of established quality at a competitive price, which are socially and environmentally responsible.

RIO 2016 SUPPLY CHAIN PILLARS



In order to guarantee sustainability, the Rio 2016 Committee has introduced social, environmental and economical requirements to be met by aspiring suppliers and licensees. In addition, for critical categories, the Committee

provides training and skill-development workshops. After they are hired, suppliers and licensees are subject to a number of evaluations, including auditing and monitoring of sustainability criteria.

Rio 2016 principles of supply chain management practices

- Management systems (ISO 9.001, ISO 14.001, NBR 16.001, SA 8.000, ISO 26.000, OHSAS 18.001)

Environmental requirements

- Low-carbon emission services and products
- Healthy materials
- Environmental packaging
- Certified wood and wood products
- Energy-efficient equipment
- Environmental management of production processes

Social requirements

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

Economic requirements

- Local purchases
- Anti-corruption practices
- Cost reduction and competitive improvement
- Opportunities for small and medium-sized businesses

THE CHALLENGE OF CREATING A SUSTAINABLE SUPPLY CHAIN

The management of a supply chain is key in any business. It is not enough to introduce sustainability criteria in procurement processes; it is necessary to monitor and control a number of indicators for a large number of suppliers. Faced with that challenge, the Rio 2016 Committee has worked on the development of a sustainable supply chain since 2012. In practical terms, that means a number of different measures: publishing a Sustainable Supply Chain Guide; establishing a sustainable procurement process; identifying critical categories, carrying out of audits and corrective measures in high-risk categories; publishing of requirement guides and of the procurement plan almost three years in advance.

Regarding the Olympic and Paralympic Games, in addition to the procurement process, it is necessary to act upon the dissolution of assets. Therefore, the Rio 2016 Committee drafts a dissolution strategy for each procurement project, taking into consideration the legacy planning. Another important step taken was that of helping the Brazilian Sustainable Development Entrepreneurial Council (Conselho Empresarial Brasileiro de Desenvolvimento Sustentável - CEBDS) establish a sustainable procurement tool, the Manual of Sustainable Procurement (Manual de Compras Sustentáveis).

Released in May 2014, the Manual of Sustainable Procurement CEBDS is the first tangible sustainability legacy for the Brazilian market promoted by the Rio 2016 Games.

With widespread promotion of the manual as a starting point, it is expected that the introduction of sustainability requisites into national businesses will no longer be viewed as just “desirable”, but rather a priority. All documents addressed to suppliers, including guidebooks and manuals, is available for download at <http://portaldesuprimentos.rio2016.com>

In order to stimulate and facilitate the participation of micro and small businesses, a technical cooperation agreement has been signed with the “Sebrae no Pódio” (Sebrae on the Podium) programme that provides for the training of aspiring suppliers to the Rio 2016 in a number of different sectors.

Two thousand micro and small business are expected to benefit from “Sebrae no Pódio”, thus becoming able to be suppliers for the Rio 2016 Games, while at the same time meeting the Committee’s sustainability demands.

Institutional partnerships

United Nations Environment Programme (UNEP) – The Rio 2016 Committee counts on the partnership of UNEP to follow its sustainability measures. The cooperation agreement consists of: technical evaluation of the sustainability work carried out by the Committee, facilitating the engagement with civil society and the green passport, which intends to make people aware of sustainable tourism. For more information, go to:
<http://www.passaporteverde.org.br/>

Sebrae – By means of its “Sebrae no Pódio” programme, micro and small businesses are qualified so that they can become suppliers to the Rio 2016 Committee. Besides diagnostics, training and help in obtaining certification (whenever needed), all businesses benefitting from the programme receive the international UNSPSC classification, with the seal of approval of the UN.

Forest Stewardship Council® (FSC®) – In partnership with the FSC, Rio 2016 has established an environment that is favourable for suppliers that use wood as their raw material to be able to obtain chain of custody certification. Such certification is evidence that a sustainable process is in place from the moment wood is extracted until the final product is sold to the consumer

Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) – The Rio 2016 Committee has established a partnership with the MSC and ASC so that suppliers may obtain sustainable certification for fish and seafood. These entities act for an increase in the number of certified producers and the development of small local producers.

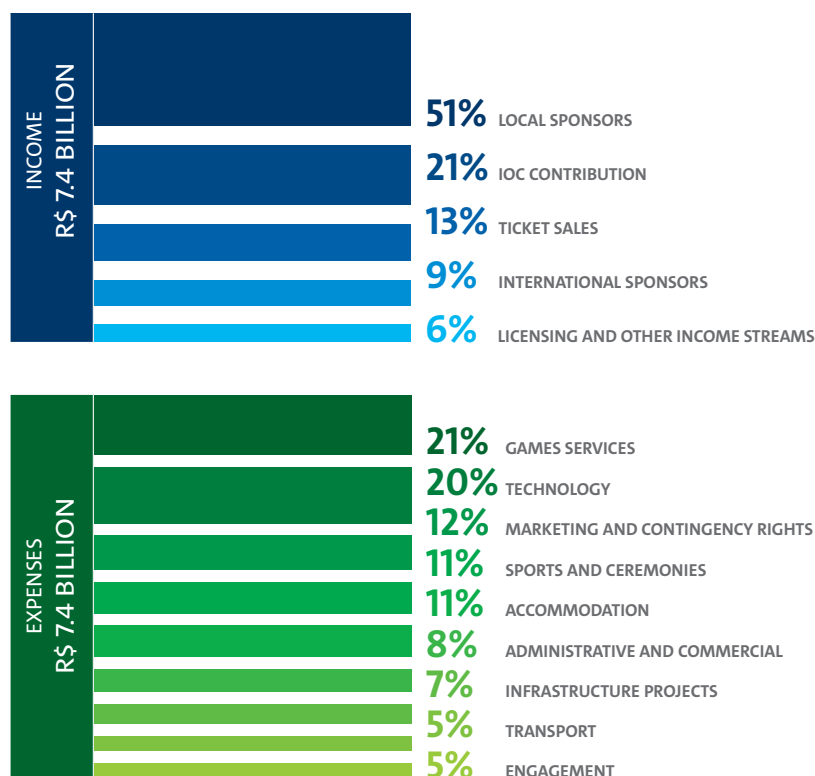
Expo Milano 2015 – The Expo, or Universal Exposition, is the largest world fair, and has been held in various locations since 1844. In 2015, it took place in Milan, Italy, and sustainability was one of its pillars. Therefore, Rio 2016 has established a partnership with the fair with a view to exchanging knowledge and spreading the best sustainability practices at large events.

BALANCING THE BOOKS

The Rio 2016 budget amounts to R\$ 37.7 billion, over half of which comes from the private sector. The budget has three components:

- R\$ 7 billion from the Organising Committee, which is in charge of meeting the expenses relative to the event's organisation and operation.
- R\$ 6.6 billion in construction sites, already allocated in the responsibility matrix, which defines all that has been pledged by governments regarding the infrastructure needed for the Games.
- R\$ 24.1 billion will be invested in the Games' Public Policy Legacy, primarily building sites for urban requalification.

The Rio 2016 Committee has drafted its budget with the premise of transparency and the commitment to keeping expenses and revenues balanced. The whole revenue is of private origin, and the goal is to avoid the transfer of public funds to the Committee.



The Committee undergoes regular internal and external audits. Updated financial statements are available at: <http://www.rio2016.com/jogo-aberto>

More information at:
www.rio2016.com
<http://portaldesuprimentos.rio2016.com>
<http://www.apo.gov.br>
<http://www.cidadeolimpica.com.br>

THE TIME IS NOW

The Rio 2016 Games define a unique era for the city of Rio de Janeiro and Brazil. Rio will welcome approximately 15,000 athletes from over 200 countries to take part in competitions across the city. It is essential to take advantage of the opportunity to promote changes in society, not only from the point of view of the economy and infrastructure, but also from a behavioural standpoint. Raising people's awareness about that role is one of the Rio 2016 Committee's main sustainability missions.

From theory to practice that means, upon consuming certified food, you will be promoting the development of a sustainable supply chain. As you widen the scope of hiring in your business, you are promoting human diversity and including different abilities. As you dispose of waste correctly, you are reducing harm to the environment, and

effectively providing "raw material" for new production. That virtuous cycle now has its golden opportunity. Rio 2016 hopes to see this information channel consolidated, so it will help better understand the Games, and reflect on the impact of the event and its potential for changing behaviour.

The second edition of the magazine will feature a balance of the planning and operations of the pre-Games period, aligned with data from the new version of the Rio 2016 Sustainability Report, which will be finished in the first trimester of 2016. A third and final report will be published in the first trimester of 2017, with a focus on the staging of the Rio 2016 Olympic and Paralympic Games.





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