



# ***PARIS 2024 SUSTAINABILITY & LEGACY PRE-GAMES REPORT***



**STRATEGIC FOCUS -  
DELIVERING MORE  
SUSTAINABLE GAMES**

**MAY 2024**

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2017	2018	2019	2020	2021	2022	2023	2024
Awarding of the Games to Paris (September 13)	Structuration of the Organising Committee	Definition of the Strategies	Progress in Preparations	Continued Preparations	Stabilization and Implementation of the Operational Planning	Delivery of Initial Operations and Transition to a venue-Based Organization	Final Stretch Before the Games
	<ul style="list-style-type: none"> <li>→ Signing of the agreement for the first inclusive and solidarity-based Olympic and Paralympic Games between Paris 2024, the Yunus Centre, SOLIDEO and Les Canaux, with Professor Muhammad Yunus — May</li> <li>→ Signing of the agreement with the Agency for French Education Abroad (AEFE) to promote sport in schools as part of the “Horizon 2024” program — May</li> <li>→ Publication of the Social Charter and creation of the Social Charter Monitoring Committee — June</li> <li>→ Signing of the Sports for Climate Action initiative with the UNFCCC at the 24th Conference of the Parties (COP24), with Paris 2024 as a founding member — December</li> </ul>	<ul style="list-style-type: none"> <li>→ Adoption of the “Legacy and Sustainability” strategy by the Board of Directors — January</li> <li>→ Completion of the first mapping of jobs directly mobilized by the Games — March</li> <li>→ Launch of the ESS 2024 and Entreprises 2024 programs for local economic stakeholders — April</li> <li>→ Launch of the first “Terre de Jeux 2024” label — June</li> <li>→ Signing of the collaboration agreement with Dakar 2026 to support the Youth Olympic Games — September</li> <li>→ Announcement of Paris 2024’s support to WWF France’s approach for sustainable sports events — November</li> </ul>	<ul style="list-style-type: none"> <li>→ Signing of the cooperation agreement with the French Development Agency (AFD) to support projects combining sport and sustainable development — February</li> <li>→ Signing of the agreement with the <i>Agence nationale du sport</i> (ANS) to support the development of local sports facilities, particularly in “Terre de Jeux” communities — June</li> <li>→ Launch of the Impact 2024 call for projects — August</li> <li>→ Adoption of the responsible procurement strategy by the Board of Directors — September</li> <li>→ Unveiling of the Generation 2024 platform — December</li> </ul>	<ul style="list-style-type: none"> <li>→ Launch of the first cohort of the athlete-entrepreneur incubator with AFD — February</li> <li>→ Adoption of Paris 2024’s climate strategy and universal accessibility strategy by the Board of Directors — March</li> <li>→ Creation of the “Paris 2024 Social Charter Committee” association to monitor the Charter’s 16 commitments — March</li> <li>→ Launch of the second Impact 2024 call for projects — May</li> <li>→ Launch of the “1, 2, 3 Nagez avec Paris 2024 !” (“1, 2, 3 Swim with Paris 2024!”) program — July</li> <li>→ Launch of the International Impact 2024 call for projects — July</li> <li>→ Publication of the first Sustainability and Legacy report — August</li> <li>→ Creation of the Committee for the Ecological Transformation of the Game — December</li> <li>→ Launch of the second International Impact 2024 call for projects — December</li> </ul>	<ul style="list-style-type: none"> <li>→ Launch of the “Active Design pilot territories” collective (Bourges, Châtelleraut, Limoges, Plaine Commune, Saint-Dizier and Saint-Omer) to test the “Active Design” program — March</li> <li>→ Launch of the second cohort of the athlete-entrepreneur incubator with AFD — March</li> <li>→ Launch of the third Impact 2024 call for projects, creating a specific category for developing women’s sport with FDJ (Official Partner) — March</li> <li>→ Adoption of the Games’ Food Vision and the Circular Economy strategy by the Board of Directors — March</li> <li>→ Launch of the second edition of the “1, 2, 3 Nagez avec Paris 2024” program — July</li> <li>→ Launch of the third International Impact 2024 call for projects — July</li> <li>→ Widespread rollout of the “30 minutes of daily physical activity” scheme in schools — September</li> <li>→ First Paralympic Day — October</li> <li>→ Certification of compliance with ISO 20121 by the French standardization association (AFNOR) — October</li> <li>→ Signing of the Sports for Nature initiative led by UNEP, IUCN and the IOC as a founding member — December</li> </ul>	<ul style="list-style-type: none"> <li>→ Launch of the charitable ticketing scheme with the support of Secours Populaire — January</li> <li>→ Launch of the fourth round of the “the International Impact 2024 call for projects — January</li> <li>→ Installation of the first permanent grid access for temporary events in Paris — April</li> <li>→ Updating of the cartography of jobs directly mobilized by the Games — June</li> <li>→ Launch of the “Coach Climat Evénements” by Paris 2024, the Ministry of Sports and the Olympic and Paralympic Games, and The French NOC — June</li> <li>→ Launch of the third edition of the “1, 2, 3 Nagez avec Paris 2024 !” program — June</li> <li>→ Signing of the first Commitment Pact by Pôle emploi, the Ile-de-France Regional Prefecture, the Mission d’Appui aux Clauses Sociales and Paris 2024, with the City of Colombes to support companies with recruitment and social inclusion commitments — June</li> <li>→ Organisation of the Paris 2024 Employment Forum with 16,000 positions to fill — September</li> <li>→ Organisation of the second Paralympic Day — October</li> <li>→ Launch of the third cohort of the athlete-entrepreneur incubator, Impact 2024 — November</li> <li>→ Publication of the interim evaluation report on the “Legacy and Sustainability” strategic focus area “Building Paris 2024’s social and environmental legacy” — November</li> <li>→ Adoption by the Board of Directors of the general framework for the legacy of Paris 2024’s legacy and engagement programs, such as Club Paris 2024, Terre de Jeux 2024 or Generation 2024, and the framework for the second life of material assets — December</li> <li>→ Publication de la of the sustainable IT strategy — December</li> </ul>	<ul style="list-style-type: none"> <li>→ Reveal of the medals integrations gold and silver 100% recycled — February</li> <li>→ Organization of the Paris 2024 Forum for communities, relating to engagement and the legacy of the Games — March</li> <li>→ ESS 2024 Evening in the presence of Professor Muhammad Yunus — March</li> <li>→ Organisation of two Employment Forums — March and April</li> <li>→ Signature of an agreement with the French Federation of Food Banks, the <i>Restos du Coeur</i> and the <i>Chaînon Manquant</i>, to fight against food waste and to redistribute surplus during the Games — April</li> <li>→ Award of the AFAQ 20 400 responsible procurement label (with an exemplary level) following an audit by the French standardization association — May</li> <li>→ Publication of the ex-ante economic impact study of the Games (update of the 2016 bid study) — May</li> <li>→ Publication of the second Sustainability and Legacy report on the strategic focus area “Delivering more responsible Games” — May</li> </ul>

# KEY MILESTONES

# FOREWORD

Paris 2024's "Legacy and Sustainability" strategy is structured around two pillars. This report concerns the first pillar, "Delivering more sustainable Games". The second pillar – "Building the social and environmental legacy of the Games" – was the subject of an initial dedicated report<sup>1</sup> published in November 2023.

## SCOPE AND OBJECTIVES OF THE REPORT

Since Paris was designated as the host city for the XXXIIIrd edition of the Games, the Paris 2024 Organising Committee for the Olympic and Paralympic Games has reached several key milestones in order to fulfill its mission of planning, organising, financing and delivering the Olympic and Paralympic Games in Paris in 2024. Following on from the work accomplished over the past 6 years to define its strategic focus areas and plan all of its operations, Paris 2024 is now entering the operational delivery phase.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards (Core option) and respects its principles, namely stakeholder engagement, consideration of the economic, environmental and social impacts of the Games (in the broader context of sustainable development) and comprehensiveness. This report has also been written as part of Paris 2024's responsible management approach, which follows the ISO 20121 "Event Sustainability Management Systems" standard, to which Paris 2024 has been certified since 2022 and which aims for continuous improvement in this area. As such, it complements and updates Paris 2024's Sustainability and Legacy Management System Policy.

This report outlines the Organising Committee's commitment to delivering more responsible Games, building on the Legacy and Sustainability Plan<sup>2</sup> and the first "Sustainability and Legacy Report"<sup>3</sup> published in 2021, and illustrates – without being exhaustive – how its ecosystem (SOLIDEO<sup>4</sup>, public stakeholders, partners, etc.) contributes to this ambition. This report recalls the organisation, tools and methods implemented by Paris 2024 to achieve this strategic objective. And, a few months before the Games, it details the Organising Committee's achievements to date in integrating sustainability and legacy objectives into decision-making and thus transforming the operations and symbols of the Games. It will be supplemented by a post-Games report.

This report is part of the evaluation process for the "Legacy and Sustainability" strategy implemented by Paris 2024<sup>5</sup>. A group of evaluators working under the supervision of a monitoring committee composed of French and international experts has drafted an initial interim evaluation report in November 2023 on the strategic focus area "Building the social and environmental legacy of the Games". This first report presented Paris 2024 and its ecosystem's emblematic achievements and provides a comprehensive initial evaluation of all its programs, a few months before the Games. It includes a dashboard highlighting the social impacts of the Paris 2024 Games beyond the event itself, notably via Paris 2024 Endowment Fund (fight against sedentary lifestyles, education, inclusion, etc.). The present report complements this dashboard with dedicated economic and social indicators for the delivery of the Games<sup>6</sup>.

This report reflects Paris 2024's desire to evaluate its actions and report on its achievements and broader impact, particularly with a view to its legacy. In this context, Paris 2024 has also committed to upholding the sustainability principles of duty of care, inclusion, integrity and transparency.

*Paris 2024 thanks everyone who contributed to this report.*

1 <https://medias.paris2024.org/uploads/2024/03/Report-2023-web.pdf>

2 <https://olympics.com/en/paris-2024/information/our-legacy-and-sustainability-plan>

3 [https://medias.paris2024.org/uploads/2022/01/PARIS-2024-210831-Rapport-Durabilite-et-Heritage-VEENG\\_compressed.pdf](https://medias.paris2024.org/uploads/2022/01/PARIS-2024-210831-Rapport-Durabilite-et-Heritage-VEENG_compressed.pdf)

4 Société de livraison des ouvrages olympiques, the organisation tasked with delivering the Games facilities

5 <https://olympics.com/en/paris-2024/our-commitments/assessing-our-impact/assessing-our-impact-in-order-to-build-the-paris-2024-legacy>

6 See Appendix VI





When, in December 2014, the IOC adopted its new strategic roadmap, Olympic Agenda 2020, it was driven by a clear realisation: as the world evolves and new challenges emerge, the Olympic Movement must become an agent of change.

What followed was a major re-thinking of the Olympic Games, with concrete measures to make them more sustainable across environmental, social and economic spheres. At the core of this vision was the need to reduce the Games' footprint and create lasting benefits for host communities.

As a result, it is the Olympic Games that adapt to their hosts, not the other way around.

What this means in practical terms is that the Games must fit with the long-term development plans of the host. No venues should be built for the Games only – we ask that existing and temporary infrastructure is prioritised. Hosts are also able to propose event locations outside the main host region or country. When new venues are built, they must respond to long-term local needs.

We have also increased requirements related to climate change. From 2030 onwards, Olympic Games organisers will be obliged to minimise Games-related carbon emissions, contributing to international efforts aligned with the Paris Agreement on Climate Change. They must also strive to remove more carbon from the atmosphere than the Games project emits, and use their influence to encourage stakeholders to take climate action.

As demonstrated by this report, Paris 2024 – the first edition of the Olympic Games to fully benefit from Olympic Agenda 2020 – took this vision to heart, designing Games that are more open, more sustainable, and aligned with today's challenges.

From reducing the Games' emissions by half compared to previous Games, to getting French people to move more in schools, at work and in cities, to creating socio-economic opportunities that are open to everyone – in line with the vision of "Games wide open" – Paris 2024 has truly embraced the philosophy of Olympic Agenda 2020. The initiatives outlined in this report show how these Games are setting new standards for major events across the environmental, social and economic spheres.

When the Olympic Games Paris 2024 get underway, people from around the world will witness a lot more than outstanding sporting performances. They will witness a commitment by the IOC to stage Olympic Games that are more sustainable, more inclusive and more impactful for host communities."

**THOMAS BACH**  
PRESIDENT OF THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)



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The Paralympic Games are not just the biggest showcase of persons with disabilities on the world stage, they are an opportunity to create a transformational legacy that benefits the host city and country, as well as the wider world.

The IPC believes that Change Starts With Sport, and with the Paris 2024 Paralympic Games change is taking place in the host city and across France. Changes to government policy, changes to communities, changes to urban environments, and changes to attitudes.

This change is happening because French leaders know that the Paralympic Games are a once in a generation opportunity to use sport to advance the lives of France's 12 million persons with disabilities.

President Macron's French government has introduced a raft of measures to improve inclusion for persons with disabilities, from the full reimbursement of wheelchair purchases to EUR 1.5 billion worth of investment in improving the accessibility of places in daily life such as small shops and restaurants.

The IPC worked with the French government and Paris 2024 to reduce the VAT on a range of assistive technologies from 20% to 5.5%. That policy move ensured that there is less of a barrier to engaging in sport for persons with disabilities in France.

Barriers are being removed too at 3,000 community sports centres across France thanks to the amazing Club Inclusif initiative being delivered by the CPSF and Ministry of Sport. Club Inclusif advises on solutions like how to make the physical infrastructure of an existing community sport facility more accessible to persons with disabilities and guidance for coaches on how to coach Para sport. It is about maximising existing opportunities for everyone in a community to practice sport.

At a local government level, the Mayor of Paris is to be applauded for her commitment to make Paris more accessible. The City of Paris is investing EUR 125 million to make all bus routes accessible, developing Enhanced Accessibility Neighbourhoods, and aiming to have 1,000 accessible taxis for the Games. These are all improvements triggered by the Paralympics.

Paris 2024 has been at the forefront of changing mindsets. Inclusion has been a central theme of the Olympic and Paralympic Weeks in schools. It is important to teach this because children are future leaders, not just in government, but in business, sport, and civil society.

The Organising Committee has also delivered two amazing Paralympic Days. Tens of thousands of Parisians and hundreds of Para athletes have taken over city centre locations and transformed them into festivals of Para sport awareness that promote diversity.

Now the stage is set for the world to witness sensational sporting performances from our athletes. A record 160 plus countries and territories have committed to broadcast the Paris 2024 Paralympic Games, and these are the first Paralympics where every sport will be broadcast live. That coverage to over four billion people will have a powerful impact on changing attitudes globally towards disability.

All these initiatives will leave a legacy that will benefit persons with disabilities for decades. Together we are changing Paris, France, and the world with the Paralympic Games. "

**ANDREW PARSONS**  
PRESIDENT OF THE INTERNATIONAL PARALYMPIC COMMITTEE (IPC)



© Ryan Piere / Gettyimages



For almost ten years now, Paris 2024 has carried a very strong ambition: to propose Games of a new era, both spectacular, to magnify the performances of the athletes, but also more open, more committed, and all the more exceptional.

Convinced that sport must reinvent itself in the face of the challenges of our time, we have profoundly rethought the Games model in order to connect the world's greatest sporting event as closely as possible to our era and our society. The Games are an unprecedented opportunity to show that it is possible to do things differently, and we have done our utmost to seize it.

Organizing the first 100% gender-equal Olympic Games, with as many female athletes as men; halving carbon emissions compared to previous editions, notably thanks to 95% of existing or temporary infrastructure; deploying a circular economy, with 90% of the Games' material resources already earmarked with a second life; ensuring that the Games benefit VSE/SMEs and SSE structures; supporting the transformation of local areas, particularly Seine-Saint-Denis, which will receive 80% of public investments for the Games; placing exemplarity and teamwork at the heart of the project, with the first Social Charter for the Games; contributing to a more inclusive society, with the first Summer Paralympic Games in France... These ambitious objectives, set during the bid phase, are now well on their way to being achieved.

An huge thank you to all those working daily to bring these Games of a new era to life. We remain 100% mobilized for the final sprint, ready to experience an exceptional summer of sport, celebration, sharing and emotion, which will leave a lasting and collective mark on all of us."

### TONY ESTANGUET

PRESIDENT OF THE PARIS 2024 ORGANISING COMMITTEE FOR THE OLYMPIC AND PARALYMPIC GAMES



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In a few months, the entire world will have its eyes on the Games, the biggest sporting event in the world. Games wide open – our slogan – also means opening up to the great environmental and climate challenges of our time. That's why, since the bid, the Organizing Committee has been committed to offering a different, more responsible yet equally spectacular type of Games, with a vision integrated into all aspects of the organization: doing more with less, doing better and leaving a useful legacy. Because at Paris 2024, we are convinced that we must transform sport for it to continue moving us and transforming us in return.

In the final stretch towards the Games, this report is an opportunity to take stock of the main achievements and concrete transformations that Paris 2024 has implemented in the different aspects of the delivery. We wanted the Games to be an experiment, and today the connection of all venues to the electricity grid, powering the Games electric power supply with 100% renewable energy via the grid, developing an innovative beverage distribution model that halves the amount of single-use plastic, or even medals incorporating recycled metals and fragments of the Eiffel Tower are just a few examples.

We also wanted Games that accelerate the ecological transformation, with a methodological and technical legacy to benefit the sporting event industry and local communities. The *Coach Climat Evénements*, the simming in the Seine, and the many low-carbon innovations and infrastructure at the Athletes' Village and the Olympic Aquatics Centre will remain as hallmarks of the Games after 2024. Sustainability is a team sport: committing to this path means working across the board within Paris 2024, but also with the stakeholders and regions that welcome us and get involved, the IOC and IPC, as well as partners and service providers who are going the extra mile by deploying innovative solutions on an unprecedented scale.

Beyond these initial successes, we stay on course for Paris 2024 to become a step on the path towards the ecological transformation of sport. We look forward to seeing you after the Games for the final assessment!"

### GEORCINA GRENON

SUSTAINABILITY DIRECTOR, PARIS 2024



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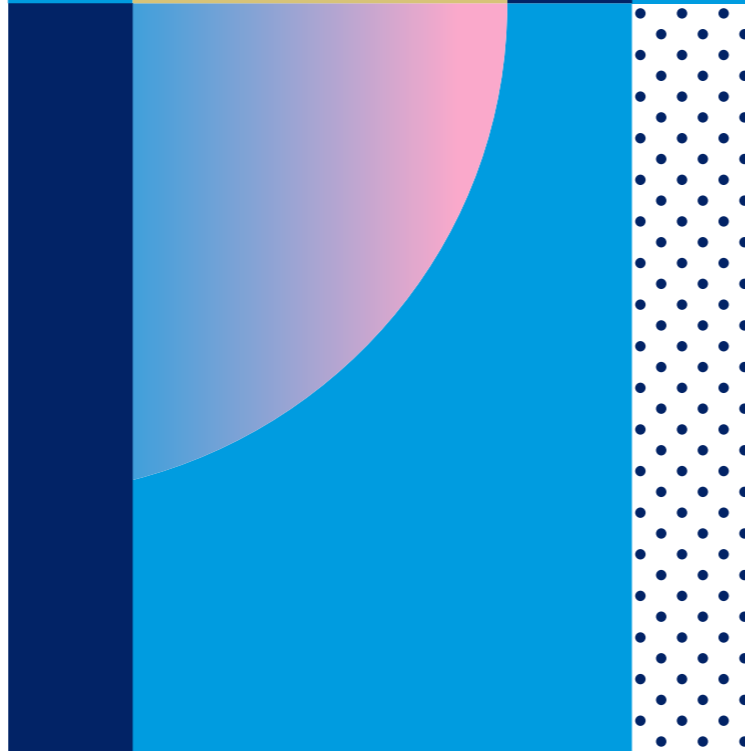
With just a few months to go before the Paris 2024 Olympic and Paralympic Games, this report is particularly important in providing an initial assessment of the actions undertaken by the Organizing Committee and its stakeholders in order to deliver more responsible Games, an ambition embedded in Paris 2024's DNA since the bid phase.

"Games Wide Open", the mindset that drives Paris 2024, is reflected in the organization of the event to ensure that the opportunities of the Games are accessible to as many as possible. This means opening up the Games' markets to VSE/SMEs and SSE players, as well as offering professional and training opportunities for all, with particular attention paid to the Seine-Saint-Denis area, home to the headquarters of the Games. This also means including as many people as possible, taking into account accessibility issues, strengthening the role of women and celebrating diversity.

The first results have already been achieved, with tangible economic, social and territorial benefits. This is the fruit of a collective ambition, of shared efforts between all of Paris 2024's stakeholders, and of essential support to guide our actions, such as the Social Charter Monitoring Committee.

The work is not finished and the time for the final assessment has not yet come. We have a few months left to deliver more socially and economically responsible Games that will materialise the ambitions set out by Paris 2024 and its stakeholders, with the same conviction that has driven us from the start: acting together for a positive, sustainable and shared legacy."

**MARIE BARSACQ**  
EXECUTIVE DIRECTOR OF IMPACT AND LEGACY  
AT PARIS 2024



With Paris 2024, we wanted Olympic and Paralympic Games that are wide open, particularly to people with disabilities. The transformative power of sport, combined with the world's greatest event, is an incredible opportunity to accelerate the momentum towards a more inclusive society, which we are seizing every day.

Accessibility of both the Olympic and Paralympic Games, whether physical, service or digital, has been at the heart of the project from the outset. The concept of the Games has integrated Paralympic sports on the same iconic and majestic venues as Olympic sports. As early as 2019, a team dedicated to accessibility was formed within the Organizing Committee, and the universal accessibility strategy was approved in 2021 by Paris 2024's Board of Directors. For several years now, we have been working to: ensure full participation and a barrier-free experience of the Games for all people, regardless of their condition; leave a material legacy for the benefit of residents and visitors with specific needs in the areas hosting the events; and leave an intangible legacy for the benefit of as many people as possible, particularly people with disabilities.

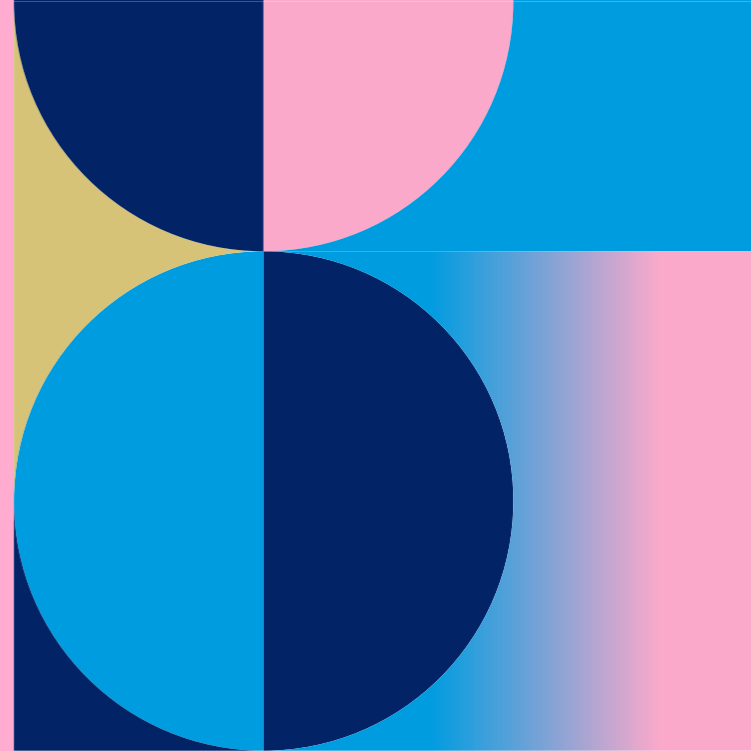
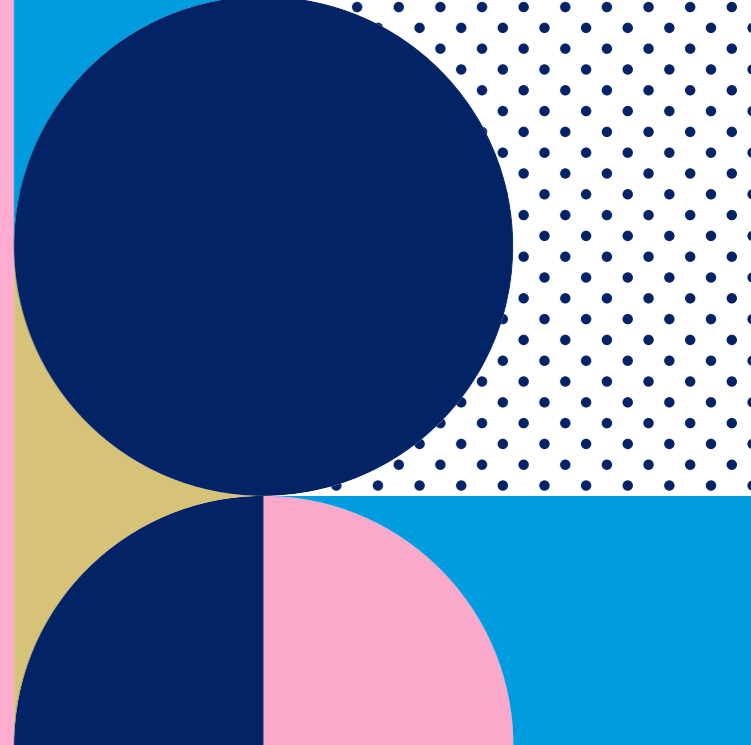
As we take stock of our progress before the Games, we are confident that this work with our ecosystem will result in an experience that meets our ambitions for more inclusive Games and society. During the Games, our venues will be accessible for different types of disabilities, and staff and volunteers will be trained to welcome people with disabilities. We will also test innovations, with over 460 hours of audio description planned for 13 Olympic and Paralympic sports, and tactile tablets for 7 ball sports that allow a person to follow the position of the ball in real time and feel vibrations based on the intensity of the competitions. The Athletes' Village, a legacy of the Games which will become an eco-neighborhood, will be a model of inclusion where 100% of the housing units will be accessible. The Olympic Aquatics Centre and the Porte de la Chapelle Arena were built to integrate the highest accessibility standards. Paris 2024 is also shifting the lines for future events by taking the initiative to update the ISO 20121 international standard for responsible event management – notably with regards to universal accessibility, which becomes a central component of the standard.

In these final moments, our energy is focused on welcoming everyone and further showcasing the achievements of Paralympians!"

**LAMBIS KONSTANTINIDIS**  
EXECUTIVE DIRECTOR OF PLANNING & COORDINATION



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Paris 2024 made the commitment to organize not only spectacular but also sustainable, inclusive, social and solidarity-based Olympic and Paralympic Games. As such, the Games offer an opportunity to think differently and shift the lines in the organization of sporting events and competitions. We want to leave behind a stronger, more mature economic sector in terms of sustainability.

To meet this challenge, we have devised an ambitious and realistic responsible procurement strategy. With €2.7 billion in projected expenditures, the Games' purchasing represents an extraordinary opportunity to promote the know-how and innovation of small and medium-sized businesses in our local areas, as well as the Social and Solidarity Economy (SSE) sector.

On the eve of 2024, this challenge is now on its way to being met! VSE/SMEs make up 75% of our suppliers and account for a third of our procurement value. With the help of the association Les Canaux, Paris 2024 has widely involved players in the economy of integration and disability sector; to date, over 500 SSE structures are mobilized by the Games (across all contracting authorities)". Our strategic providers, selected with a corporate social responsibility (CSR) criteria weighing on average 20%, will relay our priority CSR issues through their contractual commitments.

The combined efforts of the Sustainability, Impact and Legacy, and Procurement departments enable us to mobilize a support system to ensure that our responsibility commitments are met in all our strategic event contracts. It is one of the strengths of our model!

Our partners' adoption of our responsible procurement strategy is also a key element in delivering responsible Games.

With the teams aware of the challenges related to the legacy of the event, 2024 will be a year that is heavily focused on managing the second life of our assets and opportunities for resale, reuse, donation or transformation of such assets after the Games.

We want to implement and share, in a very open way, operational solutions for a more sustainable, more inclusive and more solidarity-based economy. If we view this approach as an opportunity rather than a constraint, then it becomes possible!"

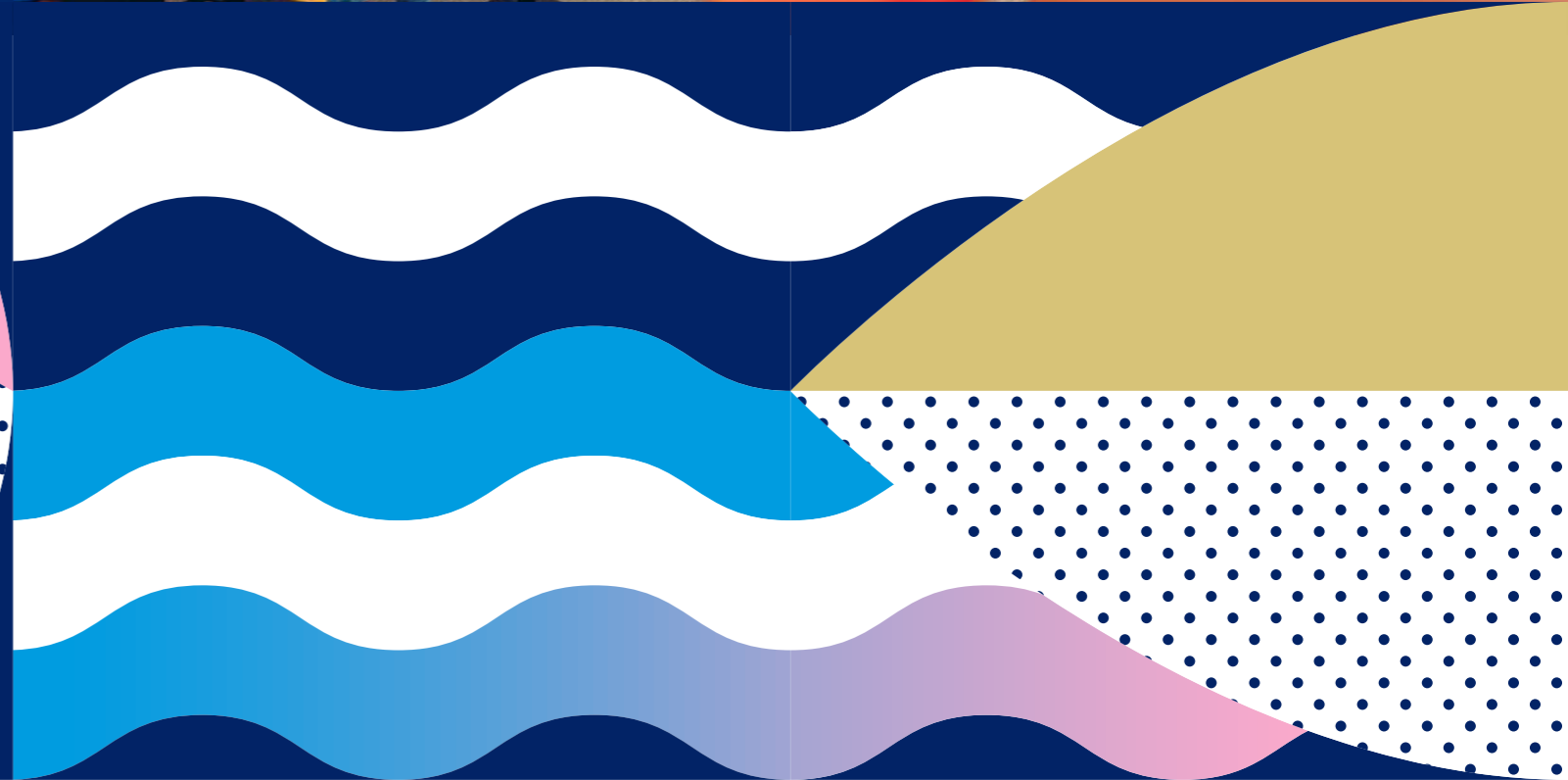
**OLIVIER DEBARCUE**  
DEPUTY DIRECTOR OF PROCUREMENT FOR PARIS 2024



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# 1

## ***“ON YOUR MARKS”: RESPONSIBILITIES AND COMMITMENTS***

# 1.1

## THE PARIS 2024 GAMES

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# 1.2

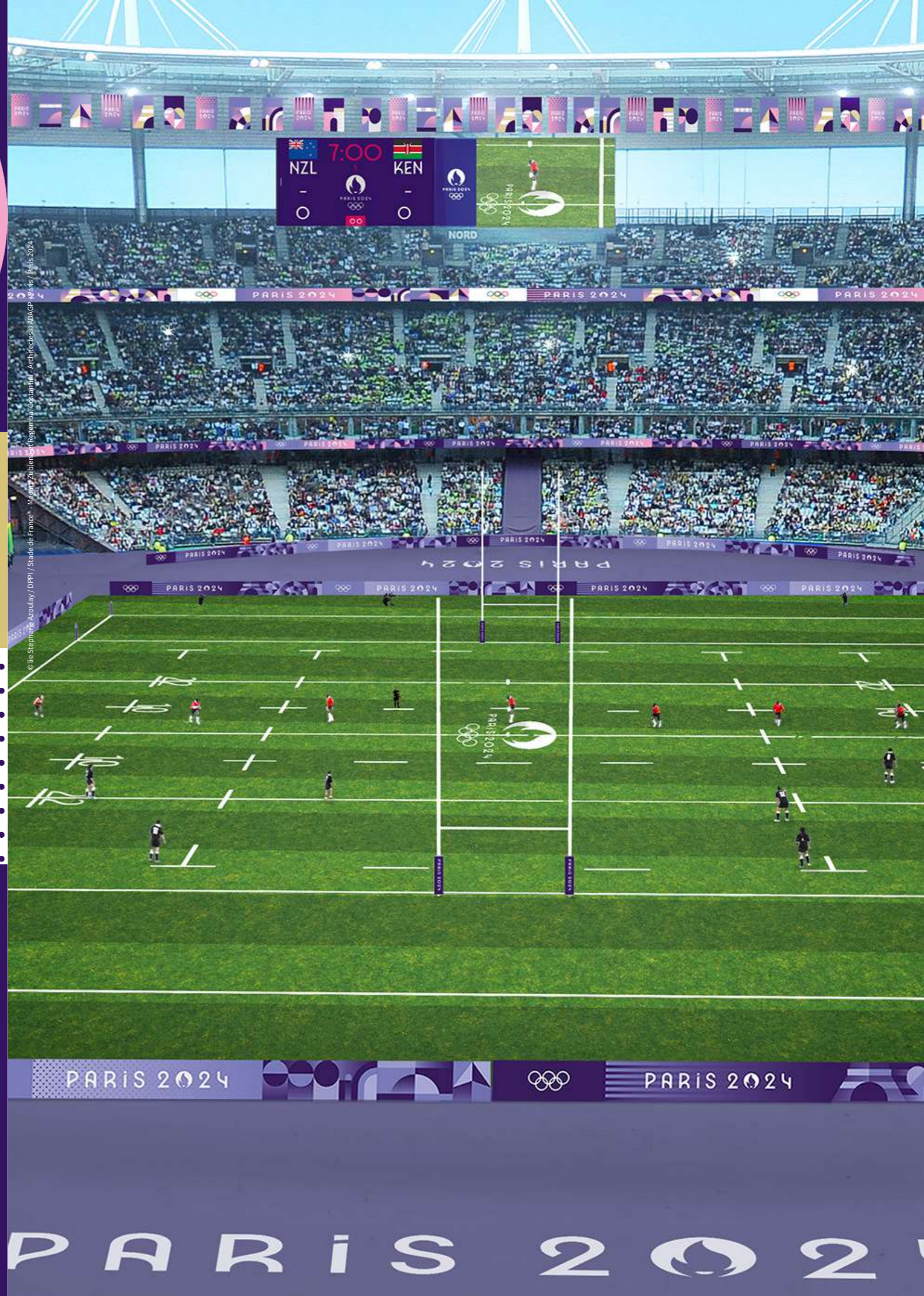
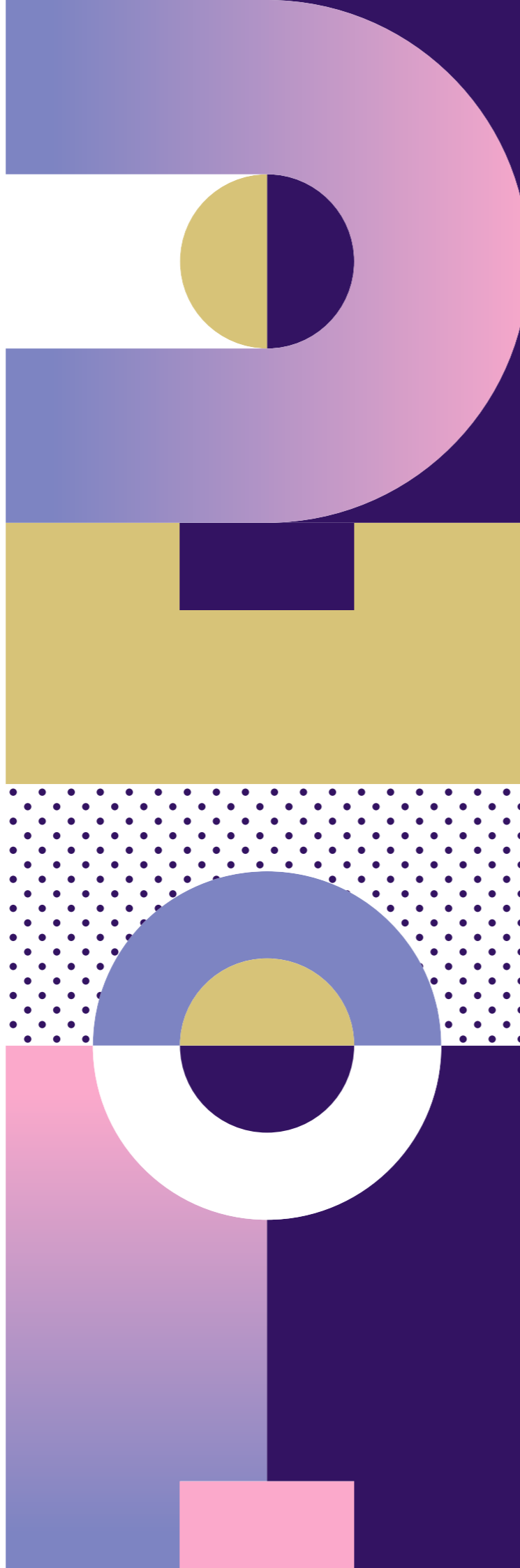
## THE PROJECT OF AN ENTIRE ECOSYSTEM

p.24

# 1.3

## THE LEGACY AND SUSTAINABILITY STRATEGY – DELIVERING THE GAMES OF A NEW ERA

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# 1.1 THE PARIS 2024 GAMES

## 1.1.1 KEY FIGURES OF THE GAMES

The Paris 2024 Olympic and Paralympic Games will be the biggest sports event ever organized in France. From July 26 to August 11 for the Olympic Games, and then from August 28 to September 8, 2024 for the Paralympic Games, France and the entire world will beat to the rhythm of the competitions and celebrate exceptional athletes.

### PARIS 2024 TEAM (AT THE END OF 2023)

<b>2 059</b> EMPLOYEES, 1 041 WITH PERMANENT CONTRACTS	<b>1 180</b> EMPLOYEES RECRUITED IN 2022, 254 WITH PERMANENT CONTRACTS
<b>52%</b> WOMEN	<b>48%</b> MEN
<b>3,84%</b> OF PEOPLE WITH DISABILITIES	<b>15</b> OLYMPIC AND PARALYMPIC ATHLETES WORKING FOR PARIS 2024

### ENGAGEMENT

<b>MORE THAN 4 800</b> ENTITIES WITH THE "TERRE DE JEUX 2024" LABEL	<b>40</b> MILLION FRENCH PEOPLE LIVE IN PRE-EXISTING WITH THE "TERRE DE JEUX" LABEL
<b>1 031</b> GAMES PREPARATION CENTERS SELECTED	<b>80</b> PARTNER COMPANIES 14 GLOBAL AND 66 NATIONAL
<b>4 670 000</b> MEMBERS OF THE PARIS 2024 CLUB	

### CELEBRATION

<b>4 400</b> PARALYMPIC ATHLETES	<b>10 500</b> OLYMPIC ATHLETES	<b>549</b> OLYMPIC EVENTS	<b>329</b> PARALYMPIC EVENTS
<b>22</b> PARALYMPIC SPORTS	<b>28</b> OLYMPIC SPORTS	<b>20</b> PARALYMPIC COMPETITION VENUES	<b>41</b> OLYMPIC COMPETITION VENUES
<b>184+1</b> PARALYMPIC DELEGATIONS	<b>206+1</b> OLYMPIC DELEGATIONS	<b>40 000</b> MEALS SERVED EACH DAY AT THE ATHLETE'S VILLAGE	
<b>+300 000</b> SPECTATORS WILL ATTEND THE PARIS 2024 OLYMPIC GAMES OPENING CEREMONY			

## 1.1.2 KEY FIGURES OF THE GAMES' LEGACY AND SUSTAINABILITY STRATEGY

Hosting an event of such magnitude represents an immense organizational challenge, mobilizing all the know-how of the host country. But Paris 2024 has also decided - along with its entire ecosystem - to take on another challenge: to propose a different framework for events, in line with the major issues of our time, for more sustainable, eco-sufficient, open, equal and inclusive Games.

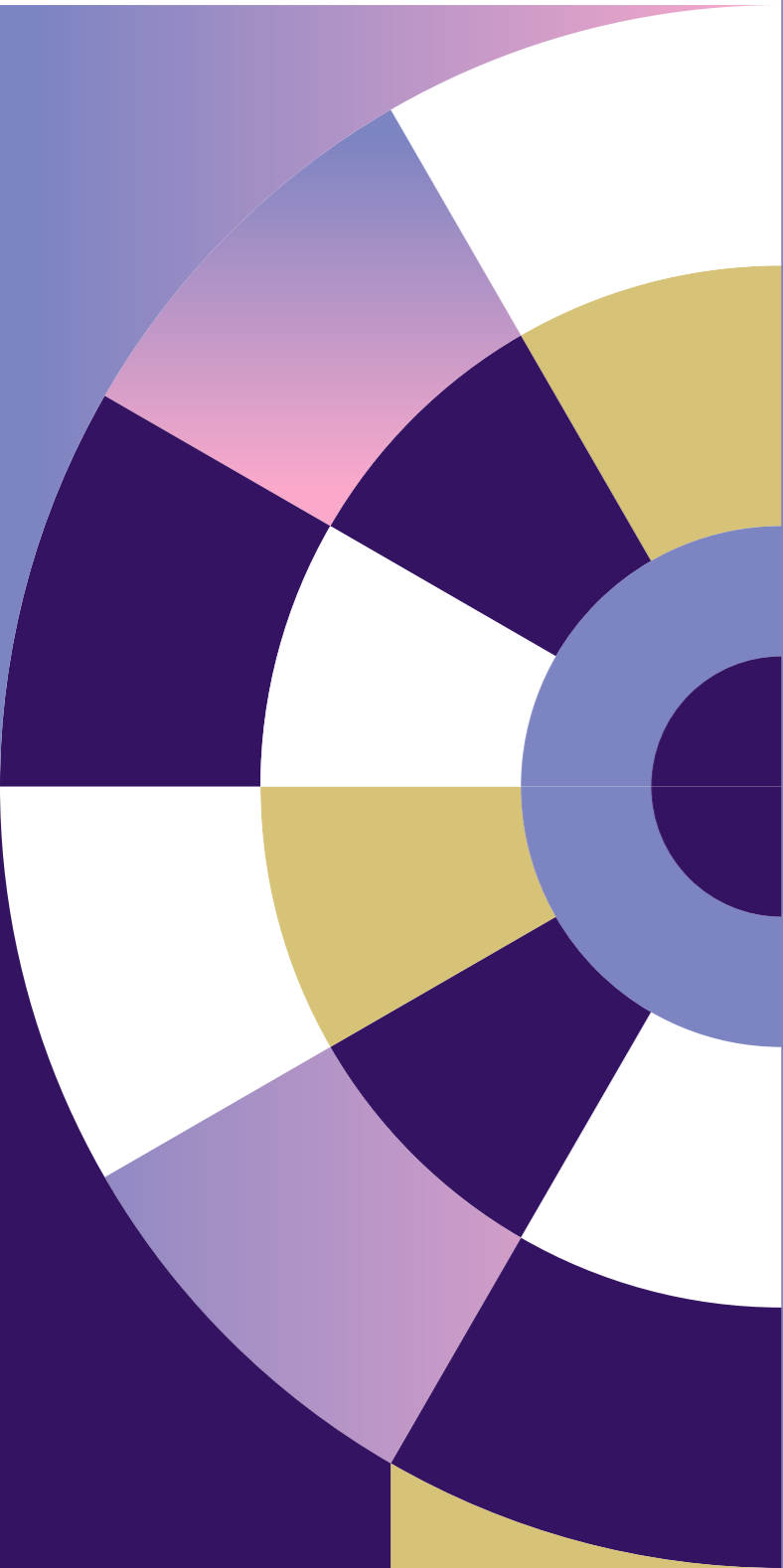
7 Greenhouse gas  
8 3/4 of the venues in the Île-de-France region are located 500 meters or less from a public transport stop existing and/or dedicated to the needs of the Games  
9 Compared to London 2012  
10 Including 284 by Paris 2024 and 124 by SOLIDEO

### KEY FIGURES TO DATE

<b>HALVE</b> GHG <sup>7</sup> EMISSIONS COMPARED TO GAMES EDITIONS IN THE 2010S 476,000 tCO <sub>2</sub> e Carbon Footprint (2018-2023)	<b>95%</b> TEMPORARY OR PRE-EXISTING VENUES	<b>100%</b> RECYCLED METALS IN THE MEDALS	<b>ISO 20121</b> CERTIFICATION
<b>100%</b> VENUES GRID-CONNECTED AND POWERED WITH RENEWABLE ENERGY	<b>90%</b> OF THE GAMES' ASSETS WITH A CONTRACTUALLY GUARANTEED SECOND LIFE	<b>ALL</b> VENUES WITH SIGNIFICANT ENVIRONMENTAL CHALLENGES SUPPORTED BY AN ECOLOGIST	
<b>2x</b> MORE PLANT-BASED FOOD	<b>-50%</b> OF SINGLE-USE PLASTIC FOR FOOD AND BEVERAGES	<b>100%</b> OF COMPETITION VENUES CONNECTED TO PUBLIC TRANSPORT <sup>9</sup>	<b>415 KM</b> OF CYCLE PATHS WILL CONNECT THE ÎLE-DE-FRANCE OLYMPIC VENUES
<b>OVER 20 000</b> TEMPORARY BICYCLE PARKING SPACES	<b>OVER 4 000</b> JOB OFFERS ON THE EMPLOIS 2024 PLATFORM	<b>€2,7</b> BILLION IN TENDERS AWARDED BY PARIS 2024	
<b>-37%</b> LIGHT VEHICLES PROVIDED TO ACCREDITED POPULATIONS THANKS TO AN OPTIMIZED FLEET <sup>9</sup>	<b>100%</b> ELECTRIC/HYDROGEN/HYBRID LIGHT VEHICLES FOR THE OLYMPIC AND PARALYMPIC FAMILY		
<b>€11,1 BILLION</b> HIGH SCENARIO	<b>€8,9 BILLION</b> INTERMEDIATE SCENARIO	<b>€6,7 BILLION</b> LOW SCENARIO	
POTENTIAL ECONOMIC IMPACT FOR ÎLE-DE-FRANCE REGION BETWEEN 2018 AND 2034			
<b>181 100</b> JOBS DIRECTLY MOBILIZED BY THE GAMES	<b>OVER 19 850</b> COMPANIES REGISTERED ON THE ENTREPRISES 2024 PLATFORM	<b>75%</b> OF USES/ SMES AMONG SUPPLIERS	<b>OVER 500</b> SOCIAL AND SOLIDARITY ECONOMY STRUCTURES MOBILIZED, ALL GAMES STAKEHOLDERS COMBINED <sup>10</sup>
<b>90%</b> OF FRENCH SUPPLIERS	<b>100%</b> OF TENDERS INTEGRATING ENVIRONMENTAL AND SOCIAL CRITERIA <sup>8</sup>	<b>93%</b> ON THE GENDER EQUALITY INDEX	<b>100%</b> FAMILY HOUSING UNITS AT THE ATHLETES' VILLAGE ARE ACCESSIBLE (PART OF THE GAMES' LEGACY)
<b>AFAQ 20 400</b> LABELED WITH AN "EXEMPLARY" LEVEL IN COMPLIANCE WITH ISO 20 400 STANDARD (RESPONSIBLE PROCUREMENT)			

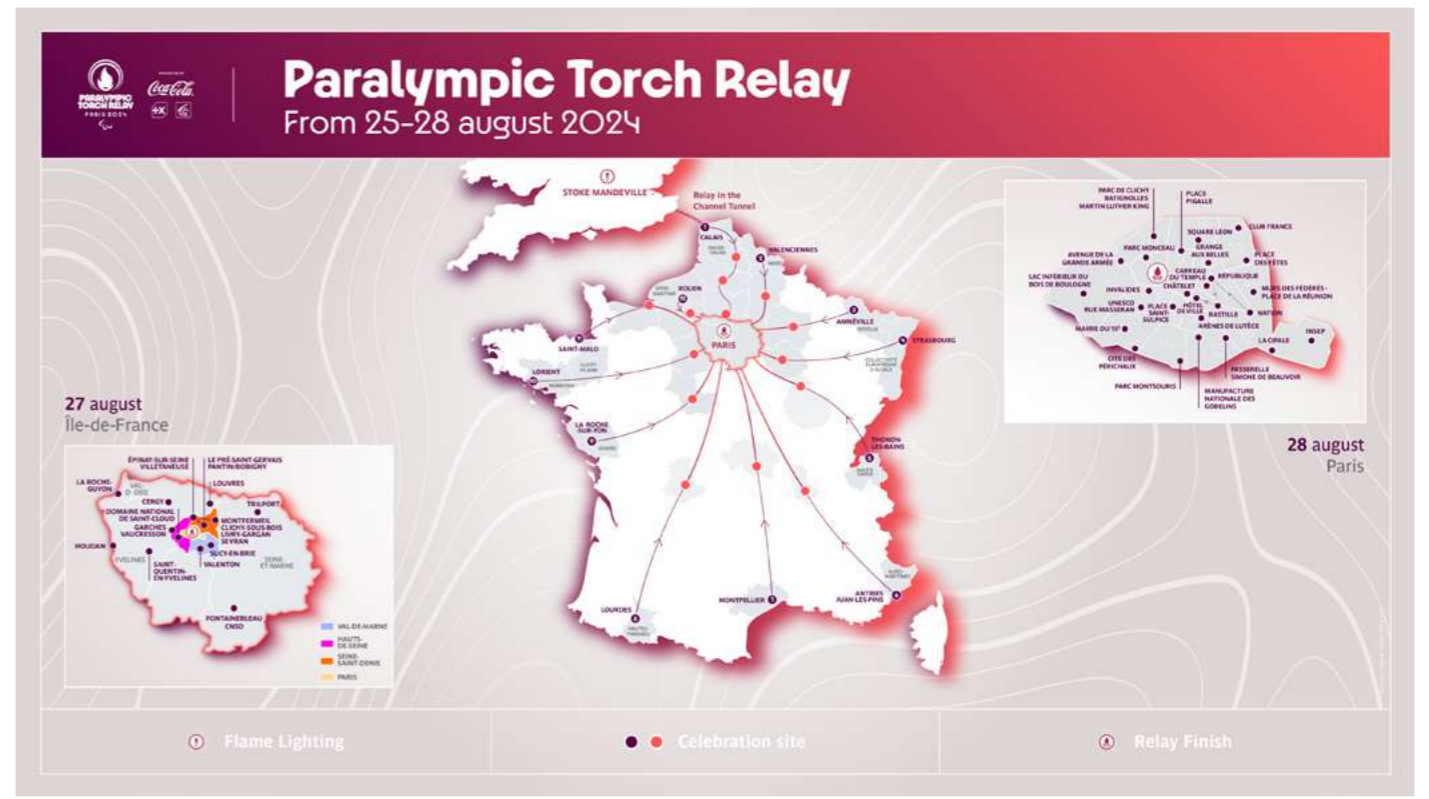
### 1.1.3 THE OLYMPIC AND PARALYMPIC COMPETITION VENUES

The Paris 2024 Games will be the Games of France as a whole. In addition to the Île-de-France region, other regions will also host competition venues in Bordeaux, Nantes, Lyon, Saint-Etienne, Nice, Marseille and Lille for football, handball and basketball tournaments. The Olympic surfing competition will take place at the Teahupo'o venue in Tahiti, opening the Games celebration wide to all regions, including those overseas. The Paralympic competitions will take place at the same venues as the Olympic competitions, with for example para archery at Les Invalides, shooting para sport in Châteauroux and blind football at the foot of the Eiffel Tower.



### 1.1.4 CELEBRATING THE GAMES ACROSS FRANCE

The Olympic and Paralympic Torch Relays will travel through a large part of mainland and French overseas territories, giving French people an opportunity to enjoy this unique experience and celebrate the arrival of the Games. More than 200 celebration sites throughout France will become places for festivities and sharing, to spread the energy of the Games to all audiences.



## 1.2 THE PROJECT OF AN ENTIRE ECOSYSTEM

The success and proper delivery of the Games would be unthinkable without the collective mobilization of a diverse ecosystem around the Organizing Committee: public actors including State services and local authorities, partner companies, the entire national and international sports movement, associations and actors of civil society.

### 1.2.1 THE ROLES AND RESPONSIBILITIES OF THE ORGANISING COMMITTEE

As guardians of the Olympic and Paralympic brands, the International Olympic Committee (IOC), leader of the Olympic Movement, and the International Paralympic Committee (IPC), the international governing body of the Paralympic Movement, delegate responsibility for the organization, planning, financing and running of the Paris 2024 Olympic and Paralympic Summer Games to the Paris 2024 Organizing Committee.

The Paris 2024 Organizing Committee must comply with the Olympic Charter, the Host City Contract concluded between the IOC, IPC, French National Olympic and Sports Committee (CNOSF) and the City of Paris<sup>11</sup>, as well as the instructions of the IOC Executive Board.



### 1.2.2 THE STAKEHOLDERS INVOLVED IN THE ORGANISATION OF THE GAMES

All the stakeholders in Paris 2024's ecosystem contribute to organizing and leaving a legacy for the Games – each according to their role, scope of responsibility and level of commitment to the project – so that together they widely benefit society. The actors of the Olympic and Paralympic movements, public actors, State services and local authorities – including inter-municipalities and municipalities – actors of the sports movement (national and international federations, associations and sports clubs), actors of the economic and social movement through social partners, and also partner companies, providers and suppliers, as well as civil society actors, are key players in organizing the Games.

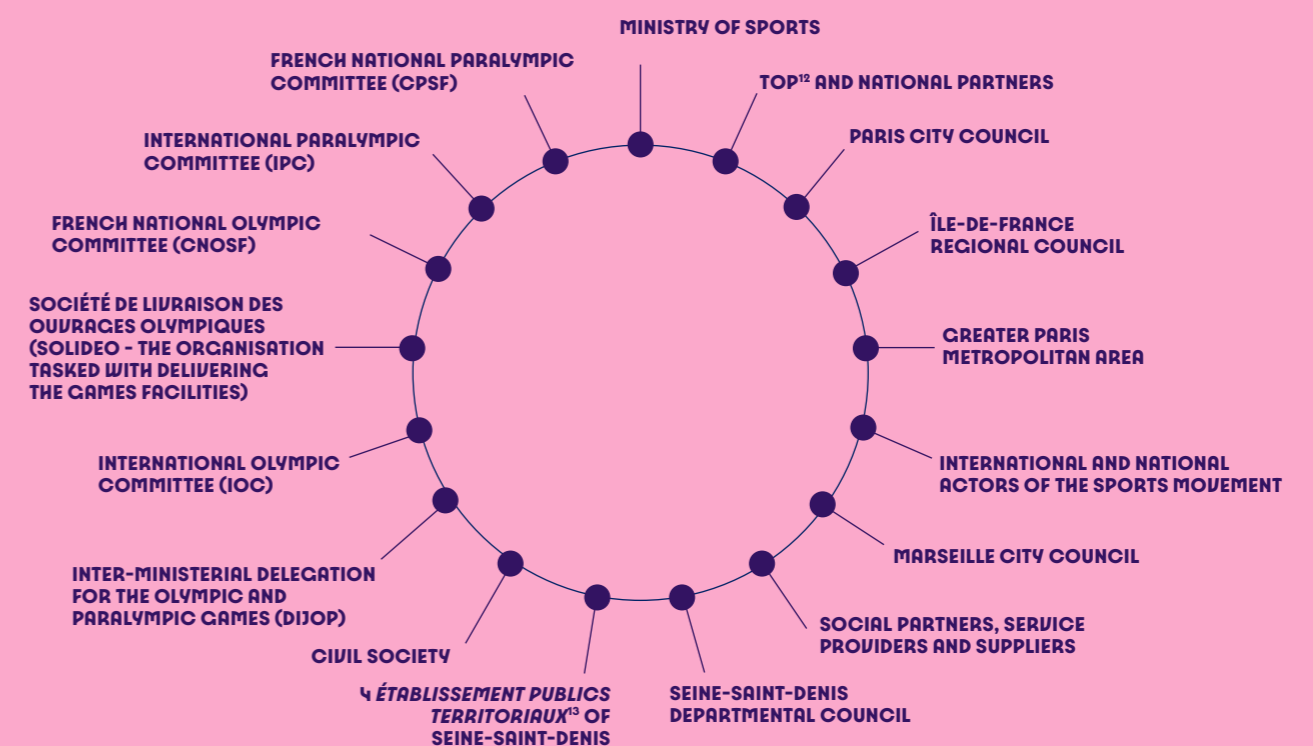
In accordance with the Host Contract, Paris 2024 is responsible for:

- **Planning, organizing, financing and delivering** the Paris 2024 Games, as well as associated events;
- **Promoting** the Paris 2024 Games in France and internationally;
- **Participating in actions to ensure** the sustainability of the Paris 2024 Games;
- **Contributing to maximising the positive impact** of initiatives launched ahead of the Games and ensuring the legacy of the Paris 2024 Games;
- **Meeting the needs of the media in order to provide** the public with the best possible information on the course of the Paris 2024 Games;
- **Organising cultural events**, an essential part of the celebration surrounding the Games.

When it comes to the Games' sustainability and legacy, Paris 2024 mainly plays a catalytic role by:

- **Defining and implementing** a collective Legacy and Sustainability strategy;
- **Encouraging the sharing** of best practices and links between each stakeholder's legacy and sustainability projects;
- **Facilitating effective coordination** around shared sustainability and legacy objectives;
- **Supporting projects aimed at spurring social innovation through sport**, led by sports movement actors, public bodies and non-profit organizations, via the Endowment Fund;
- **Providing a common framework** for measuring the impact of the Games.

### THE PARIS 2024 GAMES: A COLLECTIVE AND COLLABORATIVE WORK



<sup>11</sup> In accordance with an agreement signed between the IOC and the IPC, the IPC's interests are described in the "Paralympic Games" section of the Host City Contract.

<sup>12</sup> The Olympic Partner program represents the highest level of Olympic sponsorship.

<sup>13</sup> Inter-council public establishments.

## INTERNATIONAL GOVERNANCE

As a global project under the banner of the Olympic and Paralympic movements, the Paris 2024 Games have a governance composed of numerous actors at the local and international levels.



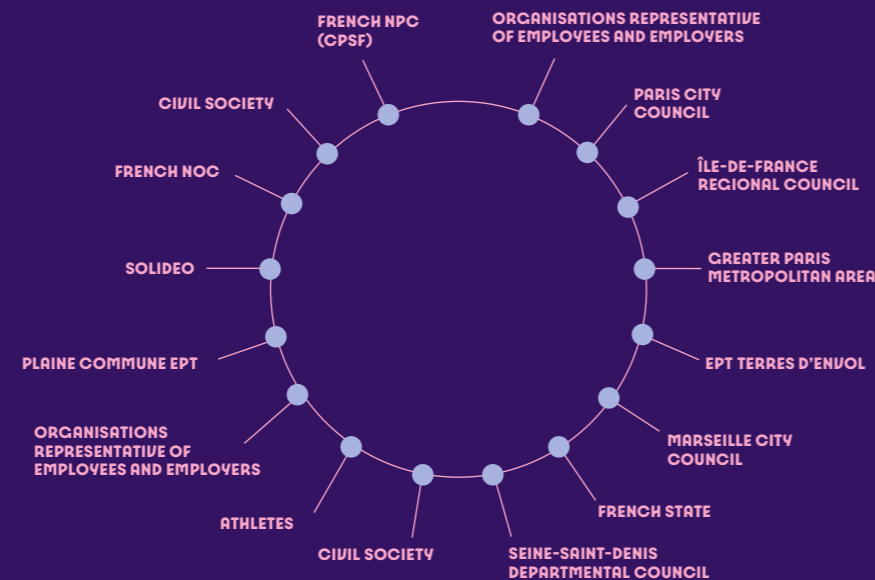
- **Paris 2024 organising committee :** Planning, organisation, financing and delivery of the Games.

- **Coordination commission :** overseeing the project's progress (once a year).
- **Delivery Partners Meeting :** approving the strategies (twice a year).
- **Joint Steering Forum :** liaising with the national and local stakeholders (at least three times a year).

## NATIONAL GOVERNANCE

### THE PARIS 2024 BOARD OF DIRECTORS

The Board of Directors represents all the stakeholders committed to the Paris 2024 project. The sports movement holds the majority with 22 members, alongside public actors - 14 members - and civil society actors.



### SOCIAL CHARTER COMMITMENT N°2

## WORKING WITH THE NATIONAL ECOSYSTEM

In addition to its Board of Directors, Paris 2024 collaborates with its ecosystem via several monitoring committees, steering committees or working groups, that enrich and coordinate the contributions of Paris 2024's various stakeholders.

### THE LEGACY AND SUSTAINABILITY STEERING COMMITTEE

The Committee serves to share the Organising Committee and the stakeholders' social and environmental work.

### THE COMMITTEE FOR THE ECOLOGICAL TRANSFORMATION OF THE GAMES

Chaired by Gilles Bœuf, the Committee is made up of nine experts in biodiversity, climate, energy, catering, circular economy, IT, construction and responsible innovation<sup>14</sup>. Deliberately cross-functional, it plays an advisory and monitoring role in the implementation of Paris 2024's strategic climate and environmental commitments, across the entire scope of the project.

### THE SOCIAL CHARTER MONITORING COMMITTEE

The Committee ensures the proper application of the Social Charter signed by Paris 2024, SOLIDEO, the 5 trade unions and the 3 employers' organizations. Paris 2024's Social Charter, a key commitment made during the bid phase, provides a governance and a steering system to monitor the Charter's 16 commitments, and in so doing guarantees the social exemplarity of the Games.

### THE ESS (SSE) 2024 STRATEGY COMMITTEE

The Committee's role is to monitor the progress of the actions carried out by the ESS 2024 program.

### THE EVALUATION MONITORING COMMITTEE

Composed of 9 French and international experts, the committee supervises the evaluation work undertaken by Paris 2024 and makes recommendations to ensure its rigor and relevance with regard to national and international practices.

### THE GROUP FOR A FIT FRANCE

The Group identifies concrete actions to combat sedentary lifestyles and encourage physical activity.

### THE GENERATION 2024 STEERING COMMITTEE

The Committee prepares the Olympic and Paralympic Week and the Olympic Day, and helps deploy the Generation 2024 label in each local education authority.

### THE EQUALITY AND DIVERSITY COMMITTEE

The Committee's mission is to write a shared roadmap so the Paris 2024 Games fight for equality and against discrimination.

### THE PARALYMPIC GAMES LEGACY COMMITTEE

From 2018 to 2020, the Committee met to share and develop a common roadmap for the universal accessibility of the Games, the development of sports practice and the social and professional inclusion of people with disabilities.

### THE TOURISM AND DISABILITY WORKING GROUP

Launched in 2019, this working group brings together stakeholders of the tourism sector to welcome people with disabilities in the various accommodation venues for the Games.

### MEETING OF REPRESENTATIVE DISABILITY ASSOCIATIONS IN FRANCE

Paris 2024 brings together these associations every quarter to present and discuss the various solutions implemented for people with disabilities.

### THE ENERGY COUNCIL

The Council meets to manage the risks related to the energy supply of the venues.

### THE MOBILITY COMMITTEE

The Committee's role is to coordinate the organization of transportation related to the Games.

WITH THIS PROACTIVE APPROACH, THE ACTIONS UNDERTAKEN BY THE STAKEHOLDERS AS PART OF THEIR PLANS FOR THE GAMES ARE INTEGRATED INTO THE LEGACY AND SUSTAINABILITY STRATEGY IN WHOLE OR IN PART, ACCORDING TO THE WILL OF EACH STAKEHOLDER AND BY MUTUAL AGREEMENT WITH PARIS 2024. STEERING IS SHARED AND MAKES IT POSSIBLE TO MONITOR ALL ACTIONS, AND IN PARTICULAR KEY PERFORMANCE INDICATORS.

<sup>14</sup> See Appendix II for a detailed composition of this committee.

# 1.3 THE LEGACY AND SUSTAINABILITY STRATEGY – DELIVERING THE GAMES OF A NEW ERA

## 1.3.1 STRONG AND SHARED AMBITIONS

Environmental challenges threaten the sports world just as much as the rest of society. Likewise, physical inactivity, lack of accessibility and of inclusion weaken social cohesion. But sport, with its incredible power to mobilize, can also be a vehicle for commitment and fulfillment. It has a rightful place in raising awareness and inspiring behavioral change. Along with all its stakeholders, Paris 2024 has set itself the goal of reducing the climatic and environmental impact of the Games and making sport a tool for social innovation. The Games have thus been regarded as a real test for testing concrete solutions designed to bring about ecological and social transformation in the world of sport.

PARIS 2024'S "LEGACY AND SUSTAINABILITY" STRATEGY IS BASED ON TWO PILLARS:

- 1 Delivering more sustainable and innovative Games in all the environmental and social aspects of Paris 2024 delivery operations, with a constant requirement:** to limit as much as possible the Games' impact on the environment and on the climate, and to put the Games at the service of economic and social development while improving the quality of life in the host communities.
- 2 Building a social and environmental legacy that leverages sport to the benefit of individuals, society and the environment by:** raising awareness on the importance of exercise and sports activities for health, make sport a lever for inclusion, solidarity and equality, but also a means of acting for the preservation of the environment.

## HUMAN RIGHTS STRATEGY<sup>15</sup>

Human rights are at the heart of the Olympic and Paralympic mindset. From the beginning, the Games have embodied humanist and universal values, and aspire to put sport at the service of the harmonious development of mankind with a view to promoting a peaceful society that preserves human dignity.

The Paris 2024 Games are resolutely in line with these objectives through a strategy in favor of human rights by which the Organising Committee is committed to protecting and respecting human rights and to put in place mechanisms to prevent risks or report possible violations of rights. Paris 2024 thus complies with the international agreements and treaties ratified by French national laws and regulations, as well as internationally recognized standards and principles.

THIS REPORT FOCUSES ON THE FIRST PILLAR OF PARIS 2024'S STRATEGY: "DELIVERING MORE RESPONSIBLE GAMES". IT COVERS ALL THE SPHERES AND CHALLENGES OF PARIS 2024<sup>16</sup> AND HIGHLIGHTS INITIATIVES CARRIED OUT BY VARIOUS STAKEHOLDERS IN THE GAMES ECOSYSTEM. THE SECOND PILLAR, "BUILDING A SOCIAL AND ENVIRONMENTAL LEGACY", WAS THE SUBJECT OF AN INITIAL COMPREHENSIVE EVALUATION CARRIED OUT BY A GROUP OF EVALUATORS<sup>17</sup>; ITS REPORT WAS PUBLISHED IN NOVEMBER 2023 AND WILL BE UPDATED AFTER THE PARIS 2024 GAMES.<sup>18</sup>

## PARIS 2024'S UNIVERSAL ACCESSIBILITY STRATEGY

Universal accessibility has been one of the pillars of Paris 2024's strategy since the bid phase, with the development of sports practice for persons with disabilities (PwD) and the promotion of their involvement in the project.

Many spectators with disabilities will be present at the Olympic and Paralympic Games. Paris 2024 has set itself the ambition of achieving universal accessibility and, to do so, has set three main goals:

- 1 Ensure full participation and a obstacle-free Games experience for all;**
- 2 Leave a tangible legacy for residents and visitors with specific needs in the areas hosting events;**
- 3 Leave an intangible legacy for people with specific needs in the host country and the world,** in the form of best practices or an attitude that involves factoring universal accessibility into future events by default.

15 <https://olympics.com/en/paris-2024/information/human-rights-strategy>

16 Voir Annexe III.

17 [https://medias.paris2024.org/uploads/2023/11/Rapport-complet-2023-web\\_2.pdf](https://medias.paris2024.org/uploads/2023/11/Rapport-complet-2023-web_2.pdf)

18 A second post-Games evaluation will be carried out in autumn 2024.

## 1.3.2 LANDMARK AGREEMENTS AND INITIATIVES AT THE INTERNATIONAL AND NATIONAL LEVELS

From the bid phase, Paris 2024 drew on existing framework agreements and initiatives at the national and international levels. They guided the roadmap and commitments of the Organizing Committee to deliver more responsible Games.

### THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)<sup>19</sup>

The 17 Sustainable Development Goals (SDGs) cover all sustainable development issues and address the major challenges humanity is facing. Gathered in the UN's 2030 Agenda, they define 169 common targets for all countries on board. Paris 2024 has factored all of these SDGs into its strategy and directly contributes to 54 of these targets.

### THE PARIS AGREEMENT<sup>20</sup>

According to the Paris Agreement signed in 2015, greenhouse gas emissions must be reduced by 50% compared to the 1990s by 2030 in order to limit the temperature increase to 1.5°C above pre-industrial levels. Aware of its duty to lead by example and the opportunity this could represent to "show that it is possible", the Organizing Committee set itself the goal of halving its carbon emissions compared to the Games editions of the 2010s, including scope 3 emissions. In parallel, Paris 2024 is financing climate contribution projects equal to the total of all emissions that could not be avoided or reduced. The Paris 2024 Games will thus be the first major sporting event to be aligned with the Paris Agreement targets.

### THE IOC 2020+5 OLYMPIC AGENDA<sup>21</sup>

Adopted in 2014, the 2020 Olympic Agenda<sup>22</sup> constituted a strategic roadmap for preparing the future of the Olympic Movement, giving significant importance to ecological sufficiency. Updated in late 2020, the Olympic 2020+5 Agenda sets out 15 recommendations for 2025 to ensure greater solidarity, increase sustainability and strengthen the role of sport in society. The Paris 2024 Games will be the first Summer Games to be fully aligned with these guidelines.

### THE MINISTRY OF SPORTS' 2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY<sup>23</sup>

Established by the Ministry of Sports and the Olympic and Paralympic Games in collaboration with WWF France, this charter is signed by more than 100 event organisers, including Paris 2024. Covering sustainable food and purchasing, waste recycling, sustainable mobility or accessibility, it aims to support sports event organizers in implementing the SDGs and preserving ecosystems, in line with national environmental objectives. In 2021, in a continuous improvement approach, the Ministry and WWF France, with the support of Paris 2024, updated this charter and its objectives in light of the advances and new eco-responsibility issues in sports events.

### OECD RECOMMENDATIONS ON MEASURING THE IMPACT OF MAJOR EVENTS<sup>24</sup>

In July 2023, the Organisation for Economic Co-operation and Development (OECD) published two guides to assist organisers of cultural, sporting and commercial events in measuring the economic, social and environmental impact of their events. The Organising Committee worked closely with the IOC and the OECD, which are also linked by a cooperation agreement. Paris 2024 will thus be the first event organiser to follow these recommendations and report, in addition to its own indicators, the dashboard of indicators recommended by the OECD.

19 <https://www.un.org/sustainabledevelopment>

20 The Paris Agreement, signed by nearly 200 countries in 2015 to combat climate change, has as its main objective to limit global warming to well below 2°C, and continue efforts to limit it to 1.5°C. The original document can be found at the following link: [https://unfccc.int/sites/default/files/english\\_paris\\_agreement.pdf](https://unfccc.int/sites/default/files/english_paris_agreement.pdf)

21 Olympic Agenda 2020+5 (2020) : <https://stillmedab.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/Olympic-agenda/Olympic-Agenda-2020-5-15-recommendations.pdf>

22 Olympic Agenda 2020 (2014) : [https://stillmed.olympic.org/Documents/Olympic\\_Agenda\\_2020/Olympic\\_Agenda\\_2020-20-20\\_Recommendations-ENG.pdf](https://stillmed.olympic.org/Documents/Olympic_Agenda_2020/Olympic_Agenda_2020-20-20_Recommendations-ENG.pdf)

23 The Event Organisers 15-pledge Charter for Eco-responsibility (2021) : [https://www.wwf.fr/sites/default/files/doc-2024-04/15-pledge-charter-for-ecoresponsability\\_.pdf](https://www.wwf.fr/sites/default/files/doc-2024-04/15-pledge-charter-for-ecoresponsability_.pdf)

24 OECD Guide – Part I : How to measure the impact of culture, sports and business events (2023) : [https://www.oecd-ilibrary.org/industry-and-services/how-to-measure-the-impact-of-culture-sports-and-business-events\\_c7249496-en](https://www.oecd-ilibrary.org/industry-and-services/how-to-measure-the-impact-of-culture-sports-and-business-events_c7249496-en) OECD Guide – Part II : Impact indicators for culture sports and business events (2023) : [https://www.oecd-ilibrary.org/industry-and-services/impact-indicators-for-culture-sports-and-business-events\\_e2062a5b-en](https://www.oecd-ilibrary.org/industry-and-services/impact-indicators-for-culture-sports-and-business-events_e2062a5b-en)



**CONTRIBUTION OF PARIS 2024'S "LEGACY AND SUSTAINABILITY" STRATEGY (PILLAR "DELIVERING MORE RESPONSIBLE GAMES") TO THE UN SUSTAINABLE DEVELOPMENT GOALS**

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

Challenges	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Reduction of carbon impact and support to climate contribution projects		2.4					7.2 7.3		9.1 9.3		11.2 11.3	12.2	13.1				
Circular economy								8.3 8.4	9.1 9.4		11.6	12.2 12.3 12.4 12.5 12.6		14.1			
Protection and regeneration of biodiversity		2.4				6.6			9.4		11.4			14.1 14.2	15.1 15.2 15.5		
Bolstering environmental resilience						6.1					11.3 11.4		13.1 13.3				
Water management		2.4				6.4						12.2			15.3		
Equality between men and women					5.1 5.2 5.5			8.1 8.5		10.2 10.3							
Economic and social inclusion	1.2 1.5							8.1 8.3 8.5 8.6 8.9	9.2 9.5	10.2							
Universal accessibility								8.5	9.1	10.2	11.7						
Fight against corruption and protection of personal data																16.3 16.6 16.15	
Good working conditions and favorable social dialogue								8.8									
Promotion of fraternity and social cohesion at an international level				4.7	5.1											16.1	17.3 17.16 17.17
Cross-challenges levers: innovation, responsible procurement strategy, engagement												12.7 12.8				16.5 16.10	

Transverse SDC

3.4

### 1.3.3 A COLLECTIVE EFFORT

Paris 2024 could not achieve its environmental and social responsibility goals without the contribution and participation of many stakeholders.

#### TERRITORIES AND SPORTS MOVEMENT STAKEHOLDERS

Paris 2024 wanted to open up the celebration of the Games to all. The “Terre de Jeux 2024” label was created to involve local authorities<sup>25</sup> and sports movement stakeholders<sup>26</sup> with a simple objective: to increase the impact of the Games in local areas. By mid-February 2024, more than 4,800 entities were labeled, and around 40 million French people lived in a labeled municipality, including in French overseas territories. The “Terre de Jeux 2024” communities are mobilized to implement initiatives to make sport a lever for inclusion, education, combating physical inactivity and preserving the environment.

#### PARTNER COMPANIES

The Worldwide (IOC TOP program members) or Domestic (Premium, Official or Supporter) partners are key contributors to the success of the Games. In addition to their financial contribution, these companies provide products, services, and innovation capacity to serve the delivery of the Games and operational support. They are ambassadors of Paris 2024’s vision in terms of environmental responsibility and social utility.

#### THE ECONOMIC AND SOCIAL MOVEMENT

In order to achieve its ambition of delivering responsible Games, Paris 2024 has relied since the bid phase on the actors of the economic and social movement.

Trade unions and employers’ organizations are fully integrated into the organization of the Paris 2024 Games, through the Social Charter Monitoring Committee.

Paris 2024 also relies on economic development and employment actors, and more particularly on the consular chambers (CCI<sup>27</sup>, CMA<sup>28</sup>, CRESS<sup>29</sup>) to open up the opportunities of the Games to as many people as possible.

Finally, the associative networks for integration and disability are also mobilized alongside Paris 2024 to present the markets to these structures.

#### SOCIAL CHARTER COMMITMENT N°1

#### ASSOCIATIONS

The associative world is also committed alongside the Games. Associations are regularly involved and consulted in the work of Paris 2024.

The association Les Canaux and the Yunus Centre are leading the ESS 2024 program with the support of Paris 2024 and SOLIDEO. A bridge between the Games organizers and the world of the Social, Solidarity and Circular Economy, ESS 2024 informs and supports committed companies to ensure they are at the heart of the Games organization.<sup>30</sup>

Since 2016, Paris 2024 has been collaborating with WWF France to promote sustainable sports events<sup>31</sup>. A structuring agreement has also been signed with the Birdlife France (LPO) to ensure that biodiversity is taken into account when it comes to outdoor sports<sup>32</sup>. The Organising Committee supports the French Cleantech Network (PEXE) in its ambition to bring eco-companies and the world of sport closer together, in order to accelerate the ecological transition of the latter. Paris 2024 thus works with numerous environmental protection organisations, including associations such as France Nature Environnement (FNE), state agencies and operators such as ADEME, and eco-organizations such as Citeo, Ecologic or Re\_fashion.

The Organising Committee also consults the largest disability-representative associations in France and works notably with AGEFIPH on recruitment and job retention.

Finally, Paris 2024 has supported more than 1,100 projects since 2020 through its Endowment Fund, mostly carried out by associations. This represents more than 4.5 million direct beneficiaries in all regions and departments of France.



<sup>25</sup> 24 Cities, inter-municipalities, metropolises, departments, regions.

<sup>26</sup> 25 Federations, leagues and sports clubs.

<sup>27</sup> *Chambres de commerce et d'industrie*, French Chambers of Commerce and Industry.

<sup>28</sup> *Chambres de métiers et de l'artisanat*, “Chamber of Trade and Crafts”, a group of French public administrative establishments dedicated to supporting craftsmanship professions.

<sup>29</sup> *Chambres régionales de l'économie sociale et solidaire*, regional associations of unions, federations and major companies of the social and solidarity-based economy.

<sup>30</sup> For more information about ESS 2024, see section 3.1.7.

<sup>31</sup> For more information about the initiatives carried out in collaboration with PEXE and WWF France, see Section 4.4.

<sup>32</sup> For more information about the agreement signed between Paris 2024 and LPO, see Section 3.1.3.

# 1 2 3

***"READY?":  
METHOD AND TOOLS***

## 2.1

### A RIGOROUS AND TRANSPARENT APPROACH

p.38

## 2.2

### AN ORGANISING COMMITTEE REPRESENTATIVE OF ITS AMBITIONS

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## 2.3

### TOOLS FOR IMPLEMENTING THE LEGACY AND SUSTAINABILITY STRATEGY

p.48



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We're almost there! For years now, we have been working to engage our entire public and private ecosystem, in order to propose a different model for the Games, fully integrating sustainability into its operations. Levers such as our responsible procurement strategy, close monitoring of our carbon emissions, and our universal accessibility strategy have been the building blocks for the operational transition we are currently undertaking.

As early as 2022, these efforts were rewarded as we were certified compliant with ISO 20121, the international standard for sustainable events, by AFNOR. This standard will evolve under the impetus of Paris 2024 and the IOC to better integrate legacy and accessibility dimensions. In 2023, we organized our first test events, allowing us to confirm that we are on track to meet our commitments.

Today, this report is a milestone, a few months away from the Games, testifying to the changes made across all areas necessary for delivering such an event. All of Paris 2024's teams are working daily to achieve the goals we have collectively set, including: reducing single-use plastic, offering more plant-based food options, powering the Games through renewable energy by connecting venues to the grid, ensuring accessibility for people with disabilities, boosting economic benefits for the areas in which we are located...

We can't wait to experience the excitement of the Games, to see our environmental and social ambitions come to fruition, and to witness the lasting legacy of our actions, thus setting new standards for the event and sports worlds. In a few months, Paris 2024 will show the entire world that through sport and with sport, we can shift the lines."

**ÉTIENNE THOBOIS**  
CHIEF EXECUTIVE OFFICER OF PARIS 2024

## 2.1 A RIGOROUS AND TRANSPARENT APPROACH

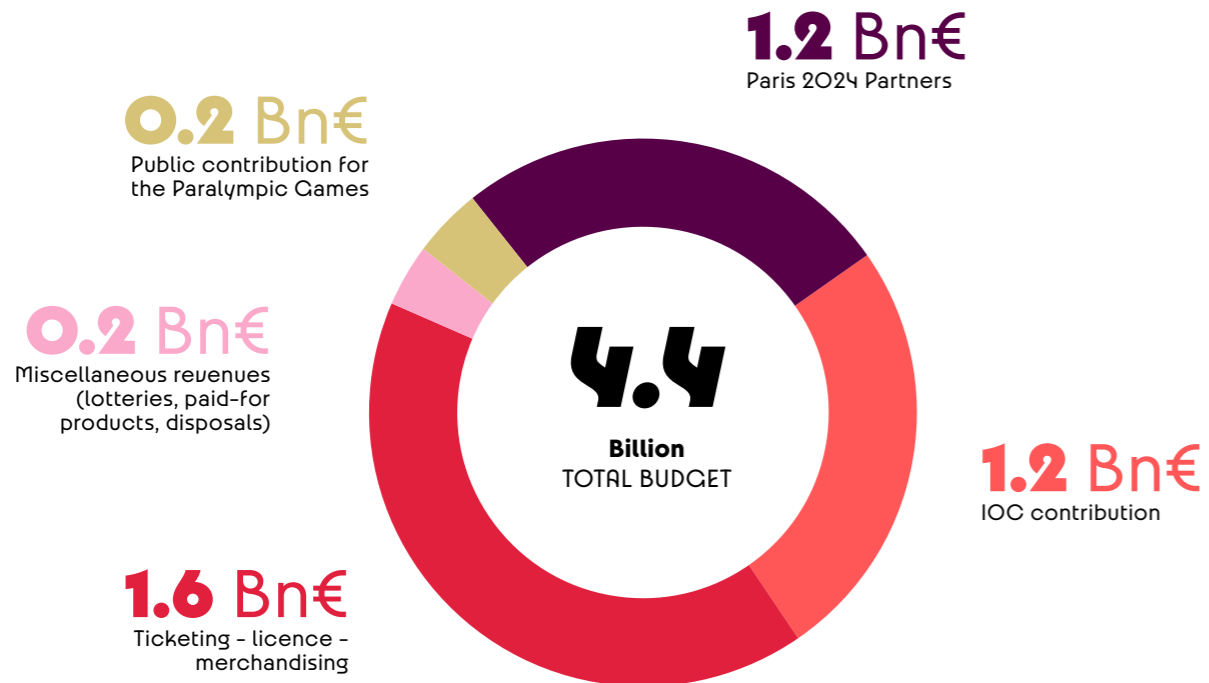
### 2.1.1 PARIS 2024'S BUDGET

Paris 2024's budget is almost entirely (96%) financed through private revenues from the IOC, partner companies, Games ticketing, and licensing. In total, public funding accounts for 4% of the financing due to increased support for organising the Paralympic Games.

In 2022, Paris 2024 revised its multi-year budget, a revision that was confirmed in December 2023 by the Paris 2024 Board of Directors to €4.397 billion. This budget supports the project's ambition and incorporates changes in delivery costs, notably in the context of inflation.

With the IOC's support, Paris 2024 has also worked to optimize spending and identify the most frugal, effective and cost-efficient solutions while preserving its environmental and social ambitions: whether reducing the number of operational days at the Athletes' Village, shortening the mobilization periods for training and competition venues, eliminating most energy redundancies at competition venues, etc.

#### BREAKDOWN OF PARIS 2024 BUDGET (IN BILLION EUROS)



## 2.1.2 COMPLIANCE

### CONTROL AND AUDIT PROCEDURES

The Organising Committee for the 2024 Olympic and Paralympic Games is a private association under the French 1901 law, which has subjected itself to rules stricter than those of common law: public procurement rules, the creation of an independent internal audit department to receive potential alerts, oversight by the Court of Auditors and the French Anti-Corruption Agency, which provide an independent critical perspective on its actions.

Eager to engage at the highest standards of control and ethics, the Paris 2024 Board of Directors has created three advisory committees to ensure exemplary decision-making processes: an Audit Committee, an Ethics Committee, and a Remuneration Committee. The State has representatives on each of these committees, which also include the Economic and Financial Control Board, which represents the French Ministry of Finance.

#### THE AUDIT COMMITTEE<sup>33</sup>

It assists Paris 2024 in managing the entire project, in particular with regards to:

- The viability of its commitments and expenditures, including budget revisions, in application of the warranty agreement signed with the State;
- The implementation of the requirements of the Host City Contract concluded with the IOC;
- The mapping and management of financial, operational or legal risks;
- The relevance, permanence and reliability of the accounting methods used to establish the annual accounts.

#### THE ETHICS COMMITTEE<sup>34</sup>

For the first time in the history of the Games, an independent ethics committee supervises the actions of the Games Organising Committee. Regularly consulted by Paris 2024, it is responsible for ensuring the probity and integrity of employees, guaranteeing compliance with public procurement rules, and preventing conflicts of interest.

It intervenes on various issues, for example:

- The development of the Code of Ethics and Good Practice Guide;
- The procedures for handling reports and protecting whistleblowers;
- The prevention of conflicts of interest;
- Compliance with political neutrality rules;
- The conditions for awarding and executing contracts;
- Risks related to ticketing;
- The procedures for selecting projects supported by the Paris 2024 Endowment Fund.

#### THE REMUNERATION COMMITTEE<sup>35</sup>

It supervises and approves the policy on wages and oversees human resources policies. It focuses particularly on:

- Gender equality;
- Compliance with the pay grid;
- Measures planned for the dissolution of the Organising Committee (job protection plan);
- The training strategy;
- Performance evaluation of teams and senior management

#### THIRD-PARTY MONITORING STRATEGY

To ensure the duty of vigilance to which Paris 2024 is subject in reference to the Sapin II Law, the Purchasing and Compliance departments are jointly deploying a third-party monitoring strategy based on 3 systems:

- A specific system for third parties with high ethical and reputational risk:
  - Panel of 200 strategic suppliers (suppliers, partners, licensees) whose CSR maturity level is evaluated by a third-party organisation including an assessment of responsible purchasing, environmental, social and ethical policies. In the absence of a satisfactory evaluation, Paris 2024 collects any documents deemed useful (certification, labeling, ISO standards, etc.) to conduct an informed risk analysis of suppliers and/or makes it mandatory to respond to an ethics and compliance questionnaire;
  - Panel of suppliers selected according to qualitative and quantitative criteria (amount, purchase categories with high subcontracting potential, etc.) as well as exposure to reputational risk for Paris 2024.
- A generalized system to monitor the tax and social obligations of suppliers and their subcontractors, including the collection and supervision of legal documents (e.g. tax and social compliance certificates, registration certificates, certificates of non-employment of foreign workers or list of employed foreign workers, CNAPS approvals) and regulatory documents (liability insurance certificates).
- A system for preventing the risk of illegal labor on construction sites, including control measures for documents relating to individuals working on Paris 2024 construction sites.

SOCIAL CHARTER  
COMMITMENTS N°7,8,9

#### INTEGRITY OF THE GAMES' ORGANISATION

The sports world is exposed to numerous ethical risks such as competition manipulation, match-fixing or irregular contract awarding. Paris 2024 has already implemented many measures to gather and process reports and alerts, raise awareness and prevent any misbehavior by members, employees or volunteers that could undermine its principles of integrity and compliance. This attention will continue throughout the Games period, to ensure the exemplary nature of decision-making processes and to address any violations reported to Paris 2024.



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Since its creation, Paris 2024 has implemented an ethical system that is unprecedented in the history of the Games. Strict rules have been established internally for expenditure commitments, budget compliance, identification of conflicts of interest, compensation framework, prevention of competition manipulation, fight against harassment and discrimination, handling of alerts, etc. We are accompanied in this process by several independent supervisory and control bodies, and above all we ensure continuous awareness-raising among all Games stakeholders of these risks: the Organising Committee's employees but also volunteers, service providers, officials, and of course the athletes."

#### BLANDINE SORBE

DIRECTOR OF PUBLIC AFFAIRS, AUDIT AND COMPLIANCE, PARIS 2024

#### THE METHOD

The compliance program is under the responsibility of a Director of Compliance and Public Affairs. She reports to the chairpersons of the statutory committees appointed by the Board of Directors, which guarantees her independence and impartiality. Her roadmap includes anti-corruption efforts, prevention of conflicts of interest and personal data protection. In the months leading up to the Games, particular vigilance is paid to the prevention of sports manipulation and gender-based violence.

#### KEY INITIATIVES AND CONTRIBUTIONS

Numerous employee awareness and training actions have been implemented, such as:

- **Declarations of interests and assets** to the High Authority for Transparency in Public Life for senior executives;
- **Declaration and recording** of conflicts of interest for the most exposed employees;
- **Training and accountability** of employees around procurement rules, ethical best practices, prevention of conflicts of interest and personal data protection;
- **Establishment of an email address** for teams to report any breach of Paris 2024's commitments and ensure the processing of all identified issues or incidents.

### AND TOMORROW?

To assist future sports events on these issues, a Good Practice Guide is available to all organisations involved in organising sports events, in France and internationally. The governance innovations, the Code of Ethics or the employee training tools are also an integral part of this legacy. The Compliance team is also helping to disseminate the methods and training deployed by Paris 2024 through national and international conferences, for example in June 2023 at the Court of Cassation for the conference "Probity Put to the Test of the Olympic and Paralympic Games" or in Warsaw in December 2023 at a conference organized by the *Autorité Nationale des Jeux* (National Gaming Authority).

### KEY FIGURES

65

(internal and external) audit missions conducted between the creation of Paris 2024 and the end of December 2023, including 6 outsourced

0

referrals to the French Data Protection Authority (CNIL) – as of the end of December 2023

75%

of Paris 2024 employees have been made aware of or trained in ethical best practices as of the end of December 2023<sup>36</sup>

<sup>33</sup> It is made up of nine members, including three representatives appointed by the French NOC, the Paris City Council and the French State. The other six members are nominated by the President of Paris 2024.

<sup>34</sup> It is made up of six independent personalities, appointed by the highest French institutions, the OECD and the Parliament.

<sup>35</sup> It is made up of HR experts from the public and private sectors, proposed by the President of Paris 2024 and approved by the Board of Directors, as well as representatives of the French government, the French NOC and the Paris City Council, and a Member of Parliament and a Senator.

<sup>36</sup> All employees receive a guide of best practices on arrival. Content is also shared regularly throughout the year. Additional training is deployed to reach 100% of employees trained.

## 2.2 AN ORGANISING COMMITTEE REPRESENTATIVE OF ITS AMBITIONS

### 2.2.1 THE PARIS 2024 TEAM

In 2023, the team crossed the symbolic threshold of 2,000 employees and saw unprecedented growth, mirroring the ramping up of the project: 1,101 new employees joined (+115% in one year). All are committed to making these Games a success on a daily basis.

In the final stretch, Paris 2024 needs to recruit approximately 2,000 additional people in preparation for the actual delivery of the Games. A final campaign was launched in 2023 for the recruitment of 150 apprentices, in areas as varied as IT, events, executive assistance or project management.

The Paris 2024 Olympic and Paralympic Games team reflects the diversity of this global, multicultural event. It brings together 39 different nationalities. Each member, with their own skills and expertise, contributes to this collective endeavor: be they athletes, specialists in organising major events, from the public and private sectors or civil society.

### 2.2.2 A TEAM THAT MIRRORS SOCIETY

The Organising Committee is convinced that diversity is synonymous with performance and creativity. As an employer, it strives to reflect these values internally, ensuring openness to all, without discrimination. Welcoming profiles rich in diverse experiences, united by a desire to contribute to the project, is essential to meet the challenge of organizing the world's largest sporting event.

#### SOCIAL CHARTER COMMITMENT N°5

When it comes to recruitment, Paris 2024 focuses primarily on the following three areas:

- Gender balance;
- Integration of persons with disabilities;
- Disseminating employment opportunities among stakeholders in the Seine-Saint-Denis Department to mobilize its inhabitants.

These objectives are also among Paris 2024 Social Charter's 16 commitments, which constitutes the reference framework for delivering economically and socially responsible Games.

The Organising Committee collaborates with various organizations to identify candidates:

- Employment and training organizations (France Travail, CHEOPS - Cap emploi, local missions, Les Maisons de l'emploi (public employment centers), PLIE, APEC, CRAMIF, AFDAS, universities and higher education, etc.) with which regular meetings are organized in addition to individual contacts;
- Institutional actors and local authorities in the areas concerned by the Games (including Seine-Saint-Denis).

Paris 2024 has also implemented innovative methods to promote the diversity of profiles, such as "qualification tournaments" for the recruitment of interns and work-study students: based on group exercises and simulations, they allow managers to focus on candidates' skills and potential rather than their CVs, to which they only have access after the exercise. In addition, all job postings are published online.

### INCLUSION AND ACCESSIBILITY

Paris 2024 is organizing the first Summer Paralympic Games in France. The Organising Committee thus recognizes a particular responsibility as an employer to promote the values of inclusion, an effort that is structured around 4 essential issues.

- 1 **Removing barriers that could prevent certain talents from applying and joining the Organising Committee. To this end, Paris 2024 supports the recruitment teams (briefings, raising awareness, etc.). Measures have also been taken to encourage diversity in terms of sourcing and recruitment:**<sup>38</sup> mobilization of specialized entities (framework agreement with AGEFIPH, training by Mozaïk RH, public employment partners), participation in dedicated job fairs and events for persons with disabilities (Hello Handicap, disability forums at leading universities, Handisposables Meetings, etc.) and implementation of an inclusive recruitment process (mention of Paris 2024's commitments in the job posting, support from the disability officer).
- 2 **Implementing all the conditions for success for persons with disabilities that are recruited, by adapting workstations (software, seats, furniture, etc.) and working conditions:** support for employees (ergonomic study and RQTH file), regular meetings with the occupational health service, support for managers by a disability officer.
- 3 **Ensuring fairness in career progression** by securing the path of persons with disabilities.
- 4 **Supporting continued employment for employees after the Games:** the Organising Committee has begun working on their reassignment and will pay particular attention to persons with disabilities.

### THE FRAMEWORK AGREEMENT WITH AGEFIPH

An agreement was signed with AGEFIPH in 2020 to strengthen the Organising Committee's actions to remove employment barriers related to disability. It is structured around different themes – information, communication, raising awareness, prevention, recruitment, integration, training, development and retention in employment – and has a dedicated budget.

Some examples of achievements:

- Organization of awareness-raising activities: support for certain teams to include disability awareness in their team-building activities, creation of an internal Disability mission at Paris 2024;
- Collaboration with Randstad, Official Supporter of Paris 2024, for recruitment: targeted candidate search using tools such as Hello Handicap or Bonanza, signing of an agreement with Atouts pour Tous<sup>39</sup>;
- Adaptation of workstations for volunteers with disabilities.

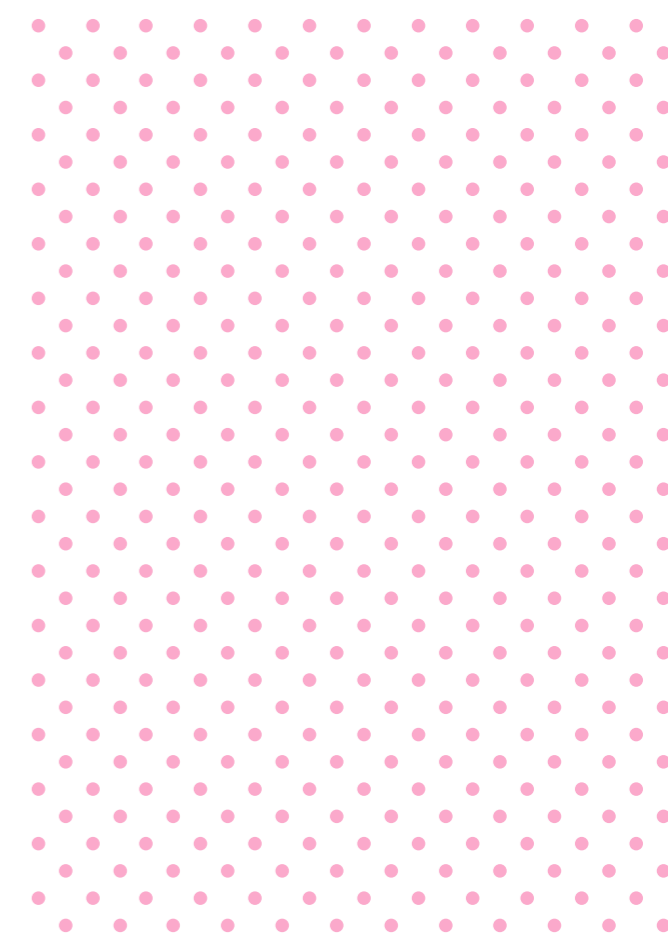


As part of its consulting and support offering, AGEFIPH has supported Paris 2024 in implementing an inclusive disability policy. This support was materialized by the signing of a framework agreement in November 2020, for an exceptional duration of 5 years, around 7 areas:

- Construction and management of Paris 2024's Disability Policy;
- Information and communication;
- Raising awareness and training;
- Recruitment and integration;
- Training and career development for employees with disabilities;
- Prevention and retention in employment;
- Development of subcontracting (sheltered and adapted sector).<sup>40</sup>

AGEFIPH's commitment is to assist the teams in deploying these actions and to support employees with disabilities in their reassignment after the Games. The continued mobilization of Paris 2024, the tailor-made organization deployed by AGEFIPH, have enabled the Organising Committee to achieve qualitative and quantitative results that we commend!"

### AGEFIPH TESTIMONY



### PARIS 2024 WORKFORCE AS OF DECEMBER 31, 2023

52% women 48% men

2 059 employees including 1,041 on permanent contracts

3,84% employees with disabilities

### THE VOLUNTEER TEAM

Following up on the information and mobilization campaign carried out in 2022, Paris 2024 is assembling a team of 45,000 volunteers<sup>37</sup>. Tasked with various missions related to reception, event organization or supporting athletic performance, they will have a unique opportunity to experience the Games from the inside. This inclusive team is open to all; missions will be adapted for all persons with disabilities.

37 <https://olympics.com/en/paris-2024/the-games/volunteers>

38 On the outskirts of Paris, Seine-Saint-Denis is one of the ten departments with the highest unemployment and poverty rates in mainland France. Paris 2024 is working to leave a legacy that will benefit the area and its inhabitants.

39 *Reconnaissance de la qualité de travailleur handicapé*, recognition of the status of worker with a disability.

40 This scheme brings together pupils and students with disabilities with signatory companies, to promote their social and professional integration.

## 2.2.3 TRAINING ON ENVIRONMENTAL AND SOCIAL ISSUES AT THE HEART OF MANAGEMENT

Paris 2024 is deploying specific training and awareness-raising programs to ensure its 4,000 employees develop skills in these areas.

### TRAINING AND MOBILIZATION ON ENVIRONMENTAL ISSUES

All employees have access to training in environmental issues and the Organising Committee's commitments in this area, which comes in various formats:

- 1 **MANDATORY TRAINING** in Paris 2024's Environmental Excellence strategy, as part of the induction program for newly-hired employees;
- 2 **INTERNAL COMMUNICATIONS** on Environmental Excellence updates via the Organizing Committee's newsletters, the intranet page, and various communication canals;
- 3 **THE COACH CLIMAT**, a tool available for all employees, making it possible for them to estimate their annual carbon footprint, and choose actions to reduce their GHG emissions and see their effects;
- 4 **ORGANIZATION OF INTERNAL EVENTS** such as conferences with associations or figures committed to the environmental cause, themed weeks (food waste, sustainable IT), climate and digital frescoes, collections of sports equipment or digital material.

The training provided for the period of the Games will also include content on these topics.

## SURVEY AMONG PARIS 2024 EMPLOYEES IN JULY 2023

**91%** of employees participated in at least one activity (workshops, conferences, training) on environmental matters;

**71%** of them participated in at least two activities;

**83%** of them said that these activities helped them better understand environmental issues and "made them want to act for the environment and climate" in their jobs.

This survey revealed that the efforts made by Paris 2024 to raise awareness among its employees about environmental issues and the commitments of the Organising Committee have paid off.

### TRAINING AND MOBILIZATION FOR INCLUSION AND DIVERSITY

All employees are made aware of disability issues and the commitments of the Organising Committee on the subject.

Paris 2024's accessibility and disability awareness strategy is based on 4 pillars:

- 1 **TRAINING ALL EMPLOYEES TO CREATE** a disability-friendly community (online training on the Paralympic movement, introduction to accessibility during onboarding, monthly in-person sessions, etc.);
- 2 **RAISING AWARENESS** (organizing the Great Inclusion Award with introductions to Paralympic sports and testimonials from Paralympic athletes to deepen employees' knowledge of the Paralympic movement and universal accessibility, conferences and round tables, for example on technology serving disabilities, screening Paralympic videos at the Organising Committee's headquarters, participating in DuoDay events, etc.);
- 3 **INTERNAL COMMUNICATION** (weekly internal news on the Paralympic and Olympic movements, employee volunteering program including Paralympic sports events, reporting on all events);
- 4 **EXTERNAL COMMUNICATION** (newsletters, organizing meetings with disability associations, etc.).

130 employees of Paris 2024 were also mobilized in November 2020 to participate in the Tremplin project. The 130 interviews organized with people with disabilities looking for employment helped them practice job interviews and support their career thinking.

### GENDER EQUALITY AND THE FIGHT AGAINST DISCRIMINATION

Paris 2024 has decided to implement its awareness strategy on the topic of gender equality and the fight against discrimination around two components: raising awareness among relevant audiences and creating specific tools.

In terms of awareness, the objective is to be able to reach all stakeholders and more particularly:

- The 45,000 volunteers of Paris 2024, in particular on the topic of sexist, sexual and discriminatory violence. This topic has been fully integrated into the volunteer training program with the aim of providing them with better reflexes to more effectively prevent situations, detect them, receive testimonies and react;
- Paris 2024 employees who benefit from regular mandatory training;
- Doctors and first responders at the various competition venues who will be made aware of the issues of inclusive health with dedicated training and a charter on inclusive health written with the help of the health and non-profit sectors.

In terms of creating specific tools, Paris 2024 has developed clear protocols with all stakeholders on reporting information related to sexist, sexual or discriminatory violence, as with other security issues. The aim of these protocols is to better handle cases and not leave the victim(s) without a response. Likewise, a guide for the Paris 2024 staff or delivery entities at competition venues has been written to ensure the use of proper terminology and prevent sexist or discriminatory behavior.

**SOCIAL CHARTER COMMITMENT N°5**



The Paris 2024 Organising Committee continues its recruitment efforts, staying true to its inclusion policy. The Handispensables meetings, conducted in favor of employment for people with disabilities, further reinforce the diversity of profiles within the teams. As the Official Supporter for recruitment, the Randstad France group is proud to put its expertise towards hiring and supporting people with disabilities at the service of the Paris 2024 Games."

**FRANK RIBUOT**  
PRESIDENT OF THE RANDSTAD FRANCE GROUP

41 DuoDay is a European initiative managed in France by the Secretary of State for People with Disabilities. In 2019, Paris 2024 welcomed 20 people with disabilities to work with the teams, each forming a duo with an employee.  
42 Text input technique using a syllabic keyboard (the Velotype), that allows you to write at the speed of speech.



## 2.2.4 ATTENTION TO QUALITY OF LIFE AT WORK AND SOCIAL DIALOGUE

Organizing the Paris 2024 Games is an unprecedented collective project. Paris 2024 therefore wishes to guarantee the best working conditions to all its employees, as well as smooth and constructive social dialogue.

### THE ROLE OF THE SOCIAL AND ECONOMIC COMMITTEE (CSE)

The CSE is a single staff representation body composed of the employer and an elected staff delegation. It is organized into several commissions: the Gender Equality Commission, the Health, Safety and Working Conditions Commission, the Training, Integration, Young Talents Commission, the Social Works Commission and the Communication Commission. 4 employees were also elected as referents for sexual harassment.

The CSE's social and cultural activities include subsidies and gift allowances via access to a digital platform with gift cards, discounted movie tickets, etc.; the organization of events, evenings and sports activities in particular with the association Les Agités du Ring, and various initiatives such as bicycle repair. The CSE has also set up a Solidarity Fund to provide exceptional assistance to employees experiencing difficulties.

### PULSE, THE ORGANISING COMMITTEE'S HEADQUARTERS

The Organising Committee's team has been based at PULSE in Saint-Denis since January 2021. This innovative building embodies Paris 2024's territorial anchoring in Seine-Saint-Denis and reflects its ambitions for environmentally and socially more responsible Games.

### EMPLOYEE SURVEYS

Paris 2024 conducts 3 internal surveys per year to measure, analyze and improve employee fulfillment. Implemented in 2020, they are sent to all employees (interns, apprentices, fixed-term and permanent contracts) and remain open for 2 weeks. They are built around recurring indicators (participation rate, pride in belonging, job satisfaction, work pace, feelings, working conditions). Some surveys also include more specific indicators (sense of usefulness at work, managerial support, diversity and inclusion, information and acculturation, etc.).

Responses are processed by the Human Resources Department and actions are then implemented to improve the employee experience and quality of work life, considering the context and timing of the project.

### INTERNAL MOBILIZATION AND INSPIRING MEETINGS

Numerous internal events are organized to promote employee engagement and well-being at work. They reflect the Organising Committee's vision and values to promote sport, inclusion and diversity. 63 internal events were organized in 2023: 4 introductions to sports and Paralympic sports, 17 inspiring meetings with athletes and public figures, 9 internal events related to symbolic Games moments, and 33 other events (information sessions, lunches, etc.). Various sports competitions are also broadcast throughout the year and opportunities are offered via the Paris 2024 Club.

### PREPARING FOR THE POST-GAMES PERIOD

To help its employees best prepare their professional plans after the Games, Paris 2024 set up a program in 2023 with its partner Randstad Risesmart, which includes conferences and webinars on topics related to employability, career planning, interview preparation, or business creation.

#### KEY FIGURES (2023)

**4,4%** **TURNOVER**  
(sum of departures for the year n / average monthly workforce for the year n - permanent and fixed-term contracts only)

**1,81%** **Absenteeism rate** (total number of days absent / total number of days worked - permanent and fixed-term contracts only)

**12** **Number of ordinary meetings with the CSE**

### MOVE MORE AT WORK

Paris 2024 wanted to make fighting sedentary lifestyles one of the pillars of its "Legacy and Sustainability" strategy, by developing physical activity and exercise and adopting active behaviors. Paris 2024 committed as an organization to this goal by making its headquarters a showcase for Active Design. Several arrangements were made to encourage employees, but also visitors, to adopt an active behavior at their workplace. An on-site gym is also open with group classes or muscle warm-ups for employees.

**55%** of employees say they have increased their use of stairs

**58%** of employees say they take the stairs every day vs. 31% before the interventions.

SOCIAL CHARTER  
COMMITMENTS N°7, 13, 15



43 This association was created to facilitate the practice of sports by employees, in conjunction with representatives of various sports. In particular, it organizes tournaments that encourage inclusive practice.

## 2.3 TOOLS FOR IMPLEMENTING THE LEGACY AND SUSTAINABILITY STRATEGY

### 2.3.1 A SUSTAINABLE MANAGEMENT SYSTEM

Paris 2024's Sustainable Management System (SMS) was designed to systematically integrate environmental and social objectives into all of Paris 2024's activities, in compliance with the ISO 20121 standard for event sustainability management system.

By providing management, planning and performance control tools, this approach guides and supports teams on a daily basis. It formalizes operating methods for issues such as assessing challenges, dialogue between Games ecosystem stakeholders, regulatory monitoring, skills management, operations control, data collection for reporting, etc.

The Sustainability, Impact and Legacy, Universal Accessibility and Planning and Coordination departments, responsible for implementing the SMS, also define its review and evolution procedures, working closely with the operational teams.

As early as 2022, Paris 2024 was certified ISO 20121 compliant, a recognition of its commitment to meeting the highest standards related to the economic, environmental and social impact of the Games. This certification followed an audit of several months by the French Standardization Association (AFNOR), with the final stage taking place during the Paralympic Day on October 8, 2022. AFNOR noted several strengths during this event, such as venue accessibility, an almost total elimination of single-use plastic for catering, and responsible use of energy.

In 2023, AFNOR conducted a surveillance audit, with one phase taking place during the mountain biking test event organized in Élanecourt in September 2023. This new audit confirmed Paris 2024's ISO 20121 certification. As part of a continuous improvement process, it enabled the identification of strengths (e.g. plastic reduction, reporting of environmental incidents, eco-designed infrastructure) and areas to be reinforced before the Games.

### AND TOMORROW

At Paris 2024's initiative, the ISO 20121 Standard has evolved, a step that is consistent with the Organising Committee's ambition to leave a legacy for the event industry, and a nod to a standard created for London 2012. Supported by AFNOR and the entire French event industry, as well as the IOC, Paris 2024 took the leadership of the dedicated international working group on this revision. More than ten countries met several times between March and October 2023 to draft a new version of the Standard. Several changes to the standard were made including its application to the entire value chain of the event, references to the highest international standards such as the SDGs, impact and legacy assessment, and provisions on sustainable procurement with precise rules for contracting authorities, bidders and suppliers.

The new version of the ISO 20121 standard was approved by voting countries in March 2024 and published in early April 2024<sup>44</sup>.

### 2.3.2 A RESPONSIBLE PROCUREMENT STRATEGY

Organising the Olympic and Paralympic Games requires considerable resources: Paris 2024's procurement budget is around €2.7 billion spread across more than 700 procurement categories and representing 770 tenders launched by the end of 2023. The responsible procurement strategy was designed to place Paris 2024's environmental and social requirements at the heart of every purchasing decision, across all project phases (strategy, negotiations, execution and legacy).

It is structured around 5 priority commitments: circular economy, reducing carbon impact and preserving the environment, social innovation, inclusion of people, workers and users with disabilities, and creating value for local areas. Paris 2024 also multiplies the positive effects of its strategy through inclusive and accessible sourcing for all, including Social and Solidarity Economy structures.

Keen to secure all its procurement processes, Paris 2024 launched its strategic work in fall 2018, and then initiated a weekly Procurement Commission in May 2019 to examine and validate the launch and award of tenders above €1 million. This body, involving State representatives (CGFI), permanent Paris 2024 members (including members from Finance, Sustainability, and Planning) and referents from relevant departments, had examined nearly 90% of the total value of tenders launched by Paris 2024 by the end of 2023.

#### SOCIAL CHARTER COMMITMENTS N°3, 4

As part of its commitment to engage its ecosystem, Paris 2024 also mobilizes its partners and suppliers to apply sustainability and carbon reduction criteria to their own procurement.

Paris 2024 applies its responsible purchasing strategy to all its tenders and determines whether specific requirements should be integrated:

- Directly into the specifications and/or by including a criterion dedicated to the social and environmental performance of the offer
- All eligible tenders, i.e. 3/4 of tenders, include a criterion dedicated to social and environmental performance with an average weighting of around 20%, at a minimum of 15% and up to 30% for certain contracts (e.g. for look & signage, or for catering at the Village)
- For strategic contracts with high social and environmental impact, the criterion is weighted at 20% with contractual commitments (obligation of means and results) made by the providers
- Via specific public procurement mechanisms, such as reserved contracts and inclusion-based contracts. For priority procurement categories in terms of inclusion (security, catering, cleaning), Paris 2024 has integrated an inclusion clause representing 10% of the hours worked under the contract.

150 strategic providers are subject to dedicated monitoring and support by experts from three different departments (Procurement, Sustainability, Impact and Legacy), representing around 50% of Paris 2024's procurement budget.

#### KEY FIGURES

**90%** of the Organising Committee's suppliers are French

**+75%** of suppliers are VSE/SMEs

#### PARIS 2024 AWARDED "EXEMPLARY" LEVEL IN ALIGNMENT WITH ISO 20400

At Paris 2024's request, AFNOR Certification conducted an audit of several months of Paris 2024's procurement strategy, including a document review and interviews. Following this, early 2024, the organizing committee was awarded the "AFAQ Focus CSR Responsible Purchasing"<sup>45</sup> label by AFNOR with an "Exemplary" level. Paris 2024 is the first organisation in France to obtain such a level.

<sup>45</sup> The ISO 20400 Standard sets guidelines to follow for responsible purchasing but is not directly certifying. The competent certifying organisms in France have issued labels to attest the alignment of a responsible purchasing strategy with the ISO 20400 Standard, which includes the "AFAQ Focus CSR Responsible Procurement" label.

<sup>46</sup> The remaining quarter is related to intellectual or very specific services for which such criteria are not applicable.

<sup>44</sup> [https://www.iso.org/standard/86389.html?utm\\_medium=social&utm\\_source=linkedin&utm\\_campaign=event%20management](https://www.iso.org/standard/86389.html?utm_medium=social&utm_source=linkedin&utm_campaign=event%20management)

## MOBILIZING THE SOCIAL & SOLIDARITY ECONOMY THROUGH THE ASSOCIATION LES CANAUX AND THE “ESS (SSE) 2024” PROGRAM

One of Paris 2024’s major challenges in implementing its strategy is engaging social and solidarity economy enterprises. This engagement was made possible thanks to ESS 2024, the program created following a collaboration agreement signed in 2018 by Paris 2024, SOLIDEO, the Yunus Centre and Les Canaux to organize inclusive and supportive Games.

Acting as a bridge between the Games organizers and the social, solidarity and circular economy, ESS 2024 conducts sourcing and support actions for social economy structures wishing to bid for Games-related contracts.

This translates into:

- Over 6,000 structures referenced on the ESS 2024 platform
- Over 500 social economy structures involved across all contracting authorities by the end of February 2024 (including 284 by Paris 2024 and 124 by SOLIDEO)
- 28 Adapted Enterprises (EA<sup>47</sup>), Establishments or Services for Assistance through Work (ESAT<sup>48</sup>) or Individual Disabled Workers (TIH<sup>49</sup>) already mobilized and 17 reserved contracts.

Notable examples include:

- Mobilizing 9 integration and disability structures to provide cleaning and linen management services for Olympic and Paralympic Village residents
- Mobilizing an EA to produce accreditation pouches
- Mobilizing a social and solidarity economy enterprise to supply 180,000 towels for athletes

For more information on ESS 2024, refer to section 3.1.7 “Economic and Social Inclusion”.

<sup>47</sup> *Entreprise adaptée*, disability-friendly company.

<sup>48</sup> *Établissement ou service d’aide par le travail*, establishment that enables persons with disabilities to work while benefiting from medical and social support.

<sup>49</sup> *Travailleur indépendant handicapé*, independent worker with a disability status.

”

Once the first public tender was published, the ESS 2024 platform accompanied us and we went back and forth multiple times to submit a file for this lot that we won. This allowed us to build up skills and we now feel legitimate in positioning ourselves for public procurement for major sporting and cultural events.”

**A CATERING SERVICE PROVIDER (SOCIAL AND SOLIDARITY ECONOMY PLAYER) THAT WILL BE PRESENT AT CERTAIN COMPETITION VENUES.**



Paris 2024 / Sarah Witt

# 3

**"GO!":  
ACHIEVEMENTS**

## 3.1

ADDRESSING THE MAJOR CHALLENGES OF OUR TIME

p.56

## 3.2

TRANSFORMING ALL ASPECTS AND FOUNDATIONS OF GAMES DELIVERY

p.98

## 3.3

HARNESSING EVERY SYMBOL OF THE GAMES

p.138



“

ince the bid phase, Paris 2024 has had it in its DNA to organize different Games, Games open to as many people as possible and addressing the challenges of our era. Sustainability - environmental, social and economic - has been integrated at the heart of operations, from the strategic and planning phases and to the current delivery phase. We have been working daily in this mindset for the past 7 years to make these ambitions a reality, so that Paris 2024 presents a different operational model for sporting events. And we are committed to fully integrating this approach up to the monitoring activities on the venues.

This progress report showcases this transformation in action. It explains how we have sought to reinvent each of the many aspects of the Games, whether it is eco-designing temporary infrastructures, providing renewable energy, reusing furniture and IT equipment after the Games, or offering more plant-based food. Social issues have also been very ambitiously addressed, as evidenced by the desire to have the best possible working conditions thanks to the Social Charter and its 16 commitments, or to create value in our communities with Entreprises 2024 and ESS 2024, programs that have opened our markets to SMEs and social and solidarity economy structures. In this final stretch, the team is committed to seeing it through!”

**ÉDOUARD DONNELLY**  
PARIS 2024 CHIEF OPERATING OFFICER

## 3.1 ADDRESSING THE MAJOR CHALLENGES OF OUR TIME

### 3.1.1 THE FIGHT AGAINST CLIMATE CHANGE



#### FINDINGS

##### AT THE GLOBAL LEVEL

The concentration of greenhouse gases (GHGs) in the atmosphere linked to human activities is reaching new records, causing climate change that threatens ecosystems. While the latest IPCC report establishes that the decade 2011-2020 is the warmest in about 125,000 years<sup>50</sup> and the European Copernicus Observatory has announced that 2023 is the warmest year on record<sup>51</sup>, action must be taken swiftly. The future of humanity is being decided today, and the challenge is twofold: reducing the impact of human activities on the climate and adapting societies to the ongoing and future upheavals.

##### AT THE LEVEL OF THE GAMES

It is no longer possible to organize the Games while ignoring the immense challenge posed by climate change. Sport can drive major changes, but it must transform itself and set an example, as it is also suffering from the consequences of climate change. Increasingly intense and frequent urban heat waves are impacting sports practice and sometimes forcing authorities to postpone competitions. Scientific studies<sup>52</sup> even indicate that only about thirty cities in the Northern Hemisphere would be cool enough to host the Games after 2085. It is the very principle of the universality of the Games that could be called into question.

##### PARIS 2024'S COMMITMENTS

Since 2018, Paris 2024 has been working to:

**HALVE** the average GHG emissions related to the organization and hosting of the Games (compared to the average of the London and Rio Summer Games editions)

Support climate contribution projects that will avoid or capture as much CO<sub>2</sub> as the Games will have emitted.

To calculate the Games' carbon footprint, Paris 2024 takes into account GHG emissions under its direct responsibility (such as Games delivery operations) but also includes scope 3 emissions (such as spectator transportation) that are do not fold directly under the organizing committee's control.

#### METHOD

##### ESTIMATE

Paris 2024 has chosen to set a target carbon footprint upstream of the Games: it is considered a starting point, integrated into strategy and operations. This represents a real change in model. It is no longer just a matter of reasoning in a predictive and compensatory logic, but of setting a target and therefore a limit to be respected.

To do this, the committee relies on a method based on the ARO approach - avoid, reduce, offset - to which it adds two steps to anticipate emissions and mobilize thanks to the Games' power of attraction.

To anticipate emissions, in the same logic as the first estimate made during the bid phase, Paris 2024 has carried out several reassessments of its carbon footprint since 2019, which have also helped guide reduction measures. These estimates use the IOC's carbon method published in 2018<sup>53</sup>. This method helps compare Games editions. It is aligned with the GHG Protocol methodology and therefore considers a broad scope (for example, spectator travel but also all emissions related to the construction of permanent infrastructure - which will remain as a legacy to the local areas after the Games). However, it does not take into account induced emissions (which require the development of a baseline scenario), positive or negative, for example the gains associated with connecting stadiums to the electricity grid, the potential displacement effect of international tourists who may decide to cancel or postpone their trip to the host country because of the Games, or the possible increased use of televisions or smartphones due to competitions viewing.

Paris 2024 created a tool created to track how emissions evolve in relation to the objectives set for each department and thus steer its choices and strategy.

<sup>50</sup> IPCC (2023). Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, H. Lee and J. Romero (eds.)]. IPCC, Geneva, Switzerland, pp. 35-115, doi: 10.59327/IPCC/AR6-9789291691647

<sup>51</sup> [https://climate.copernicus.eu/global-climate-highlights-2023?utm\\_source=socialmedia&utm\\_medium=tw&utm\\_id=gch23](https://climate.copernicus.eu/global-climate-highlights-2023?utm_source=socialmedia&utm_medium=tw&utm_id=gch23)

<sup>52</sup> Smith, K. R., Woodward, A., Lemke, B., Otto, M., Chang, C. J., Mance, A. A., ... & Kjellstrom, T. (2016). The last Summer Olympics? Climate change, health, and work outdoors. *The Lancet*, 388(10045), 642-644.

<sup>53</sup> <https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/celebrate-olympic-games/Sustainability/IOC-Carbon-Footprint-Methodology.pdf>



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”

Paris 2024 has a comprehensive approach that addresses all aspects of the fight against climate change, with an innovative approach through the definition of a target carbon footprint which has enable emission reductions to be integrated into operations. More broadly, Paris 2024's efforts towards delivering more sustainable Games are robust and real. The strategies and methods implemented are already helping to change the framework of organizing events. In this final stretch and until the closing ceremony of the Paralympic Games, I will of course keep a close eye on the commitments."

**GILLES BŒUF**  
PRESIDENT OF THE COMMITTEE FOR THE ECOLOGICAL TRANSFORMATION OF THE GAMES

## DO WITH LESS

From the bid phase, Paris 2024 put forward a groundbreaking concept based on sufficiency. This involves:

**Limiting as much as possible** the construction of new infrastructures:

- **95% of the venues** are temporary or pre-existing infrastructures;
- **Only 2 non-competition venues** – the Athletes' Village and the Media Village – and 1 competition venue – the Aquatic Centre – were built for the needs of the Games. They are rented by Paris 2024 for the Games and left as a legacy to the territories.

**Prioritizing compactly for competition venues**

- **80% of the venues** are less than 30 minutes away from the Athletes' Village – to reduce transportation and gain logistical and operational efficiency.

## DO BETTER

By precisely identifying the sources of GHG emissions of the Games, Paris 2024 has been able to implement an action plan addressing:

- **SIGNIFICANT IMPACTS OF THE GAMES** (i.e. the main causes of emissions such as construction, operations and transportation);
- **SYMBOLIC IMPACTS** (i.e. categories of emissions with high visibility, such as catering, which are also levers for mobilization).

The estimated emissions can be divided into 3 areas. Reduction and emission control measures have been implemented across various aspects of the Games, in order to meet Paris 2024's ambitions.

## STATUS REPORT

A few months before the Games, and thanks to the effectiveness of reduction and emission control actions, the estimates of GHG emissions related to construction (under SOLIDEO's control) and Games operations (under Paris 2024's direct control) remain within the very ambitious objectives set at the start of the adventure. The 2024 carbon footprint will be calculated in September 2024, once the actual event data is available, including the number, origin and mode of transport chosen by international spectators.

## SUPPORT CLIMATE CONTRIBUTION PROJECTS

Paris 2024 is also working to support climate contribution projects to offset emissions that could not be avoided (including those related to spectator transportation) and already supports:

- International climate contribution projects (reforestation, clean cooking, renewable energies, etc.) meeting the fundamental criteria (uniqueness, measurability, verifiability, permanence and additionality) as well as the highest international carbon certification standards (Gold Standard and VCS) and co-benefits;
- The development of Label bas carbone projects on French soil, particularly through carbon sequestration in natural sinks.

Beyond offsetting emissions, these projects bring co-benefits, for example local socio-economic development, women's empowerment and biodiversity preservation.

## LEAVE A LEGACY

It was important for Paris 2024 to share the lessons learned from organizing the Games with as many people as possible. To this end, it created the *Coach Climat Evénements*<sup>52</sup> (Climate Coach for Events), a free tool for estimating and reducing the carbon footprint of an event, accessible without any particular level of expertise, and adapted to all French events, regardless of their size.

The objective of this tool developed by Paris 2024 with the support of the Ministry of Sports and the Olympic and Paralympic Games, the French National Olympic Committee (CNOSF), and the support of ADEME, is to ease the assessment and reduction of the carbon footprint of sporting events in France. After the Games, the tool will remain active, under the control of the Ministry of Sports and the CNOSF.

The *Coach Climat Evénements* is detailed in section 4.1 of this report.

## RALLY

Paris 2024 is committed to the ecological transformation of the international sports world. The organizing committee:

- Has been one of the first signatories and active members of the "Sports for Climate Action" initiative since 2018, led by the UNFCCC (United Nations Framework Convention on Climate Change) with the support of the International Olympic Committee, to encourage global sports actors to reduce their greenhouse gas emissions related to the organization of competitions;
- Joined the global "Race to Zero" campaign in 2021, conducted by the UNFCCC to engage businesses, cities and the sports community towards a zero-carbon trajectory by 2050 at the latest, and to halve GHG emissions by 2030.

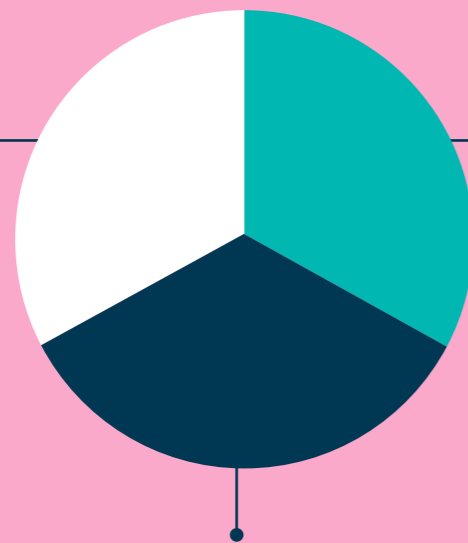
In addition to these initiatives, since 2019, Paris 2024 regularly presents the methods, tools and programs implemented to the Games ecosystem, the sports world and civil society.

54 <https://www.coachclimateevenements.org/>

## THE TARGET CARBON FOOTPRINT OF PARIS 2024 IS DIVIDED INTO 3 AREAS

### CONSTRUCTION

- New infrastructures built by SOLIDEO use low-carbon construction technologies (wooden frames, low-carbon concrete, recycled materials, etc.) which have reduced GHG emissions/m<sup>2</sup> associated with construction at the Athletes' Village and the Aquatic Centre by 30% compared to a conventional project.



### TRANSPORTATION

- All competition venues are served by public transport, with 3/4 of the venues in Ile-de-France located 500 meters or less from a public transport stop
- All competition venues in Ile-de-France are accessible by active mobility, with all competition venues in Ile-de-France equipped with guarded bicycle parking for spectators
- 100% light electric, hybrid or hydrogen vehicles for transporting the Olympic and Paralympic family
- - 37% fewer vehicles provided for accredited populations compared to London 2012

### GAMES OPERATIONS

- All competition and non-competition venues are connected to the grid with Enedis, Official Supporter of Paris 2024, limiting the use of generators
- 100% renewable electricity, supplied by EDF, to power the Games via the grid
- 50% reduction in the carbon footprint of a meal at the Games, compared to an average French meal
- Reduced footprint of technological equipment through the use of rental equipment.

THE MEASURES DESCRIBED HERE ARE NOT EXHAUSTIVE. VARIOUS INITIATIVES WILL BE PRESENTED THROUGHOUT THE REPORT.

## TWICE AS MUCH PLANT-BASED FOOD TO HALVE THE CARBON FOOTPRINT OF THE 13 MILLION MEALS AND SNACKS SERVED DURING THE GAMES, WITH A TARGET OF 1KG OF CO<sub>2</sub> PER MEAL<sup>55</sup>

While catering accounts for only 1% of the Games' carbon estimate, it nevertheless represents a unique opportunity to raise public awareness. Increasing plant-based options is the first lever for reducing the carbon footprint of catering, while promoting healthy food for the body and our environment.

Paris 2024 has therefore chosen to offer a minimum of 50% options, attractive and delicious in the menus. It adapts to the needs and expectations of each audience. Volunteers will be offered menus alternating between 100% vegetarian days and days with a 50% vegetarian offer, while the offer for the general public at food outlets will be at least 60% vegetarian, up to 100% at the Parc Urbain of the Concorde.

## COMMITTED ALONGSIDE PARIS 2024

SOLIDEO supervises and finances the development and construction of permanent structures needed for the Olympic and Paralympic Games. As part of its environmental excellence ambition, SOLIDEO has put in place strong requirements for a reduced carbon footprint throughout the life cycle of the buildings. These objectives have already been achieved, as evidence by the Athletes' Village where layout choices have reduced the carbon footprint of the buildings' construction by 30% compared to a conventional project.

### A few examples:

- The Olympic Aquatic Centre is the only competition venue built for the needs of the Games. With its large concave wooden frame, the air that needs to be heated is reduced by 30%, allowing energy savings throughout the life cycle of the facility. 4,600 m<sup>2</sup> of photovoltaic panels are also installed on the roof of the building, covering 20-25% of its electricity consumption;
- At the Athletes' Village, low-emission and bio-sourced materials were favored: 100% of residential buildings under 28 meters incorporate wood in their structure and nearly half have an all-wood structure.

**SOLIDEO's environmental and social strategy, as well as more detailed information on its achievements, can be found in section 4.2.**

## 2018-2023 CARBON FOOTPRINT

### SCOPE AND METHODOLOGY

Since 2018, Paris 2024 has measured its "consumed" CO<sub>2</sub> equivalent emissions, i.e. those actually emitted by the organization; these are distinct from emissions yet to come in 2024 during the event that will make up the majority of the estimated carbon impact since the bid.

For this purpose, an external provider trained in the Bilan Carbone® method supports Paris 2024 and conducts an annual reporting of direct and indirect emissions according to an international reference standard – the GHG Protocol – and in accordance with the IOC's carbon methodology.

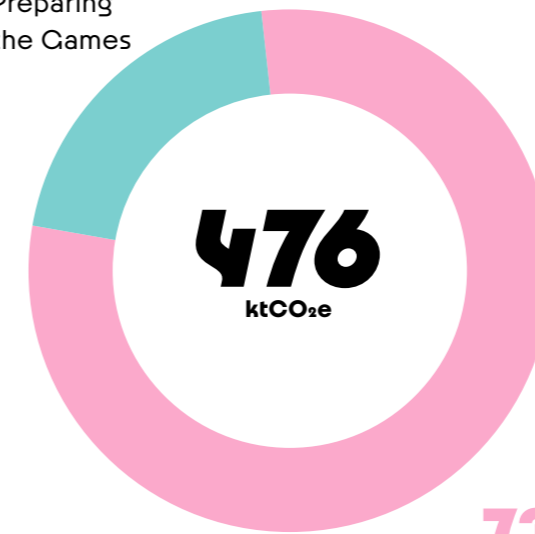
The scope of the annual assessments includes emission related to the preparation of the Games (operation of the organizing committee, purchases necessary for delivery) and the construction of infrastructure (according to their progress).

### RESULTS

**The carbon footprint of the Paris 2024 Games from 2018 to 2023 amounts to 476,000 tCO<sub>2</sub>e, of which three-quarters are associated with accounting for the total impacts of new permanent infrastructures.**

- 127,000 tCO<sub>2</sub>e – or 27% of this carbon footprint – are due to activities related to the preparation of the Games and are divided into two main categories: purchases of goods and services necessary for the operation of the organization and purchases of goods and services for the delivery of the Games. The sub-categories correspond to emissions related to services (consulting, engineering, etc.) but also material goods (IT equipment, textiles, catering, etc.). This is followed by travel linked to Paris 2024 (visitors, service providers, employees). The Olympic and Paralympic Days are also included. The Coach Climat Evénements model was tested during those events and allowed for a calculation of dedicated carbon footprints of these events .
- The construction of permanent infrastructure – all under SOLIDEO's control and which will remain as a legacy after the Games – concentrates more than 73% of emissions since 2018, with around 349,000 tCO<sub>2</sub>e. The Athletes' and Media Villages and the Olympic Aquatic Centre alone account for nearly 70% of this impact. The use of wooden frames, low-carbon concrete and recycled materials has reduced GHG emissions/m<sup>2</sup> due to the construction of the Athletes' Village by more than 30% compared to a conventional project. Measures to reduce the carbon impact of permanent infrastructure are presented in more detail in section 4.2.

**27%**  
Preparing  
the Games

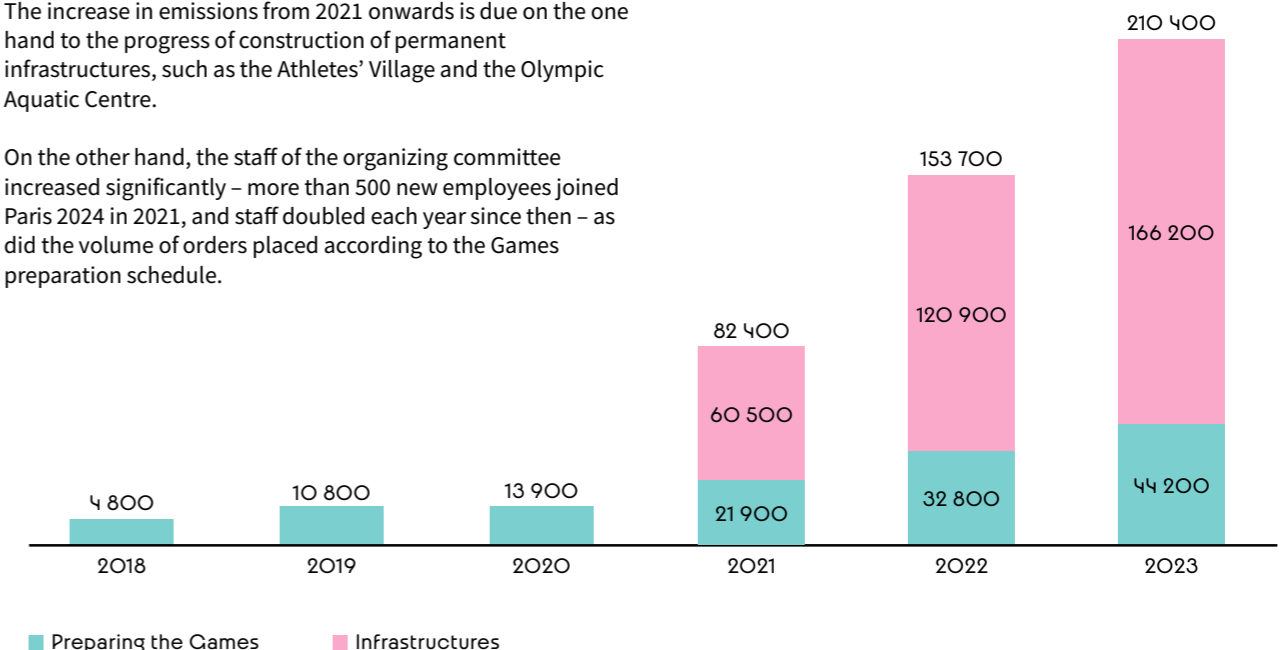


**73%**  
SOLIDEO  
infrastructures

### TEMPORAL DISTRIBUTION OF THE 2018-2023 CARBON FOOTPRINT<sup>56</sup>

The increase in emissions from 2021 onwards is due on the one hand to the progress of construction of permanent infrastructures, such as the Athletes' Village and the Olympic Aquatic Centre.

On the other hand, the staff of the organizing committee increased significantly – more than 500 new employees joined Paris 2024 in 2021, and staff doubled each year since then – as did the volume of orders placed according to the Games preparation schedule.



Reduction and emission control measures have already been implemented within the organizing committee:

- The organizing committee is housed at Pulse, in Saint-Denis in a low-carbon, high-energy-performance building whose structure is composed of 6,000m<sup>3</sup> of mixed wood/concrete material;
- Pulse is supplied with 100% renewable energy through the purchase of biogas and electricity produced at a wind farm in Cotentin, and through direct self-consumption capacity thanks to 300m<sup>2</sup> of solar panels on the roof;
- A 375-space bicycle garage (with outdoor extension) is available for employees, who can also receive financial assistance to purchase bicycles. The headquarters is also equipped with more than 30 electric charging stations and is served by 10 public transportation lines;
- A more local and plant-based diet is available at the headquarters restaurant with SODEXO Live, Official Supporter of Paris 2024;
- For business travel, trains are preferred whenever possible for professional trips of less than 4 hours;
- As part of a responsible procurement strategy, reducing the carbon footprint of services has been integrated as a criterion in relevant contracts. Today, 25 service providers across 38 contracts are contractually committed to reporting their carbon footprint and implementing reduction actions. They are specifically monitored via a dedicated tool. Event production services are particularly involved, for the delivery of the Games but also for pre-Games events (Olympic and Paralympic Days, for example).

<sup>55</sup> Meals of previous editions of the Games, or of the average French person, are estimated at 2 kg of CO<sub>2</sub> equivalent.

<sup>56</sup> The carbon footprint of these days amounts to 1400 tCO<sub>2</sub>e, 80% of which is associated with the participants' travel. Data collection took place during the events, with the distribution of a questionnaire on the provenance of participants.



### 3.1.2 CIRCULAR ECONOMY



#### FINDINGS

##### AT THE GLOBAL LEVEL

Today, human activities are largely based on a linear model (extraction of natural resources, use and disposal of materials). Since the 2000s, the extraction of natural resources and consumption have been increasing at unprecedented levels, far exceeding the rate of global population growth. Each year, the world's economies consume 100 billion tonnes of virgin natural resources.

According to the Circularity Gap Report<sup>57</sup>, the extraction of new materials continues to increase worldwide, considerably reducing the circularity rate of resources: from 9.1% in 2018, it dropped to 8.6% in 2020, and then to only 7.2% in 2023. According to the same report, the circular economy represents a real opportunity to meet the needs of the global population by using 70% of the resources we currently consume.

##### AT THE LEVEL OF THE GAMES

The Games – like all sporting events – are by nature short-lived. They use a significant amount of resources to set up temporary infrastructure (grandstands, tents, barriers, competition areas, etc.), equip the venues (furniture, screens, desks and chairs, etc.), and then welcome spectators (catering, sanitation, etc.).

A circular approach helps rethink how events are designed – since resources have value and waste has a cost, the best waste is the one that is not produced. As an organizer, a circular approach allows for finding of new budgetary levers (reducing needs, resale opportunities, reducing the volume of waste to be treated), gaining operational efficiency (planning, anticipation, pooling), reducing impacts by reducing the necessary resources, and anticipating potential environmental, reputational and financial risks associated.

#### PARIS 2024'S COMMITMENTS

Paris 2024 aims to organize the most circular Games possible.

Thanks to the work of Paris 2024 with its partners and suppliers:

**90%** of the assets installed on venues (sports equipment, temporary structures, uniforms, symbolic objects, etc.), already have a contractually guaranteed second life

**95%** temporary or pre-existing infrastructures for the Games' venues

**100%** of furniture is earmarked with a second life

**100%** tenders integrate second life criteria

**-50%** of single-use plastic in catering

**100%** of temporary infrastructure earmarked with a second life

**90%** look and signage items reused, repurposed or recycled

#### METHOD

##### ESTIMATE

The organizing committee planned for the post-Games period even before the Games, to efficiently manage the material resources needed to deliver the event. This is why the Paris 2024 organizing committee is the first to estimate its "material footprint" (like a carbon footprint): venue by venue, event by event, activity by activity, the necessary objects and materials have been estimated and mapped upstream of the event. This work will serve as a benchmark for the future Organizing Committees.

Paris 2024 based its circular economy strategy on its material footprint. It is structured around 3 main principles: do with less, do better, and leave a legacy. Delivering Games necessarily involves large volumes of purchases over a very short period. That is why circular economy is thus the first pillar of the responsible procurement strategy and is systematically integrated into tender processes with specific clauses on second life, eco-design, etc. and/or as bid evaluation criteria.

##### DO WITH LESS

Paris 2024 prioritizes sufficiency and simplicity in the design of spaces and equipment. This means, among other things:

- Designing structures that are as compact as possible;
- Pooling spaces and their use (between Olympic and Paralympic events, for example);
- Choosing more frugal equipment in terms of energy consumption.

Another critical lever is optimizing existing resources:

- Taking stock of material assets (furniture, technological equipment, etc.) already available on venues to order only what is strictly necessary;
- Favoring use (renting temporary infrastructure from event professionals, providing and taking back) over acquisition;
- Offering solutions (pooling, rental with purchase option, etc.) to manage the uncertainty and risks inherent to events;
- Reducing customization by favoring the use of standard elements (already produced and in stock) that can be more easily rented and redeployed later.

#### DO BETTER

- 1 Prioritize the best-designed products as a contracting authority through the responsible procurement strategy (eco-design criteria to reduce their impact and increase their recyclability).
- 2 Support sectors with high transformation potential (temporary infrastructures, packaging, look & signage, licensed products, etc.) through specific programs to help them implement best practices.
- 3 Introduce a "household-like" sorting gesture and harmonize instructions (with the support of a working group led by CITEO<sup>58</sup>) throughout the entire spectator journey (from transportation venues to competition venues) to facilitate their adoption and maximize waste recovering.



© Westend61/Getty images

#### COMMITTED ALONGSIDE PARIS 2024

Lyreco France – Official Supporter of Paris 2024 for the supply of furniture, personal protective equipment, small equipment and office supplies – is a French leader in this field. The company, which is expected to deliver around 360,000 products, has eliminated plastic over-packaging for certain references, for a gain of nearly 840 kilos.



**We worked with our suppliers to minimize the footprint left by all primary or secondary packaging."**

**SÉBASTIEN MELOT**

PROJECT MANAGER PARIS 2024, LYRECO.

57 The Circularity Gap Report 2023: <https://www.circularity-gap.world/2023>  
 58 Eco-organisation in charge of papers and household packaging

LEAVE A LEGACY

1. Anticipate and facilitate the second life of assets used by the Games' suppliers. Second-life clauses have been integrated into the calls for tenders and then into the supply contracts for products. Thus, the Games' suppliers must propose a second life for the equipment, in application of the circular economy and responsible procurement strategies. As a result, for 90% of the assets installed on venues (sports equipment, temporary infrastructure, office equipment, etc.), the second life is already contractually guaranteed through various schemes: rental, provision, return clause or second-life obligation.

2. Organize the second life of assets managed directly by Paris 2024, namely sports equipment, uniforms, symbolic objects (e.g. podiums, flags), lost and found items (on competition venues, at the Athletes' Village), certain medical and office equipment, office supplies, etc., and certain materials from temporary development work and installations. Paris 2024 will prioritize the resale of assets, but has defined guiding principles for those that will be donated:

- Clear priority given to the sports movement and to the development of sports practice;
- Attention to local anchoring and priority communities;
- Seeking impact and serving the general interest through the beneficiary organizations.

3. Pass on new ways of doing things, particularly to future organizers of major sporting events, thanks to a set of resources available online<sup>59</sup>, for example: Paris 2024's guide for responsible events<sup>60</sup>, the guide for more sustainable communication media<sup>61</sup>, the guide for eco-design of packaging produced with CITEO<sup>62</sup>.

RALLY

Paris 2024 has chosen to foster collaboration and inspire momentum within its ecosystem. Since 2021, the Committee has been participating in a working group led by CITEO, bringing together mobility actors, host communities and sport facility managers, in order to harmonize sorting instructions.

A training program is also being implemented to ensure that those working on the venues (volunteers, staff, partners, and contractors) are proficient in recycling practices, with specific modules for the sectors that produce the most waste (catering, licensing, logistics).

Paris 2024 will thus be the first French organizer of sporting events to standardize and systematize this sorting gesture across all competition venues.

This project is presented in more detail in sections 3.2 and 4.4.



**The Organizing Committee has developed an unprecedented methodology, the material footprint, and the first circular economy strategy in the history of the Games. This year has seen the first concrete achievements of this ambitious strategy: maximize use, promote eco-design and rely on circular economy players to ensure a second life. We hope that spectators will play along and that Paris 2024 will contribute to lasting changes in sorting behavior. As a member of the Committee for the ecological transformation of the Games, I will pay close attention to the monitoring of the second life and the reuse of equipment."**

**NATHALIE BOYER**  
GENERAL DELEGATE OF ORÉE, MEMBER OF THE COMMITTEE FOR THE ECOLOGICAL TRANSFORMATION OF THE GAMES

THE GAMES' POOLS: AN ANTICIPATED AND CONCERTED LEGACY

For swimming, two temporary 50-meter competition and warm-up pools will be installed by Myrtha Pools, Official Supporter of Paris 2024, on the Paris La Défense Arena venue. Following the Games, Paris 2024 has committed to donating them. A call for expressions of interest was published in December 2020 by Paris 2024, the prefecture and the departmental council of Seine-Saint-Denis. The selected municipalities of Sevran and Bagnolet are working closely with Paris 2024 to enable this reuse and ensure a diversity of uses. Myrtha Pools will reinstall the pools in these areas after the Games.

This reuse solution, prepared collectively, addresses:

- **Major territorial inequality issues:** Seine-Saint-Denis is the most underserved department in terms of pools per inhabitant, with only 38 pools for a population of 1.6 million, or 60 square meters of pool area per 10,000 inhabitants (compared to an average of 160 square meters in the Paris region);
- **Economic issues for the municipalities:** thanks to the reuse approach (less expensive than the standard purchase of a new pool) and Paris 2024's contribution (donations), the cost of the pool for the beneficiary municipalities is almost halved.
- **Environmental issues:** by incorporating this reuse into a full circular economy and waste reduction approach.

WATER MANAGEMENT

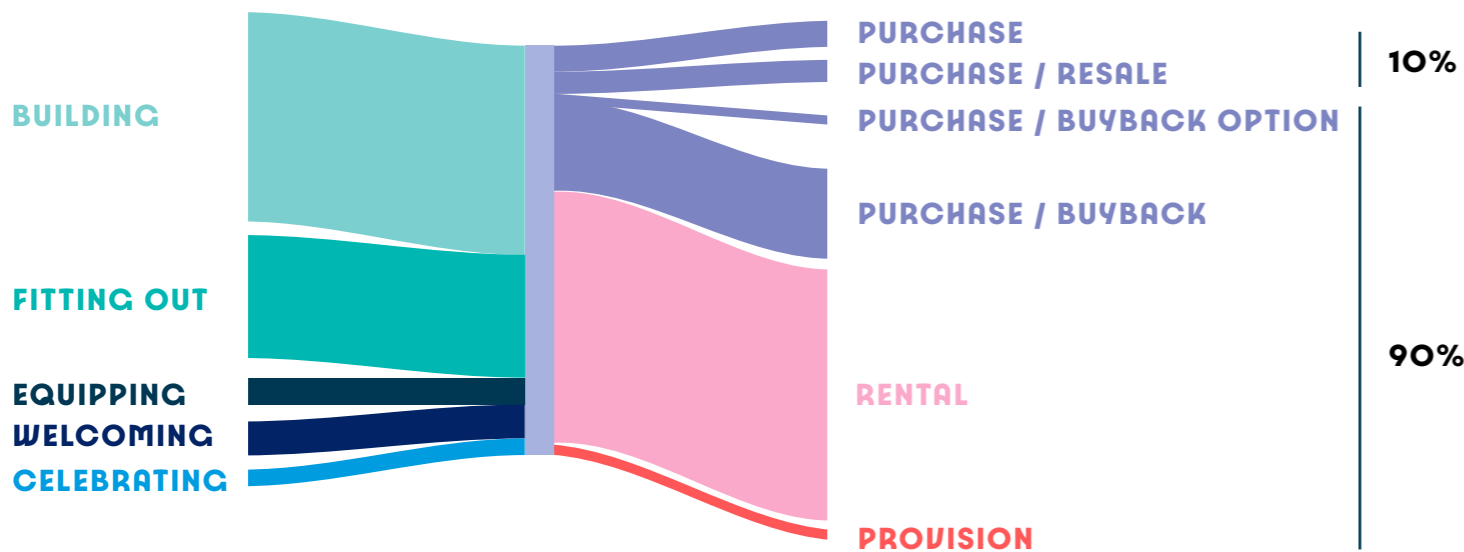
While climate disruption is accelerating the frequency of drought episodes during summer, estimating the quantities of water needed, identifying reduction measures and anticipating vulnerabilities constitute significant challenges for Paris 2024 and for future Olympic Games.

With very few references for quantifying water consumption from previous major international sporting events, Paris 2024 had to develop a methodology to estimate its water consumption, based on different needs and uses: hydration, toilet use, competition needs (pool water, field irrigation), venue cleaning, athlete recovery (showers, ice and cold baths) and other uses such as misting. This assessment work is iterative until the Games and will be presented in more detail in the post-Games report.

The objective of this exercise is twofold. Firstly, to understand the water consumption of the venues and identify reduction measures, such as the installation of synthetic turf at the Yves-du-Manoir stadium, saving about 40% of water for its maintenance compared to the previous surface, or the use of non-potable water for the maintenance of green spaces and sports facilities, as is the case at the Athletes' Village, the Golf National, or the BMX stadium in Saint-Quentin-en-Yvelines. Secondly, to identify vulnerabilities in case of drought situations in order to better anticipate them. Water consumption per venue will also be measured in real time during the Games.

This methodology for estimating water consumption, and then measuring it during the Games, will constitute a reference base for future Organizing Committees and actors in sporting events for their water resource management.

BREAKDOWN OF SUPPLY MODES BY EQUIPMENT CATEGORY



COMMITTED ALONGSIDE PARIS 2024

MTD

With over 35 years of expertise in temporary water infrastructure and water treatment, MTD, an Official Supporter of Paris 2024, is a world leader in the supply of temporary water systems. Renowned for ensuring optimal drinking water quality, as well as filtration and reuse of wastewater, MTD is a trusted partner for numerous international events and festivals. With its Pure Water division, the company is participating in the Olympic and Paralympic Games for the seventh time. For Paris 2024, MTD has carried out the estimation of all water consumption related to the temporary infrastructure installed during the Games and will be responsible for deploying the "smart water meter" that will allow real-time monitoring of water consumption on the venues during the Games.

MYRTHA POOLS

Myrtha Pools supports Paris 2024 in the installation and dismantling of its temporary pools. The company has notably developed the perlite filtration system, which ensures optimal water transparency for competitions. It allows for significant water savings (up to 90% less water wasted) and electricity (up to 50% less), and reduces the construction space needed for positioning in the building by 75%. Its easy maintenance also allows for reduced use of chemical products.

59 All of the methods and tools developed by Paris 2024 can be found in Section 4.1.  
 60 <https://medias.paris2024.org/uploads/2021/09/PARIS-2024-GUIDE-EVENT-fr.pdf>  
 61 <https://medias.paris2024.org/uploads/2023/05/PARIS-2024-SUS-221004-GUIDE-Ecoconception-look-supports-BD1.pdf>  
 62 [https://bo.citeo.com/sites/default/files/2021-12/2021\\_PARIS2024-GUIDE%20Ecoconception%20emballages.pdf](https://bo.citeo.com/sites/default/files/2021-12/2021_PARIS2024-GUIDE%20Ecoconception%20emballages.pdf)  
 63 This reduction is in comparison with a traditional sand filtration system.

### 3.1.3 PRESERVING BIODIVERSITY



#### FINDINGS

##### AT THE GLOBAL LEVEL

Biodiversity is a complex concept that encompasses not only all natural environments and life forms (plants, animals, fungi, bacteria, etc.), but also the relationships and interactions (such as cooperation, predation, symbiosis) existing between living organisms themselves, and between these organisms and their habitats. Humans are just one thread in the living fabric that is the planet.

##### AT THE LEVEL OF THE GAMES

Paris 2024 has adopted a broad definition of biodiversity by considering both remarkable and everyday biodiversity (common species that are not protected species but are also in decline). All pressures on species, habitats, terrestrial and aquatic ecological corridors, and ecosystem services are thus taken into account.

The scope during the Paris 2024 Games covers 44 venues, many located in dense urban areas (in Seine-Saint-Denis or Paris), others in open environments (particularly the Greater Paris venues) and some facing the sea. Some venues also have the particularity of stretching over several kilometers (marathon or road cycling).

#### PARIS 2024'S COMMITMENTS

Paris 2024 and its ecosystem are committed to minimizing their environmental impact across all venues, while preserving France's natural heritage, enhancing it and ensuring the restoration of venues left as a legacy. Two main levers are used to achieve this goal:

##### A concept for more sustainable Games:

**95%** of venues are temporary or a pre-existing infrastructures, limiting the event's ground footprint

Implementation of avoidance and protection plans for each of the more than 50 heritage species identified during ecological assessments.

Venue development as respectful as possible of fauna and flora:

**TARGET OF ZERO** impacted trees

Objective for all habitats with proven floristic and wildlife interest to be preserved.

#### METHOD

##### MEASURE

Paris 2024 has defined an innovative approach to assess the ecological impacts of venues on biodiversity. There was no official environmental analysis framework for temporary installations. Paris 2024 therefore developed a rigorous method, combining field analyses with bibliographic and cartographic analyses.

**+100**

actors (architects, engineers, site managers and operations staff, naturalists) from various organizations involved

This analysis method allows, based on a reference framework, to assess the stakes and impacts according to 24 analysis criteria organized into 5 axes (the central axis is biodiversity, but is also considered landscape and heritage, environmental health, carbon footprint, circular economy). All the venues were assessed, from the initial design phase and iteratively as venue plans became clearer, with the following objectives:

- To identify the environmental challenges of the venues;
- To assess the effects of Paris 2024 installations on these challenges;
- To formulate recommendations for venue design and an operational action plan to avoid and/or reduce these potential effects.

This voluntary assessment conducted by the Committee supported the regulatory compliance process for Paris 2024 venues:

- + 35 files submitted by Paris 2024 teams related to the Environmental Code (Case-by-case, Classified Facilities, Natura 2000 Impact Studies, Water Act);
- + 55 files submitted related to other regulations such as the Heritage Code.

64 The Responsible Event Venue Charter is detailed in Section 3.2 "Temporary Venues and Infrastructure".

#### DO WITH LESS

Paris 2024 has implemented 4 main types of measures to preserve areas with ecological interest:

- 1 Avoid permeable areas;
- 2 Keep trees at a distance;
- 3 Fence off (install fencing along with a no-entry order) areas of ecological interest;
- 4 Channel public footpaths.

#### DO BETTER

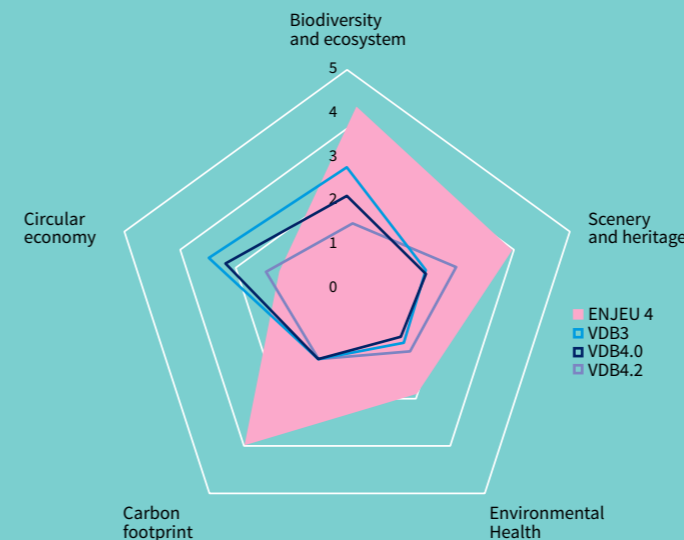
5 main types of measures have been prioritized to mitigate impacts on biodiversity across all venues, at all phases of the project (setup, operations, dismantling):

- 1 Apply the responsible event construction charter<sup>63</sup>;
- 2 Protect soils against compaction;
- 3 Install physical tree protections;
- 4 Limit light pollution;
- 5 Adapt fences to allow species to move around.



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EXAMPLE OF A DIAGRAM FOR THE GOLF NATIONAL VENUE



#### GOLF NATIONAL (GUYANCOURT)

Owned by the French Golf Federation, the venue features a variety of habitats, hosting species of heritage interest (Grass vetchling, Scarce Swallowtail, Kingfisher, Common Newt, etc.). Available ecological data has allowed the identification of areas of importance for the different species (meadows, wetlands, oak-hornbeam grove) thus delimiting the areas to be preserved. The temporary Paris 2024 installations interfacing with these sensitive areas were identified and all relocated outside. Additionally, the implementation of physical demarcation to best preserve the species present is planned in some cases.

#### OLYMPIC MARINA (MARSEILLE)

The Paris 2024 venues is located, for the maritime area, in the Calanques National Park. A protected habitat is present there: Posidonia oceanica seagrass meadows. Since part of the sailing competitions will take place above this habitat, Paris 2024 plans to set up geo-positioned buoys for the competitions, to limit anchoring in those areas. These buoys were successfully tested during the sailing test event in Marseille in July 2023. And for the first time for an Olympic event, some support boats will be electric.

The Aix Marseille Provence Metropolis has implemented various projects for several years to improve the water quality of the Olympic Marina, the setting for the Paris 2024 sailing events. The resulting multidimensional achievements, will ensure the smooth running of the sailing events during the Games on the one hand, and leave a tangible legacy for the city on the other. Among them:

- Implementation of waster capture devices in the watersheds, preventing their discharge into the Olympic Marina and coastline;
- Implementation of several large-scale solutions for stormwater management, redirecting flows to treatment areas and limit the discharge of untreated water: creation of several retention basins, including that of the Olympic Marina, with a capacity of 1000m<sup>3</sup>, equivalent to 25 private swimming pools;
- Installation of connected sensors on sewer manholes in Marseille for real-time monitoring of risks on discharged water.

## LEAVE A LEGACY

The innovative methodology created and deployed by Paris 2024 can be used as a benchmark for future sporting events, in France and around the world.

The Committee has also participated in several initiatives, at the national and international levels:

- Contribution to the National Biodiversity Strategy for 2030<sup>65</sup> (measure 18, action 5);
- Signing of the Sport for Nature initiative launched by the IUCN (International Union for Conservation of Nature), encouraging event organizers to make specific commitments to halt biodiversity loss by 2030.

## RALLY

Paris 2024 is committed to use sport as lever of engagement for the preservation of biodiversity. A structuring agreement signed with the League for the Protection of Birds

The objective of the agreement is to enhance how biodiversity is considered in outdoor sports, particularly climbing. As the leading nature conservation association in France, Paris 2024 supports the LPO in 3 key areas:

- Supporting sports stakeholders and communities for better integration of biodiversity in natural sports disciplines;
- Assisting local communities in the design of nature trails to discover and protect local biodiversity;
- Conducting communication actions on sport and biodiversity.

## COMMITTED ALONGSIDE PARIS 2024

Paris 2024 works closely with a consulting firm and an ecologist specializing in sustainable development, who carried out the following tasks:

- Support in developing the environmental expertise methodology;
- Visits by ecologists for punctual diagnoses or ecological monitoring of construction venues (for example, the Versailles venue with the cross-country course and the Etoile Royale sector);
- Specific ecological expertise (analysis of a technical solution, etc.);
- Regulatory support on files related to the Environmental Code and Heritage Code.



We assisted Paris 2024 in designing this unprecedented environmental and ecological assessment method for temporary infrastructures, a method that truly provides a comprehensive view of the challenges and impacts at each venue. The analyses were conducted with a systematic and multidisciplinary bibliographic and cartographic knowledge of the venues and the expertise of project plans, as well as numerous visits to the different competition venues and constructive exchanges with the design teams. And now, in this final stretch, during the phases of infrastructure layout and setup on the venues, we ensure there are no effects and, if necessary, monitor actions to minimize these impacts as much as possible."

**MARINE LINGLART**

DIRECTOR OF THE CONSULTING FIRM SUPPORTING PARIS 2024.

### TEAHUPO'O (TAHITI)

Set against the backdrop of a legendary wave, the Teahupo'o venue in Tahiti will host the men's and women's surfing events. The city was selected in 2020 following a call for applications launched by Paris 2024. Since then, 4 priorities have guided the planning and operations on venue: showcasing the wave of Teahupo'o, considering the exceptional environment of the venue, ensuring the smooth organization of competitions in compliance with safety standards, and the legacy for future sporting events held at Teahupo'o.

Given the significant ecological challenges of the venue, local authorities and Paris 2024 have worked closely together from the start to analyze the potential environmental impacts of the various projects. Notably, as part of the venue's bid, the Polynesian government aimed to leverage the hosting the Games to carry out several works (e.g. fiber optic deployment) to create a legacy for hosting international sports competitions. For its part, Paris 2024 is fully collaborating with the government and local authorities by: specifying the specific needs related to the Games, supporting the environmental expertise carried out by local consulting firms, and conducting the same type of expertise for the elements and infrastructure under its responsibility.

In response to concerns expressed about the installation of a new judges' tower for the surfing events, Paris 2024 has enlisted additional support to address the questions raised by environmental associations, the local surfing community, and residents.

All information regarding the new judges' tower at Teahupo'o, and the measures taken to minimize its environmental impact, can be found on the Paris 2024 website.<sup>66</sup>

<sup>65</sup> [https://www.ecologie.gouv.fr/sites/default/files/SNB\\_Fiches\\_mesures.pdf](https://www.ecologie.gouv.fr/sites/default/files/SNB_Fiches_mesures.pdf)

<sup>66</sup> <https://press.paris2024.org/news/the-polynesian-government-paris-2024-and-the-haut-commissariat-confirm-the-organisation-of-the-olympic-games-surfing-events-at-the-teahupoo-site-with-a-proposition-of-a-new-more-moderate-judges-tower-eafc-7578a.html>



© Paris 2024 / Manea Fabisch / Tahiti Tourisme

## 3.1.4 ENVIRONMENTAL RESILIENCE



### FINDINGS

#### AT THE GLOBAL LEVEL

Environmental resilience refers to the ability of an ecosystem, habitat or population to anticipate, survive and thrive regardless of the disturbances to which they are subjected such as heat waves, floods, air pollution episodes.

Indeed, climate change increases climate risks - heat waves, increased rainfall leading to flooding, more frequent and intense natural disasters - that threaten peace and the very possibility of life on Earth. Adapting to climate change is a priority that is part of the Paris Agreement, along with reducing greenhouse gas emissions and achieving carbon neutrality.

Air pollution is a different risk from climate change, but shares the same causes (e.g. hydrocarbon combustion). The two phenomena influence each other, since heat waves favor the occurrence of pollution peaks and amplify health risks for populations and in particular athletes.

#### AT THE LEVEL OF THE GAMES

For Paris 2024, resilience to these events is both critical to the success of the Games and potentially a source of value and innovation for partners and local areas.

The Paris 2024 Olympic and Paralympic Games will take place from July to September 2024, a period during which episodes of extreme heat are to be anticipated, as well as other extreme weather conditions (e.g. thunderstorms). Many spectators are expected, including some who are notoriously at risk, particularly children, the elderly and people with disabilities.

### PARIS 2024'S COMMITMENTS

Paris 2024 will implement the necessary and appropriate measures to adapt to extreme weather events, in order to ensure the safety and comfort of all, in line with the ambition of organizing more sustainable Games.

**Ensure urban meteorology monitoring (temperature, precipitation, air quality) for all venues**

**Install islands of freshness in priority areas (with shade, vegetation, misting)**

**Equip all venues with water fountains<sup>67</sup>**

### METHOD

#### DEFINE THE ADAPTATION PLAN FOR EACH VENUE AND POPULATION TYPE

Paris 2024 and all its stakeholders have identified 4 meteorological risks and are already anticipating how to manage them: extreme heat, inclement weather, drought and air/water/soil pollution.

Contingency plans and adaptation measures are designed for these different risks (e.g. fallback plans in case of flooding, wind resistance integrated into infrastructure design) but given the higher probability of occurrence and the strong impact on operations, the focus here is on managing extreme heat.

#### Paris 2024's extreme heat adaptation and management plan is structured around 4 parameters:

- 1 **ENSURE THE SAFETY** of all the Games populations, in compliance with the legal framework for public venues and employers;
- 2 **ALLOW ATHLETES TO ACHIEVE** their performances under good conditions, in compliance with the regulatory sporting framework imposed by the international federations;
- 3 **OPTIMIZE THE EXPERIENCE** of spectators and teams who will work during the Games;
- 4 **CHOOSE SOLUTIONS** that have the least environmental impact.

Four main objectives have been identified, along with measures to reach them. They are broken down for the different populations of the Games (athletes, volunteers, spectators, media, Olympic and Paralympic family, partners) and for each venue.

#### Four main objectives

- 1 **MONITOR**: anticipated and real-time weather monitoring (temperature, sunshine, humidity);
- 2 **ADAPT**: eco-design of temporary infrastructure and equipment;
- 3 **EQUIP**: provide of water, distribute protective products;
- 4 **PROTECT**: inform and raise awareness among the Games populations about appropriate behaviors.

This plan will be triggered based on state vigilance levels and thresholds of resistance of infrastructures and equipment. Contingency plans are also designed for each sport with maximum temperature thresholds set by international federations.

### DESIGN AND BETTER EQUIP TEMPORARY INFRASTRUCTURES

Paris 2024 has studied various solutions to mitigate the effects of climate change in the deployment of its temporary infrastructure, particularly through eco-design.

The venues will be equipped with:

- Free water fountains, with the option to bring one's own water bottle, and the ability to purchase drinks and protective gear (caps, sunscreens, etc.) at various points of sale;
- Shading tents and shelters to limit sun-exposed areas exposed for spectators;
- Accessible cooling spaces for spectators, combining humidity, shade and evapotranspiration (mist arches, potted trees, low vegetation, etc.), for some venues deemed a priority.

Regarding air conditioning, Paris 2024 has chosen a controlled use of it, to guarantee the optimal conditions for sporting practice and the safety of audiences while respecting environmental commitments. This approach is based on:

- Inventorying existing facilities and needs to scale air conditioning in line with the necessary service levels across all temporary Games facilities<sup>68</sup>;
- Using fans to ensure thermal comfort in many spaces, reducing the air-conditioned surface area of tents to one-third (out of 120,000m<sup>2</sup>);
- Isolating powerful air conditioning to strictly necessary spaces (fragile technological equipment, medical areas), and ensuring thermal comfort of other spaces with equipment featuring better energy (A+++) and environmental (R32 gas) performance.
- Using existing urban cooling networks where possible (e.g. Arena La Chapelle, Bercy, etc.)

<sup>67</sup> For example, if the venue includes an existing air-conditioned building, Paris 2024 does not add additional temporary shelters, but adjusts staff rotation so that they can take advantage of the cool areas on a regular basis.

<sup>68</sup> In compliance with the EGALIM law (1 for 300 people)

### BETTER DESIGN PERMANENT INFRASTRUCTURE

SOLIDEO has adopted a systematic approach to urban resilience. Carried out at each stage of the projects, thermal simulations up to 2050 have provided guidance to the design choices of the buildings built by SOLIDEO, to ensure their thermal resilience and the comfort of future occupants.

The Athletes' Village was designed to adapt to 2050 conditions, without relying on "conventional" air conditioning, thanks in particular to:

- The layout of the buildings which allows for air circulation from the Seine;
- Ground cooling- for example a shell-covered sidewalk, an innovative solution rolled out at the Village;
- Connection to the urban cooling network and floor cooling system, using water cooled by geothermal energy;
- Vegetation (9,000 trees planted in the long term, green roofs) with 6 hectares of green spaces to be developed in the legacy phase;
- Wall and window insulation, and the presence of blackout blinds and cross-ventilated buildings with optimized natural ventilation;
- A wastewater treatment solution, reusing treated water to irrigate vegetation;
- A purification and air-cooling system in a public space.

More information on the Athletes' Village can be found in Section 4.2.

To ensure equivalent comfort conditions for all athletes during the summer of 2024, Paris 2024 plans to install temporary air conditions for 5% of the rooms. Paris 2024 also anticipates the effect of cultural differences in thermal comfort perception and plans to educate athletes and officials on best practices. For delegations that request it, Paris 2024 will make available for rent temporary low-emission cooling equipment, which second life is already assured.

## LEAVE A LEGACY

For the design of both permanent and temporary infrastructure, Paris 2024 is working to leave a legacy in climate change adaptation.

- The construction techniques and innovations deployed by SOLIDEO on their projects - particularly for the Athletes' Village - are examples of bioclimatic design for large-scale permanent infrastructure.
- For temporary infrastructure, Paris 2024 has worked on their eco-design to provide low-impact solutions for managing extreme heat. The committee has thus developed an eco-design guide of temporary architecture, presented in more detail in Section 3.2.

## PROTECT AND INFORM GAMES PARTICIPANTS

For outdoor athletes, specific measures are planned to mitigate their exposure to extreme heat:

- **Adapting competition schedules to avoid** the hottest hours (e.g., the men's Olympic marathon will take place at 8 a.m. on Saturday, August 10).
- **Postponing competitions** if weather or air/water quality thresholds are exceeded.

Before and during the Games, spectators will be kept informed of real-time weather conditions for each location, via multiple channels (website, app, email, SMS, spectator guides, live information on venues, etc.). Prevention messages and instructions to follow in case of heat stroke and illness (emergency number, access to medical areas, etc.) will be communicated to spectators and various accredited populations (journalists, staff, volunteers and service providers). All participants will also be allowed to bring water bottles to the venues.

## COMMITTED ALONGSIDE PARIS 2024

Extreme heat management involves a broad governance (State and prefectures, national health agencies, local authorities, Paris 2024). It requires adapted responses at the national, regional, city and French sport levels.

Forecasts have been made in conjunction with experts. Since 2022, a coordinated approach with Météo France and Santé Publique France has been in place to identify risky temperature thresholds. During the Games, weather monitoring will be done within the Paris 2024 Operations Center and through weather stations on some venues. The presence of an on-site meteorologist will allow precise anticipation of extreme heat events, helping the roll-out of measures and communications made to the different participants of the Games.

*Météo France* is also leading an international observation and very high-resolution modeling initiative during the Games: Research Demonstration Project Paris 2024<sup>69</sup>, endorsed by the World Meteorological Organization. This project brings together several national meteorological services and universities from various countries (France, China, United States, United Kingdom, Sweden, Australia, Austria) and aims to advance sub-kilometric scale future weather forecasting systems.

69 [https://www.umr-cnrm.fr/RDP\\_Paris2024/](https://www.umr-cnrm.fr/RDP_Paris2024/)



### 3.1.5 GENDER EQUALITY AND THE FIGHT AGAINST DISCRIMINATION



#### FINDINGS

##### AT THE SOCIETAL LEVEL

Women's access to the same rights as men is still very unequal around the world. In French society, there are still many inequalities at different levels. In the professional sphere, women still face more difficulties in accessing the job market. They are presented with less attractive options than men such as with more precarious and/or lower paying jobs. Women's access to positions of responsibility is still very limited: women account for only 42.6% of managers. Women also have to reconcile motherhood with a professional career, resulting in career interruptions that can lead to more pronounced inequalities when they retire. Despite being blatantly obvious at the professional level, women still face inequalities in the private sphere with domestic tasks still weighing heavily on them.

Just as women continue to suffer too much discrimination, so do members of the LGBTQIA+<sup>70</sup> community, based on their sexual orientation or gender identity. As a result, they suffer a great deal of violence or discrimination. This holds particularly true in the workplace where people may be inclined to conceal their sexual orientations or gender identities in fear of theydiscrimination against in their professional careers, access to employment or suffering inappropriate they could face such as inappropriate behavior from their colleagues or superiors. Notwithstanding, the LGBTQIA+ community still endures disproportionate levels of homophobic or transphobic acts (defamation, insults, physical harm, threats, harassment, discrimination, etc.), both physically or in the digital environment (social networks in particular). 4,040 anti-LGBTQIA+ acts were recorded in France in 2022, an increase of 3% compared to 2021, most of them in the form of insults or defamation (57%)<sup>69</sup>.

#### SOCIAL CHARTER COMMITMENT N°5

<sup>70</sup> L stands for lesbian, G for gay, T for transgender, Q for queer, I for intersex, A for asexual and + for all other categories.

<sup>71</sup> <https://www.interieur.gouv.fr/actualites/grands-dossiers/lgbtqiphobies-ministere-sengage/atteintes-anti-lgbt-enregistrees-par>

<sup>72</sup> MÜLLER J., Baromètre national des pratiques sportives 2023 ("National Sports Practice Barometer"), Injep Notes & Reports, December 2023.

<sup>73</sup> *Pour la féminisation du sport français Bilan et perspectives sur l'évolution des licenciées et la situation des femmes dans le mouvement sportif* ("For the feminisation of French sports Report and outlook on the evolution of female members and the situation of women in the sports movement"). It is accessible here: <https://www.sports.gouv.fr/media/5627/download>

<sup>74</sup> Analysis of the weight of retransmission of women's sports competitions on television between 2018 and 2021, Arcom, January 2023.

<sup>75</sup> <https://www.sports.gouv.fr/media/6926/download>

<sup>76</sup> <https://www.ipsos.com/fr-fr/une-majorite-de-francais-considere-les-milieux-sportifs-comme-etant-homophobes>

These societal issues of gender equality and the fight against discrimination are of course extended into the sports domain at different levels:

- In terms of participation, although there is a trend of increasing participation of women in sporting activities, there are still inequalities between women and men concerning access to sport. For example, the latest barometer survey of sports participation highlighted the fact that the gap between the rate of regular sports participation among men (63%) and women (55%) had widened in 2023 compared to 2018 (-8 points).
- In terms of access to leadership positions, there were only 19 women presidents of the 110 sports federations following the 2020 and 2021 elections and only 17 women National Directors as of May 25, 2022<sup>72</sup>.
- Finally, in terms of media coverage, the airtime devoted to women's competitions and events, although increasing, is still much lower than that devoted to men's competitions and events. According to Arcom<sup>73</sup>, the share of women's sports accounted for only 4.8% of content broadcast in 2021 (with 21% mixed content) compared to 74.2% for men's sports. In total, only 2,350 hours of women's sports had been broadcast in 2021 compared to 36,284 hours of men's sports<sup>74</sup>.

The fight against discrimination is also a major issue in sports. As of December 31, 2022, a total of 907 people (96% of whom were men) were implicated in 855 cases of gender-based and sexual violence (GBSV). Among these, 85% had been reported during 2022 (16% in 2020, the year in which the system for prevention and combatting GBSV in sport system was implemented, 45% in 2021<sup>75</sup>). Discrimination in sport is a prevalent issue that isn't isolated to gender alone, with the LGBTQIA+ community facing widespread homophobia. For example, an Ipsos survey indicated that 46% of French people have already witnessed homophobic or transphobic behavior in the sports world. Among LGBTQIA+ community respondents, 67% said they had witnessed or been victims of insults and 44% of physical assault<sup>76</sup>.

##### AT THE GAMES LEVEL

Because the Paris 2024 Games are intended to be open and inclusive, the Organizing Committee aspired to be proactive on the issue of gender equality and the fight against all forms of discrimination, particularly those related to sexual orientation or gender identity.

#### PARIS 2024'S COMMITMENTS

Thus Paris 2024 has placed gender equality as a cardinal virtue of organizing the Games. The Legacy & Sustainability strategy hence comprises three main objectives:

Promote equality and fight against discrimination, particularly related to gender.

Promote social inclusion, notably through universal accessibility.

Support professional integration, particularly for those most excluded from the job market.

This ambition was materialized as a consequence of the major role played by Paris 2024, alongside the French State, in the development of a label for organizers of major international sporting events to encourage them to commit to equality and combat all forms of sexist and sexual discrimination and violence: the "Terrain d'Égalité" (Equal Playing Field) label (see below).

This commitment to gender equality was also accompanied by a commitment to fighting all forms of gender or sexual discrimination. On May 17, 2023, the International Day Against Homophobia, Transphobia and Biphobia, Paris 2024 dressed its emblem in the colors of the rainbow flag. In accordance with its commitment, Paris 2024 therefore wishes the Games to be "wide open" to everyone regardless of gender, sexual orientation or gender identity.



## DOING BETTER

### A GAMES THAT PLACES PARITY AND GENDER EQUALITY AT THE HEART OF ITS CONCERNS

In terms of sport, the Paris 2024 Games will be the first gender parity Games in history, with an equal number of female and male athletes.

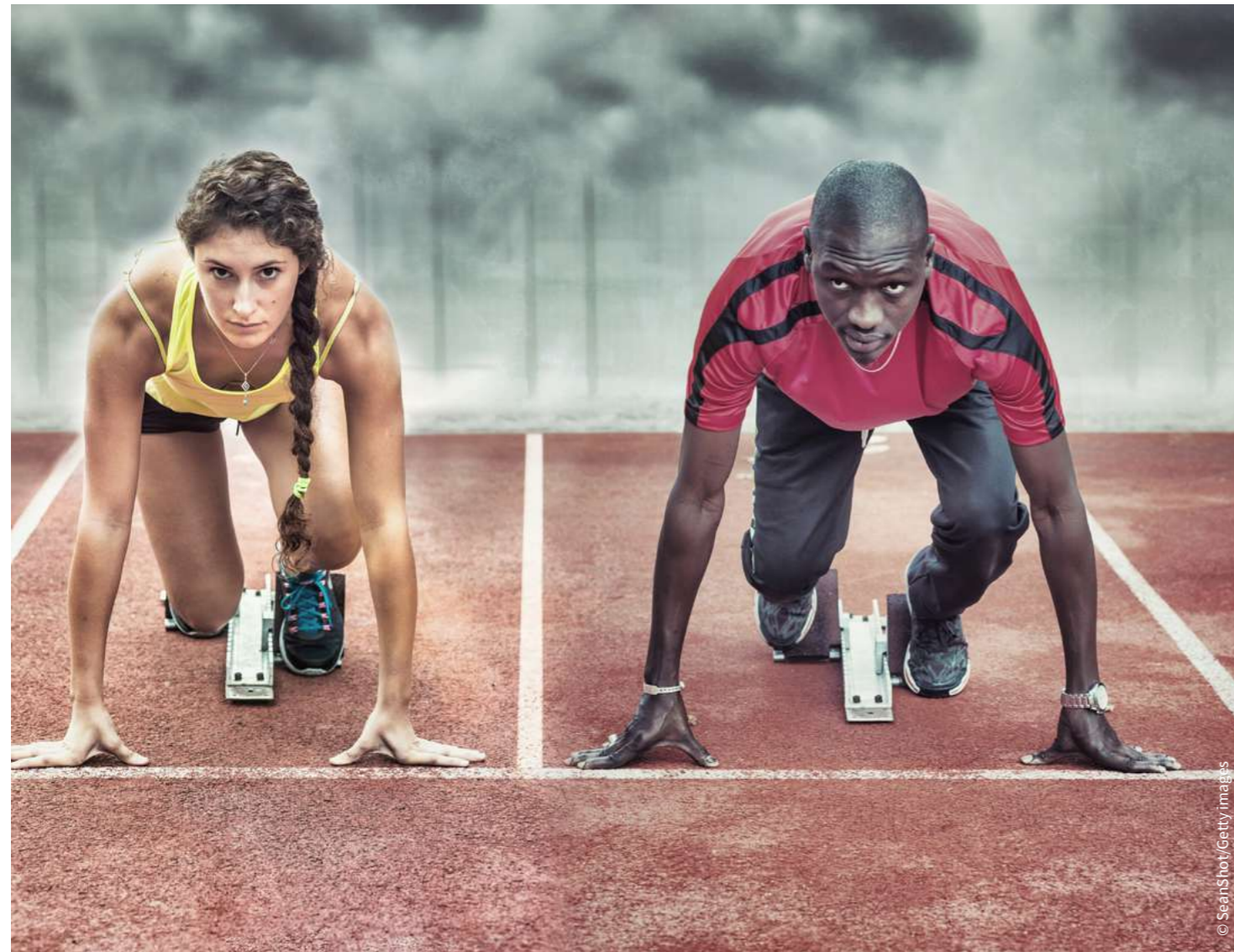
The program of events has also been designed to ensure better promotion of women's sports:

- Paris 2024, in collaboration with the IOC and International Federations, will offer new mixed sports events (35 km team race walk, two sailing events, one shooting event), increasing their number from 18 to 20 compared to the Tokyo 2020 Games.
- A weight category has been removed from the men's boxing events to create a new weight category for women.
- For the first time, it is the women's marathon rather than the men's marathon that will conclude the athletics program just before the closing ceremony of the Olympic Games.
- More broadly, in terms of the sports schedule, the schedule put in place will ensure a gender balance.

Beyond these sporting aspects, Paris 2024 has also committed to doing better by ensuring parity across its various programs: volunteers, Olympic torch bearers during the Relay, Marathon For All, etc.

In terms of communication, Paris 2024 has also sought to place these parity issues at the heart of its action. Thus, the Paris 2024 emblem features three symbols: the gold medal, the Olympic and Paralympic flame, and Marianne, a woman wearing a Phrygian cap representing the French Republic.

Finally, as an employer, Paris 2024 has also committed to ensuring a gender balance within its staff and achieving parity in its teams. Paris 2024 thus obtained a score of 93% on the Professional Equality and Gender Balance Representation Index.<sup>77</sup>



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### AN UNPRECEDENTED PRIDE HOUSE<sup>78</sup>

If the initiative already existed, the goal is to make the Paris 2024 Pride House the most significant one ever achieved for the Games. Through this initiative, Paris 2024 intends to:

- Raise awareness about the inclusion of LGBTQIA+ people in the world of sport by allowing them to express themselves from a dedicated space.
- Offer a place to celebrate the performances of LGBTQIA+ athletes by allowing them to meet their supporters.
- Leave a legacy to the international sports movement of a more inclusive approach towards LGBTQIA+ people in sports.

As with many other issues, Paris 2024 will draw on the expertise of qualified stakeholders to develop this Pride House. It will be led by the Fier Play association, the organizer of the 2018 Gay Games, and will be co-financed by the Games' partners, public stakeholders, and the Paris 2024 Endowment Fund. This celebration zone located at Rosa Bonheur sur Seine will offer festive, cultural, and educational activities every day in a safe and secure space. A number of round tables will be dedicated to the topic of inclusion and diversity, and a summary will be provided to public and sports stakeholders to develop inclusive public and/or federation policies.

Athletes and experts wishing to express their views on

these subjects will be invited to take part, providing an ideal platform and venue for their voices to be heard. Although this will be one of the celebration areas dedicated to LGBTQIA+ athletes, it will nevertheless be open to all.

Beyond the event, this Pride House will contribute to a strong legacy in favor of a more inclusive sport, with work having started in January 2024 via the LAB<sup>79</sup>: the objective will be to provide "turnkey" operational solutions to promote the inclusion of LGBTQIA+ people in sport. To achieve this, the LAB brings together LGBTQIA+ associations, researchers, public authorities, Paris 2024 partners, and sports organizations and aligns them around a global educational approach to propose a shared reflection by the entire sports movement concerning this objective. These working groups aim to make the recommendations operational by proposing concrete actions to implement, and to publicize the results of these research groups, ahead of the Olympic and Paralympic Games, at a dedicated event attended by the actors of the French sports movement.

<sup>77</sup> <https://egapro.travail.gouv.fr/>

<sup>78</sup> <https://olympics.com/en/paris-2024/the-games/celebrating/pride-house>

<sup>79</sup> LAB is a Pride House team that works on the "Education", "Training" and "Awareness" aspects of LGBTQIA+ issues in sport.



## LEAVING A LEGACY

Paris 2024 has placed the organization of the Games within the scope of the methodological framework of the “Terrain d’Égalité” (Equal Playing Field) label, a reflection of its Equality and Diversity strategy, a concrete commitment and a tool for managing actions implemented within the organizing committee. This label, which applies to all types of sporting events regardless of their size, is based on 20 criteria concerning both the preparation for the event and its actual organization.

The commitments related to the “Equal Playing Field” label concern both the internal organization and the stakeholders of events wishing to obtain the label. The label is particularly demanding in terms of assuring gender equality and the fight against discrimination. Among the expectations are “training of employed and volunteer teams on issues of equality and non-discrimination, accessibility of the sporting event to all audiences regardless of their gender identity, sexual orientation or ethno-racial origin, promotion of equal, non-discriminatory communication free of any stereotype, or the provision of a listening and reporting unit for employees and spectators.”<sup>80</sup>

**The label is awarded by AFNOR Certification, which evaluates candidates for labeling in three stages:**

- An initial assessment 8 to 12 months before the event.
- A follow-up assessment during the event to ensure the proper implementation of actions in the delivery phase.
- A debriefing meeting within two months following the end of the event.

Paris 2024 has applied for the label in 2024 and has set three main objectives for itself: “Exemplarity”, “National and International Influence” and “Advocacy”.

80 <https://certification.afnor.org/ressources-humaines/label-terrain-d-egalite>  
81 Gender-based and sexual violence

More concretely, Paris 2024 has identified two priorities to ensure safe Games for everyone:

1

### RAISING AWARENESS AND TRAINING GAMES AUDIENCES

The various audience categories of the Games will be subject to training or awareness-raising actions on issues of gender equality and the fight against discrimination. The overall objective is to establish a safe environment for all people present at the Games, especially those most at risk. Among those that will be trained/sensitized will be:

#### Paris 2024 employees

These internal training actions take various forms. It can consist of awareness-raising actions during their onboarding, the appointment of GBSV<sup>81</sup> referents, internal communication campaigns, awareness-raising actions for all Directors by Mozaïk RH (a unique human resources player paving the way in the fight against inequality and discrimination in hiring), mandatory training for the organizing committee’s employees.

#### Volunteers and spectators

All volunteers will be sensibilized during their preparation phase for the Games through video clips prepared by specialized service providers. The aim will be to help volunteers to recognize potential situations of risk, listen appropriately and react accordingly. Spectators will also be the focus of targeted actions with on-site advertising campaigns and sharing of a supporter’s guide applied to the sports they will attend. The guide will include prevention measures as well as the steps to follow if they find themselves witnessing misconduct.

#### The media and journalists

Paris 2024 will share the guide on inclusive and non-gendered communication with the media covering the event via ARCOM. A communications seminar will also be organized on the topic of sexism, racism and anti-LGBTQIA+ hatred.

#### Medical teams

Paris 2024 has created a charter for inclusive health. Medical service providers will be trained in dealing with victims of sexist aggressions or sexual assault by a specialized provider. Finally, a dedicated focus will be placed on welcoming LGBTQIA+ people, notably transgender people.

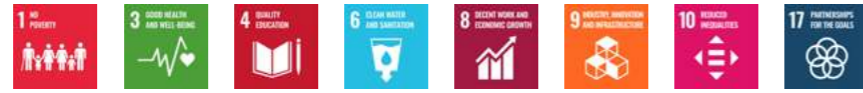
2

### IMPLEMENTING A REPORTING SYSTEM THAT GOES BEYOND THE SECURITY SYSTEM

Paris 2024 will develop several procedures so that the various stakeholders know what to do and who to turn to if confronted with phenomena of gender-based and sexual violence or discrimination. The goal will be to better handle situations and not leave any potential victims without a response. The procedures prepared by Paris 2024 will be:

- Clear and written with a division based on the level of severity.
- Shared: they will be accessible to all, communicated in advance (via poster campaigns or the spectator’s guide). Referents at the various sites will be trained.
- Adapted to operational realities with referents at each site, team leaders supervising volunteers, and procedures integrated into the tested and existing systems.
- Reviewed by specialized associations in the field of sexist and sexual violence and discrimination.

### 3.1.6 ECONOMIC AND SOCIAL INCLUSION



#### OBSERVATIONS

##### AT THE SOCIETAL LEVEL

In France, some people, particularly seniors over 50, long-term job seekers, workers with disabilities, and isolated individuals, are considerably excluded from the job market. They can hence find themselves in great difficulty, resulting in a loss of skills, confidence or self-esteem, and thus face major difficulties in navigating the job market. This alienation from the job market can lead to the emergence or worsening of material difficulties. The challenge of integration through economic activity is therefore major. This activity aims to remove barriers to employment for the most disadvantaged by offering them work experience coupled with social and professional support. As a result, as of 2021, 170,000 people will have graduated from an "integration through economic activity" program.

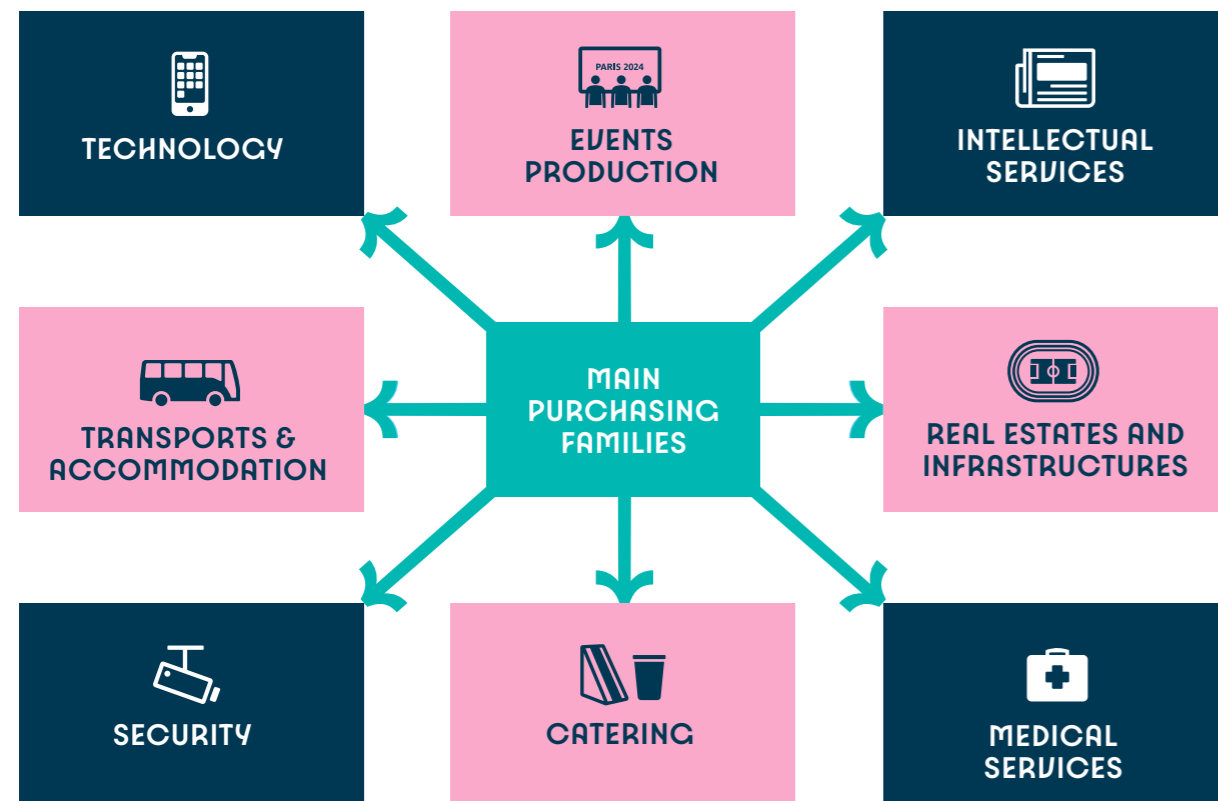
France has a diverse economic fabric. It has 159,000 small and medium-sized enterprises employing 4.9 million employees, accounting for 23% of the added value produced by all companies. Social and solidarity economy structures represent 2.6 million jobs (10% of French jobs) spread across 212,718 employer establishments and 154,679 employers.

##### AT THE LEVEL OF THE GAMES

With €2.7 billion in purchases of supplies and services to be made by the organizing committee, Paris 2024 represents many economic opportunities. These purchases will be more specifically targeted in 17 major areas that have been mapped.

Paris 2024 wants to ensure that its contracts could benefit the entire French economic fabric and all companies, from the largest groups to SMEs and social and solidarity economy structures. Similarly, Paris 2024 has committed, through various initiatives, to promote universal accessibility to economic opportunities and jobs, including for those removed from the job market.

SOCIAL CHARTER  
COMMITMENT N°6



But also:

- Entertainment
- Business & partnerships
- Communication
- Marketing
- Logistics
- Production equipment
- Human resources services
- General services
- Sport equipment

**181,100** jobs directly mobilized by the Paris 2024 Games: 89,300 in the organization sector, 61,800 in the tourism sector and 30,000 in the construction sector.

**70** trips and webinars carried out between 2019 and March 2024 by Paris 2024 and more than 7,100 companies met to present them with the market opportunities related to the Games.

**75%** of Paris 2024's suppliers were SMEs. (December 31, 2023)

**+500** Structures de l'ESS mobilisées tous donneurs d'ordre des Jeux confondus dont 284 par Paris 2024 et 124 par la SOLIDEO

**MORE THAN 19,850** companies listed on the Entreprises 2024 platform, of which more than 95% were SMEs.

**MORE THAN 4,000** positions listed on the Emplois 2024 platform.

## PARIS 2024'S COMMITMENTS

### THE PARIS 2024 SOCIAL CHARTER

Since the bidding phase, Paris 2024 wanted to organize Games that were both socially responsible and inclusive. In order to uphold this commitment, Paris 2024 and the inter-professional organizations of employees and employers<sup>82</sup> signed a Social Charter<sup>83</sup> on June 19, 2018. This charter "aims to determine and promote the social commitments aimed at leaving a strong social legacy to the action of the Organizing Committee of the Olympic and Paralympic Games in Paris 2024 (OCOG) in a human and sustainable development approach."

**The Paris 2024 Social Charter is structured around three main issues:**

- Allowing access to the Games' tenders for all companies, particularly SMEs as well as structures from the social and solidarity economy sector, economic integration structures (SIAE) and the disability sector.
- Contributing to the integration of vulnerable groups, those removed from employment or people with disabilities.
- Ensuring respect for good working conditions, in particular by fighting against illegal work, anti-competitive practices, discrimination, and ensuring quality working conditions and limiting precarious work.

To achieve these objectives, the Paris 2024 Social Charter contains 16 commitments, the monitoring of which has been entrusted to a monitoring committee<sup>84</sup> bringing together social partners, Paris 2024 and SOLIDEO. This monitoring committee is co-chaired by Bernard Thibault and Dominique Carlac'h and meets monthly. Beyond serving as a compass in the organization of the Games, this Social Charter will also leave a legacy for future sporting events, both those organized in France and those taking place in other countries, including future editions of the Olympic and Paralympic Games. A more detailed presentation of this Charter and initial evaluation elements are included in the appendix<sup>85</sup>. A film entitled "Paris 2024 Social Charter, 1919-2019: the genesis"<sup>86</sup> has also been produced to give a voice to all the stakeholders mobilized around the sixteen commitments that this charter contains, to promote decent working conditions, facilitate the integration of vulnerable groups and ensure access to contracts for all companies and social and solidarity economy actors. This film also recalls the historical links between the Olympic movement and the International Labour Organization. A second film highlighting all the initiatives and projects carried out around the 16 commitments will be presented by the Social Charter Committee starting in May 2024.

### THE SOCIAL CHARTER COMMITTEE, AN ESSENTIAL PILLAR FOR PARIS 2024

In this era of major international events, where the eyes of the world converge on a host city, social responsibility becomes an inescapable imperative. Paris 2024 has thus found a partner in the Social Charter Committee, a catalyst for concrete and meaningful actions. With a concrete vision of socially and economically responsible Games, the organizing committee has committed to supporting Paris 2024 in fulfilling its commitments. Through its various initiatives (site visits and presence, support on the impacts of security perimeters, etc.), the organizing committee embodies a true economic and social innovation. By guaranteeing fair working conditions for workers involved in the preparation and delivery of the events, and reiterating the need to help small and medium-sized businesses benefit from the economic benefits of the Games, the committee has laid a solid foundation for an organization to guarantee the respect of fundamental rights. From promoting diversity to implementing inclusive policies, the organizing committee is deploying an arsenal of actions aimed at building an environment conducive to everyone's fulfillment, without discrimination or exclusion.

The scope of the work of the Social Charter Committee far exceeds the strictly organizational framework of Paris 2024. Indeed, by encouraging the commitment of social partners and companies to this ethical approach, the organizing committee is paving the way for a new era where sport and social responsibility are combined.

Thanks to the support and dialogue with the Social Charter Committee, Paris 2024 is thus embodying the first economically and socially responsible Games. Through this close collaboration between the organizing committee and the Social Charter Committee, Paris 2024 asserts itself not only as a stage of sporting excellence, but also as a model of social and economic commitment, respectful of human rights. It is this bold vision and unwavering determination that make Paris 2024 much more than just a sporting event, but a true economic and social innovation.

In conclusion, it is important to commend the commitment of the Social Charter Committee in achieving Paris 2024's ambitious objectives and to encourage its legacy for future editions of the Games. By working for more responsible Games and through this innovative alliance, Paris 2024 and the Social Charter Committee are inscribing social and economic commitments into the Games' heritage."

**DOMINIQUE CARLAC'H & BERNARD THIBAUT**  
CO-CHAIRS OF THE SOCIAL CHARTER COMMITTEE



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### THE PARTNERSHIP WITH THE YUNUS CENTRE TO ORGANIZE RESPONSIBLE GAMES

As early as May 2018, Paris 2024, SOLIDEO and La Maison des Canaux signed an unprecedented partnership with the Yunus Centre, named after its founder, Professor Yunus, Laureate of the 2006 Nobel Peace Prize. This partnership agreement aimed to organize the Games with the "triple zero" objective defined by Professor Yunus (zero poverty, zero unemployment, zero carbon) but also to foster a union between the Games organizers (Paris 2024, SOLIDEO) and the world of social entrepreneurship and the circular economy. Specifically, five objectives were set in the agreement:

- 1 Support local economic development and enable the scaling up of structures carrying social and environmental innovations in the areas of social and solidarity economy, integration, and adapted work.
- 2 Support the creation of businesses in the neighborhoods of Paris, Seine-Saint-Denis and Greater Paris, and the creation of jobs related to the organization and infrastructure of the Games in all concerned economic sectors.
- 3 Provide concrete solutions and disseminate the principles of the inclusive economy and circular economy in all Paris 2024 and SOLIDEO initiatives in order to maximize development and innovation as well as social and environmental impacts.
- 4 Inform and mobilize all local businesses and stakeholders in the social and solidarity economy, integration and disability sectors about the economic opportunities linked to the Games.
- 5 Ensure that the social and solidarity entrepreneurship sector, as well as SMEs from local neighborhoods, have access to contracts for the development of infrastructure and the provision of services of any kind related to the organization of the Games.

**SOCIAL CHARTER  
COMMITMENTS N°3, 4**

82 CFDT, CFE-CGC, CFTC, CGT, FO, CPME, MEDEF, U2P (see Appendix I for further details about these organisations).

83 <https://olympics.com/en/paris-2024/our-commitments/creating-jobs-and-economic-opportunities/social-charter>

84 [www.comitechartesociale.fr](http://www.comitechartesociale.fr)

85 See Appendix VI.

86 <https://www.youtube.com/watch?v=Gx0D712PM4s>

**METHOD**

**EVALUATE**

Paris 2024 started very early in evaluating and measuring the economic and social issues related to the Games. This evaluation effort notably materialized in two studies: the economic impact of the Games and employment.

**AN EX-ANTE ECONOMIC IMPACT STUDY**

Paris 2024 conducted two economic impact studies. The first was carried out during the bid phase with its results published in February 2016. This study estimated the potential economic impact of the Paris 2024 Games, for the Île-de-France region, to be in between the range of €5.3 billion (low scenario), €8.1 billion (middle scenario) and €10.7 billion (high scenario)<sup>87</sup>, covering the entire life cycle of the event (2017-2034).

Since 2016, many changes have taken place following the designation of the City of Paris as host city for the Games. These include the global project led by Paris 2024 and its stakeholders, with a redesigned venue map compared to that of 2016, different venue operating methods (via delivery partners rather than directly), more ambitious celebrations (opening ceremonies, Torch Relay) and an updated budget. In addition to these conceptual changes, other significant developments have occurred in the Games environment, with the organization having to face numerous challenges arising from the pandemic, geopolitical conflicts and an economic context marked by a period of heightened inflation and labor market tensions. To incorporate all these developments, an update of the study was conducted between the end 2023 and the beginning 2024.

This new study, still taking Île-de-France as the reference territory and once again incorporating the entire life cycle of the event (2018-2034), made it possible to refine the economic impact forecasts through three scenarios.

Unlike the initial economic impact study which was based entirely on forecast data from the bidding phase, the updated study relies on several data points at different levels:

- **In terms of capital investment expenditures for construction and renovation of infrastructure:** as SOLIDEO has nearly completed the investment program for infrastructure delivery, budget data and information on the identity of contracted companies have been used.
- **In terms of operational expenditures for organizing the Games themselves:** with Paris 2024 being relatively advanced in its procurement process, it has been possible to integrate a large amount of actual data, and to evaluate the remaining expenditure on this basis, particularly with regard to the location of beneficiaries.
- **In terms of attendance regarding Olympic visitors:** with Paris 2024 having launched multiple phases of ticket sales, the information gathered has been used in this updating work.

This update is therefore more robust than the initial study insofar as it relies on a very large proportion of actual data. It should also be noted that this study was conducted following national methodological recommendations (notably those of the Ministry of Sports and the Olympic and Paralympic Games, itself adopting those of the Directorate General of Enterprises of the Ministry of Economy, Finance and Industrial and Digital Sovereignty) and international ones (notably those in the guides of the Organization for Economic Cooperation and Development (OECD) aimed at assisting and supporting organizers of cultural, sporting and commercial events to track, measure and evaluate the social, economic and environmental benefits of their events).

According to the work carried out by the Center for Sports Law and Economics (CDES), the economic impact of the Paris 2024 Games at the Île-de-France regional level could be between €6.7 billion (low scenario), €8.9 billion (intermediate scenario) and €11.1 billion (high scenario) over the 2018-2034 period. Beyond these general elements, the study<sup>88</sup> presents the breakdown of this impact by type, i.e. according to the category of expenditure (construction, organization, tourism) and by period, with the preparation and staging phase (2018-2024) then the legacy phase (2025-2034).

These two ex-ante studies will be complemented by an ex-post study, the execution of which will be led by the Ministry of Sports and the Olympic and Paralympic Games, as part of the evaluation program coordinated by the Interministerial Delegation for the Olympic and Paralympic Games (DIJOP)<sup>89</sup>.

As with the economic impact study, this initial work was updated as part of projects carried out within an Engagement for the Development of Employment and Skills (EDEC) “Major Sporting and Cultural Events” signed by 20 professional branches, 2 Skills Operators (AFDAS and AKTO), and the State<sup>90</sup>. This update, carried out in 2023, had three objectives: to update the volume of jobs required for the Games by incorporating developments since the initial work and identify their territorial distribution; to update and deepen the knowledge of the jobs mobilized through more complete job descriptions and contribute to their attractiveness; and to identify the key elements to structure a real major sporting and cultural events sector.

From a quantitative perspective, this work has thus highlighted an upwardly revised need of 181,100 jobs: 89,300 jobs in the events sector, 61,800 jobs in the tourism sector, and 30,000 jobs in the construction sector.

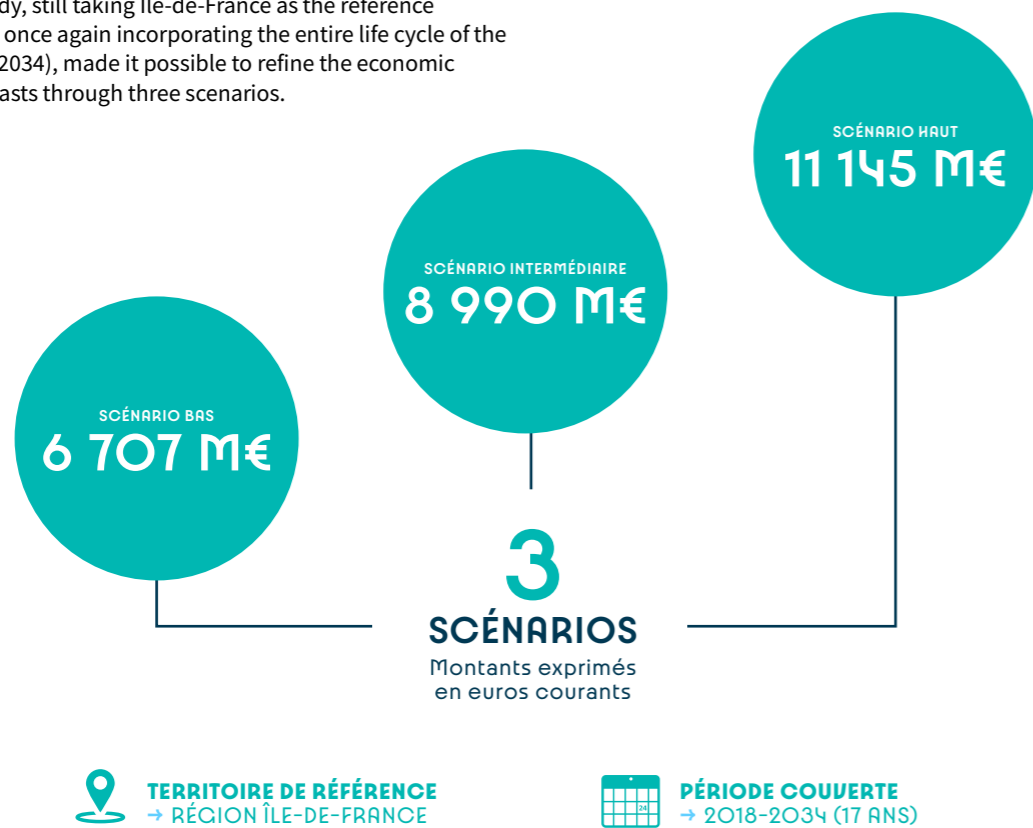
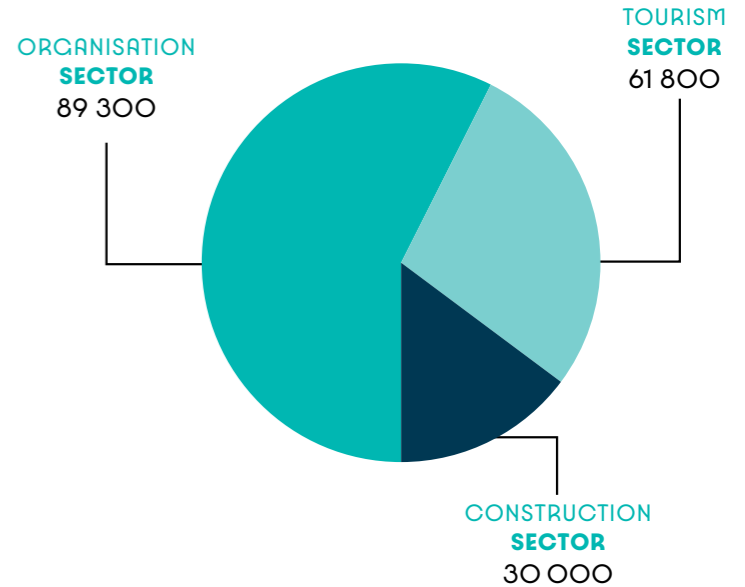
But more than just updating the volume, identifying and promoting a real major sporting and cultural events sector is both a genuine novelty and a very strong commitment. This approach should indeed be seen as one of the legacies of the Paris 2024 Games, insofar as the objective was no longer solely to think about delivering the Games, but to benefit from their positive image and attractive nature in order to identify potential candidates for jobs related to the Games, to get them to undertake training courses, to give them an initial professional experience during the Games, but also and above all to think about their professional path beyond the event in service of other sporting and cultural events organized in France.

**A MAPPING OF JOBS DIRECTLY MOBILIZED BY THE GAMES**

Paris 2024 wanted to identify very early on the employment needs required for organizing the Games in the broader sense. Thus, an initial “Mapping of jobs directly mobilized by the Games” was carried out as early as 2019. Its objectives were to assess the number of jobs mobilized,

Paris 2024 wanted to identify the employment needs required for organizing the Games in the broad sense very early on. This is how an initial “Mapping of Jobs Directly Mobilized by the Games” was carried out as early as 2019. Its objectives were to evaluate the number of jobs mobilized, distribute these jobs across major sectors (organization; construction; tourism) and by job families, and study the conditions for meeting workforce needs and the commitments made by Paris 2024 in favor of inclusion of people excluded from employment. This initial study had estimated the need for jobs at 150,000 in total: 78,300 jobs in the events sector to organize the Games, 60,000 jobs in the tourism sector to welcome Olympic visitors, and 11,700 jobs in the construction sector to build or renovate the necessary infrastructure for the Games. Beyond this initial estimate, this mapping was also intended to identify in detail the jobs necessary for hosting the Games, particularly those with recruitment shortages. For this purpose, detailed job descriptions (20 sheets) had been established and made available to employment and training sector stakeholders in order to anticipate needs as much as possible and initiate sourcing, training and employment support actions for candidates sufficiently in advance of the event.

**NUMBER OF JOBS DIRECTLY CREATED BY THE PARIS 2024 GAMES**



87 The numbers are expressed in 2017 euros.

88 The full version of the study is accessible here: [https://cdes.fr/wp-content/uploads/2024/05/2024.04\\_Paris-2024\\_Economic-impact-study\\_final.pdf](https://cdes.fr/wp-content/uploads/2024/05/2024.04_Paris-2024_Economic-impact-study_final.pdf).

89 <https://www.gouvernement.fr/la-dijop-organise-le-premier-seminaire-sur-les-etudes-d-impact-des-jeux-olympiques-et-paralympiques>

90 <https://observatoires.afdas.com/actualites/actualisation-de-la-cartographie-des-emplois-directement-mobilises-par-les-jeux-de-paris>

## MOBILIZE

### ENTREPRISES 2024<sup>91</sup>

A unique platform to allow companies to get information on markets related to the Games

To ensure that all companies are ready to seize opportunities related to the Games, Paris 2024 and SOLIDEO have partnered with MEDEF<sup>92</sup> to launch the platform, the main entry point to allow companies to get information on markets related to the Games. It constitutes the operational implementation of commitment 4 of the Social Charter for the Olympic and Paralympic Games. Now signed by all social partners (Cfdt, CFE-CGC, CFTC, CGT, CPME, FO, MEDEF, U2P), this Social Charter aims to federate the entire French economic community around the Paris 2024 Games. Since its launch in April 2019, the Entreprises 2024 platform has seen strong growth in the number of registered companies: from 10,783 companies in June 2020 to 17,198 companies in March 2022 (+59%). Entreprises 2024 now has more than 19,850 registered companies, over 95% of which are SMEs. Nearly a third (64.6%) of the registered companies are companies from the Paris region (including 89% SMEs).

All companies registered on the platform receive real-time information on published tenders, as well as advice on how to respond to them. Particular attention is paid to ensuring that as many SMEs and social and solidarity economy (SSE) structures as possible can seize the economic opportunities of the Games. On this point, the figures seem rather compelling, since as of December 31, 2023, nearly 75% of Paris 2024 suppliers were SMEs and 276 SSE structures had been mobilized by Paris 2024.

Entreprises 2024 is intended to continue beyond the Games to promote tenders related to the organization of future major sporting events held in France. It thus already constitutes a legacy for French economic actors.

### ESS 2024<sup>92</sup>

A tailor-made program for structures from the social and solidarity economy

Another operational implementation of the Paris 2024 Social Charter and a direct result of the agreement signed with the Yunus Centre, the ESS 2024 program is led by the association Les Canaux and the Yunus Center, with the support of Paris 2024 and SOLIDEO. A bridge between the Games organizers and the world of the social, solidarity, and circular economy, ESS 2024 informs and supports committed companies so that they are at the heart of organizing the Games. This translates into the dissemination of targeted information to companies, advice, training, and the provision of resources to respond to Games tenders and present sustainable and innovative solutions to SOLIDEO, Paris 2024, its operators and partners. Since its creation in 2018, more than 6,000 solidarity, circular, and local companies have been listed on the ESS 2024 platform.

**For the first time, social, solidarity, and circular economy companies are fully contributing to the organization of the Games:**

→ **In total, since 2018, more than 500 different social, solidarity, and circular economy companies have been mobilized as part of the Paris 2024 Games by the main contracting authorities;**

→ **75% of SSE and circular economy structures that have won Games contracts are based in the Paris region, i.e. 343 structures, including:**

- 97 structures in Seine-Saint-Denis;
- 144 structures in Paris.

**To date, among the more than 500 social, solidarity, and circular economy companies that have won Games contracts (SOLIDEO and Paris 2024):**

→ **18.2% (82) are work integration social enterprises (SIAE);**

→ **11% (49) are disability-focused structures** (Adapted Companies, ESAT, etc.).

Since 2018, the ESS 2024 team has relayed all of the Games organizers call for tenders to companies that have registered on its online platform, accessible to all.<sup>93</sup> This facilitated and simplified monitoring has encouraged all interested companies to try their luck in participating in the Games. More than 750 companies have received individual support from ESS 2024 to respond to a tender, almost a third in 2023 (289 companies). These structures were able to receive administrative and technical support related to a tender, benefit from being put in contact with another company, or be supported more operationally in forming a consortium.

### EMPLOIS 2024<sup>94</sup>

A virtual agency dedicated to the Games to bring companies and candidates together around the many opportunities of Paris 2024

France Travail, in collaboration with Paris 2024 and its partners, has set up a unique virtual platform composed of a constantly updated job board that lists job offers in the various sectors recruiting directly or indirectly in connection with the Games and the sports sector. There are dedicated pages describing the different professions, clearly identifying the training that leads to them or discerning the skills needed to apply for the offers. There is also a section dedicated to vocational training, to prepare for the professions of the Games, highlighting the different branches and sectors related to these professions, the skills operators, and partners of the public employment service. In early 2024, more than 4,000 positions were listed and available on the platform, in sectors as varied as construction, sports events, organization, security, sports, tourism, and hospitality/food service.

**The athlete's laundry at the Village will be managed by personnel in professional disabilities who are being professionally inserted**

Thanks to joint work with ESS 2024 and the integration and disability networks, the call for tenders from Paris 2024 for the management and cleaning of laundry for residents of the Athletes' Village has been reserved for Work Integration Social Enterprises and disability organizations, a provision allowed by the public procurement code. This is a major lever to facilitate access for social and solidarity economy structures to the delivery of the Games. Paris 2024 has used it 15 times. After support from ESS 2024 and the integration networks, the contract was won by a group of 9 structures, combining integration and disability. This contract mobilizes more than 450 people.

*"Thanks to the support of the networks and ESS 2024, we were quickly able to focus on the distribution of roles from the angle: what is the expertise and strength of each structure, and therefore on which aspect of the request is which structure relevant? This saved us precious time."*

One of the structures that won the contract for athletes' linen at the Village

<sup>91</sup> <https://entreprises2024.fr/>

<sup>92</sup> *Mouvement des entreprises de France*, Movement of the Enterprises of France, the largest employer federation in France

<sup>93</sup> <https://ess2024.org/la-fabrique-economique-et-solidaire-des-jeux/>

<sup>94</sup> <https://emplois2024.fr/>

## IMPLEMENT

THE GAMES ARE HIRING:  
JOB OPPORTUNITIES FOR ALL<sup>95</sup>

The issue of employment has been an affirmed priority for Paris 2024 since the launch of the Olympic and Paralympic project. This priority has materialized notably through the signing of the Social Charter (2018), the mapping of jobs directly mobilized by the Games (2019) and its updating (2022 and 2023), and the organization of several forums dedicated to recruitment for the professions of the Games.

The first “The Games are Hiring” Forum was organized in September 2023 at the Cité du Cinéma with 55 companies and 10 training organizations. At this event, Paris 2024’s commercial partners and contract awardees had identified 16,000 job openings in the following sectors:

- Hospitality and catering
- Logistics, transportation, and energy
- Cleaning, waste management, and recycling
- Sports and events
- Security

This employment forum, open to all and organized by Paris 2024 and its stakeholders (DRIETS96 of Seine-Saint-Denis, local authorities, employment actors) in the heart of the Athletes’ Village, enabled nearly 6,000 candidates to meet the companies present, generating more than 1,700 hiring prospects formulated on the day itself. The latest report on this first forum indicated that 50% of the 6,000 visitors came from Seine-Saint-Denis and that the 50 companies present had made offers for 15% of fixed-term contracts, 7% permanent contracts, 5% temporary assignments, and 2% work-study training programs.

Building on this successful experience, Paris 2024 and its stakeholders renewed other “The Games are Hiring” Employment Forums between November and December 2023:

- **Saint-Quentin en Yvelines** : 29 companies - 1,300 visitors
- **CDFAS<sup>97</sup> in Eaubonne for Val d’Oise audiences** : 28 companies - 1,100 visitors
- **Marseille** : 12 companies - 200 visitors
- **Villepinte, for Paris Terres d’Envol audiences** : 15 companies - 350 visitors
- **Lille** : 14 companies - 400 visitors

The latest forums took place a few months before the Games in March and April 2024:

- **Marseille** : 19 companies - 700 visitors
- **Les Docks d’Aubervilliers** : 70 companies - 3,700 visitors (26% hiring prospects)
- **Arena Porte de la Chapelle** : more than 50 companies and training organizations present.

SOCIAL CHARTER  
COMMITMENT N°6THE SUPPORT SYSTEM FOR SERVICE PROVIDERS ON  
RECRUITMENT AND SOCIAL INCLUSION CHALLENGES

To address the challenges of the third pillar of the responsible procurement strategy entitled “Social Innovation”, as well as commitment #6 of the Social Charter, Paris 2024 chose to integrate insertion clauses into its contracts for private security, catering, cleaning, and waste management purchases.

Thus, when designating Paris 2024’s service providers, the Organizing Committee, the State, and local authorities wished to work collectively within an operational organization to assist all of Paris 2024’s successful bidders as well as commercial partners in this responsible procurement approach.

Organizational principles were established through the signing of a Commitment Pact with the State, France Travail, Paris 2024, and local authorities to:

- **Identify and make visible as early and regularly as possible** the recruitment needs and social commitments of Paris 2024’s contract awardees and commercial partners - with priority on private security activities.
- **Provide a service to these companies** by giving them a local single point of contact through the appointment of a “France Travail advisor - social clause facilitator” pair.

Thus, in March 2024, in all areas concerned by the Games (both in Île-de-France and across France), more than 210 awardees benefit from innovative systems to mobilize job seekers. This represents, to date, an initial estimate of 600,000 work integration hours to be carried out between March and September 2024.

THE “IMPACT 2024 - FROM STADIUM TO EMPLOYMENT”  
SPORTS JOB DATING EVENTS

Organized by Paris 2024 in collaboration with France Travail (1 in 2019 and 2021, 5 in 2022 and 2023, then 12 in 2024) and several sports federations<sup>98</sup> (athletics, badminton, table tennis and rugby), the “Impact 2024 - From Stadium to Employment” sports job dating events allow for the testing of new forms of recruitment without CVs, by highlighting skills related to or promoted through sports practice that are transferable to the professional world. Since their launch, more than 36,000 job seekers and nearly 4,500 companies have taken part in these job dating events across the country. Beyond these participation figures, the results of this operation, some of whose beneficiaries will join the teams mobilized in the organization of the Games, both from Paris 2024 and its service providers and suppliers, are extremely positive at this stage. A study conducted by France Travail comparing the trajectories of beneficiaries of the “Impact 2024 - From Stadium to Employment” operations with those of regular job seekers has highlighted several convincing points:

- **The “Impact 2024 - From Stadium to Employment” operation reaches a more disadvantaged public among all job seekers.** The beneficiaries have a lower level of education (high school or lower for 80% of beneficiaries compared to 69% for all job seekers), more often receive income support benefits (29% vs 22%) and reside more often in priority urban areas (21% vs 13%).
- **Beneficiaries more often access employment (11% for beneficiaries of the scheme compared to 8% for “regular” job seekers in the month following the operation).** This gap widens over time (53% at 6 months for beneficiaries vs. 37% for “regular” job seekers), meaning that the dynamic of the job dating event not only persists but increases over time.
- **Beneficiaries also have greater access to long and high-quality training than “regular” job seekers.** While the training access rate is identical between the two categories at one month (4%), it is significantly higher at six months for beneficiaries of the “Impact 2024 - From Stadium to Employment” operation (16%) than for regular job seekers (11%), with a higher volume of training (267 hours vs. 161 hours).

SUPPORT FOR YOUTH TOWARDS SOCIAL  
ENTREPRENEURSHIP

Paris 2024 wants the economic opportunities linked to the Games to benefit everyone, including the younger generations. To this end, several initiatives have been developed:

- **The “Impact 2024 - Athlete Entrepreneurs Paris 2024 x AFD” incubator.** Launched in 2021 by Paris 2024 and the French Development Agency (AFD), this incubator aims to establish entrepreneurial projects for athletes in France and Africa and, more broadly, to use sport to serve the Sustainable Development Goals. 52 athletes from 14 countries have been supported in carrying out their entrepreneurial project within this incubator.
- **The Talents 2024 program.** Launched by the City of Paris, this call for projects supports and rewards initiatives with an innovative character in terms of inclusion, eco-citizenship, sports and health, and solidarity.<sup>72</sup> 72 projects led by young people aged 16 to 25 from the Greater Paris Metropolis were selected during the first three editions.
- **The Start-up Challenge scheme.** Initiated by Paris 2024 in collaboration with the association “Les Déterminés”, this free training program aims to support social impact entrepreneurship projects around the values of sport and inclusion in Île-de-France. More than 30 participants were supported under this scheme (most of them women), with 75% of business creations.
- **These three initiatives have been evaluated along the way, with results presented in the interim evaluation report of the “Legacy & Sustainability” strategy published in November 2023.<sup>99</sup>**

<sup>95</sup> <https://presse.paris2024.org/actualites/succes-pour-le-forum-emploi-plus-de-10-000-participants-mobilises-fb06-e0190.html>

<sup>96</sup> *Direction régionale interdépartementale de l’économie, de l’emploi, du travail et des solidarités*, an interdepartmental regional department for economy, employment, work and solidarity.

<sup>97</sup> *Centre départemental de formation et d’animation sportives*, Departmental Sports Training and Activity Center.

<sup>98</sup> Athletics, badminton, basketball, rugby, table tennis, football, handball, judo, volleyball, Ufolep, sports and cultural federation, taekwondo.

<sup>99</sup> The report can be downloaded at the following link : <https://olympics.com/en/paris-2024/our-commitments/assessing-our-impact/sustainability-legacy-report>

## COMMITTED ALONGSIDE PARIS 2024

### THE CITY OF PARIS IS IMPLEMENTING INTEGRATION CLAUSES IN THE GAMES' CONTRACTS

The City of Paris has chosen to include integration clauses in contracts related to the Games and to ensure compliance with commitments by the contract holders. This approach aims to facilitate the return to or access to employment for the most vulnerable or disadvantaged groups. To this end, the City of Paris works with a "Together Paris Employment Competence" (EPEC) facilitator. Concretely, the approach is broken down into three steps:

1

THE CITY OF PARIS SETS ANNUAL  
INTEGRATION GOALS

2

THE CONTRACT AWARDEES IDENTIFY  
JOB DESCRIPTIONS

3

CANDIDATES AND RECRUITERS ARE  
THEN PUT IN CONTACT THROUGH  
THE EPEC

Thanks to this initiative, 290,000 integration hours have been achieved for 346 beneficiaries, and 8 work integration social enterprises have been mobilized for 31,987 hours.

**WITH "PARIS ALL INTO THE GAMES", THE CITY OF PARIS IS COMMITTED TO SUPPORTING TRAINING AND ACCESS TO EMPLOYMENT FOR PARISIANS IN SECTORS RELATED TO THE GAMES.**

The City of Paris has developed a dedicated program "Paris All Into the Games" to ensure that Parisians far from employment can benefit from opportunities linked to the Games in the sectors of organization, sanitation, hotel and catering, audiovisual, and sports. This program offers a catalogue of pre-qualifying, qualifying, or certifying training courses<sup>100</sup> for professions in high demand related to the preparation of the Paris 2024 Games. 17 actions carried out by 16 structures (mainly associations and organizations located in underprivileged neighborhoods of the City of Paris) were implemented in 2023/2024 for 250 beneficiaries. Since 2018, 1,800 training places have been offered by 76 organizations for Parisians seeking employment, career changes, or with low qualifications in order to embark on sustainable professional integration paths.

### THE ÎLE-DE-FRANCE REGION IS INVESTING IN VOCATIONAL TRAINING

The Île-de-France region, which is responsible for vocational training, is particularly committed to this issue. It has set up several training initiatives, in particular for occupations that are facing recruitment shortages, as identified in the mapping of jobs directly affected by the Games.

#### INCREASED REQUESTS FOR QUALIFYING VOCATIONAL TRAINING IN PROFESSIONS FOR THE GAMES

As part of its intervention in vocational training for job seekers, the Region has commissioned more qualifying vocational training in programs designed for high-demand professions, including those identified by the "Mapping of jobs directly mobilized for the Paris 2024 Games". Within the specific scope of professions identified by the mapping (construction, hotel/catering/tourism, security, sanitation, transportation/logistics, and communication/events), 38,575 training places were made available to job seekers between September 2020 and March 2023. Nearly 32,400 job seekers enrolled in these training programs. As these professions are in high demand, the Region intends to continue its intensified procurement efforts until the Paris 2024 Games.

#### IMPLEMENTATION OF A SPECIFIC ACTION CONCERNING TRAINING FOR SECURITY PROFESSIONS

To meet the employment needs in private and event security professions, the Region, in partnership with the State and Pôle Emploi (Employment Office), launched a Regional Training Plan for Private and Event Security (PRSE). This vocational training scheme for job seekers offers two training programs meeting the needs of the private security sector: the professional qualification certificate "Participating in the security of major events" and the professional qualification title "Prevention and Security Officer". It is intended to provide 5,500 training places between April 2023 and May 2024.

#### FINANCIAL INCENTIVE FOR PEOPLE ENTERING TRAINING FOR PROFESSIONS OF THE GAMES

In parallel with increasing the number of training places, the Region has also extended, since May 2021, its training assistance measure aimed at financing training in high-demand professions to specific professions for the Games. This measure consists of paying a bonus (in addition to the compensation for vocational training participants) of €1,000 to €2,000 for each job seeker entering a training program funded by the Region and preparing for a high-demand profession. 18,000 trainees were able to benefit from this support between May 2021 and December 2023 and thus enter training preparing them for professions of the Games. The Region intends to maintain this scheme until the Games take place.

#### A "TERRITORIALIZED ACTIONS" CALL FOR PROJECTS FOR PROFESSIONS OF THE GAMES

Launched in 2022, this call for projects aims to offer complementary training to that available through the Region's collective training schemes and localized to meet territorially identified employment and skills needs and/or address specific issues faced by people far from employment. Since 2022, 21 projects have been selected on the theme "Professions of the Games" for 1,700 training places.

#### IMPLEMENTATION OF MEET-UPS DEDICATED TO PROFESSIONS OF THE GAMES

The Île-de-France Region has also extended its Meet-up scheme to the Paris 2024 Games. The "Employment-Training Île-de-France" Meet-Ups enable direct connection between job-seeking residents of Île-de-France and companies and training organizations in a sector through a job dating format. Six Meet-Ups were organized between May 2021 and December 2023 in sectors corresponding to professions of the Games. 1,830 job seekers were put in contact with companies or training organizations for direct hiring or training. The Region will continue to deploy these Meet-Ups in 2024, including adapting the measure at the territorial level.

#### MEET-UPS DEDICATED TO THE GAMES' CONTRACTS

Beyond training, the Île-de-France Region has also mobilized to facilitate access for economic actors in Île-de-France to the Games' contracts. It has organized specific Meet-ups on "Paris 2024 and SOLIDEO Public Contracts" to inform all Île-de-France companies that are members of the Paris Region Business Club (PRBC) network (SMEs, SMBs, social and solidarity economy sector) about the opportunities offered by the organization of the Games.

### THE DEPARTMENTAL COUNCIL OF SEINE-SAINT- DENIS IS COMMITTED TO OPTIMIZING ECONOMIC BENEFITS IN ITS TERRITORY

On local economic impacts, the objective of the Departmental Council of Seine-Saint-Denis is to promote economic benefits for very small businesses, small and medium-sized enterprises (SMEs), work integration social enterprises (SIAE) and social and solidarity economy (SSE) structures in Seine-Saint-Denis. The department assists local actors to position themselves on the Games markets with a view to generating economic benefits and employment for businesses. It also carries out this work under its public procurement for the Olympic and Paralympic facilities that it is responsible for delivering. To this end, it runs a "Economic Opportunities of the Games" workshop as part of the "Games Factory" initiative, carried out jointly with the State, business networks including the Chamber of Commerce and Industry (CCI) 93, the Chamber of Trades and Crafts (CMA), the Maison des Canaux and its ESS 2024 program, Inser'Eco93 and the Public Territorial Establishments (EPT), to support very small businesses, SMEs and SSE structures in bidding for Games contracts.

Building on this partnership approach initiated in Seine-Saint-Denis as early as 2021, this pooled "Economic and Solidarity Games Factory" scheme was extended in 2023 to all the departments of the Île-de-France region and the Bouches-du-Rhône department with the support of the State. Thus, in these areas, companies are supported to seize market opportunities through exchanges between companies and contracting authorities, training related to public procurement and grouping strategies. In the Île-de-France region, 375 SSE companies, including 144 work integration enterprises, have been supported by the Economic and Solidarity Games Factory.



**The Economic and Solidarity Games Factory is a fantastic partnership initiative! Launched in 2021 on the initiative of the Department of Seine-Saint-Denis, the State wanted to support and develop its deployment throughout the Île-de-France region. Indeed, to maximize local economic benefits for SSE structures and SMEs, this scheme aims to coordinate the interventions of all the stakeholders who support the local economic fabric (local authorities, State services, consular chambers, network of integration actors, etc.).**

- Offering these pooled interventions to companies promotes the comprehensiveness of the information transmitted on the markets and reinforces the consistency of the message.
- In addition, the educational dimension of this scheme (exchanges between companies and contracting authorities, training related to public procurement and sharing on grouping strategies) largely contributes to the presence of companies in public procurement.

These are two key elements to mobilize SMEs and the SSE on inclusive purchasing, and thus generate local economic benefits. The results and impacts are already remarkable, with an increase in the number of contracts adapted to the capacities of SMEs and SSE structures, an upskilling of SSE structures in responding to public tenders, and ultimately a significant number of contracts won by local structures (459 inclusive, circular and local companies awarded contracts). Let's continue together! »

**MARC GUILLAUME**  
PREFECT OF THE ÎLE-DE-FRANCE REGION



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**On employment: The Department is also taking networking actions and promoting entrepreneurship and innovation around the sectors involved in hosting the Games, by organizing events, awards and information campaigns for businesses.**

Moreover, the arrival of the Games provides an opportunity to initiate projects using physical activity and sport as part of integration pathways for residents disconnected from employment, while enabling them to participate in the Games dynamic. The Department is implementing a program of quality actions, remobilization and support towards employment, drawing on a sports or Games-related dimension, whether through physical or sporting activity or by involving participants in the Olympic and Paralympic project, particularly aimed at young people.

Local employment and integration actors in Seine-Saint-Denis (State, Department, EPTs, Pôle emploi, Cap Emploi, local missions, etc.) have mobilized by creating a collaborative working group with the aim of making public action more efficient. This initiative led to the creation of the “employment facilitators” scheme, which consists of pairs made up of a Pôle emploi staff member and a “facilitator” from another organization to link each Olympic contract with job seekers. These pairs act as an interface between employers and job seekers in four identified sectors: event security, catering, cleaning/waste collection, and logistics transportation. The actors drew on the initial existence of a “Employment 93” steering committee led by the Regional and Interdepartmental Direction of the Economy, Employment, Labor and Solidarity (DRIEETS) and worked to put this dynamic at the service of the local population. The Departmental Council of Seine-Saint-Denis played a decisive role by committing to a process of listing Paris 2024’s job offers, with volumes reaching up to 20,000 positions in the security sector. This enabled a rate of over 50% of beneficiaries of insertion clauses related to Games operations from Seine-Saint-Denis in summer 2023. This initiative was finally extended to the Île-de-France region in November 2022, allowing for the structuring of a favorable ecosystem around the economic benefits of the Games, marked by the organization of a large-scale job dating event at the Cité du Cinéma in Saint-Denis on September 26, 2023.

### SOCIAL CHARTER COMMITMENT N°4

### PARIS TERRES D'ENVOI GETS INVOLVED FOR ITS TERRITORY

The Paris Terres d’Envol Public Territorial Establishment is getting involved in addition to, and in collaboration with, the Departmental Council of Seine-Saint-Denis to promote the local economic benefits of the Paris 2024 Games. This involvement takes various forms: facilitating access to information on the economic opportunities of the Games for local stakeholders through the organization of monthly webinars as part of the Games Factory; receiving published tenders related to the Paris 2024 Games (analyzed by ESS 2024), sourcing potentially concerned companies and disseminating the tenders to the identified companies.

Paris Terres d’Envol has also committed itself through the organization of an “The Games are hiring, land a job!” employment forum in December 2023<sup>101</sup> with companies and partners of Paris 2024, notably those that will be operating at the Media Village in Dugny, the Le Bourget Sports Park and the Paris Nord Villepinte Arena.

Paris Terres d’Envol’s involvement is also manifested by the fact that the Establishment has been managing the insertion clauses concerning the contracts for the Media Village in Dugny and the Le Bourget Sports Park since 2020. On this point, it should be noted that there were 408 beneficiaries of the clauses for 500 employment contracts and 269,158 hours worked from January 1, 2020 to December 31, 2023.

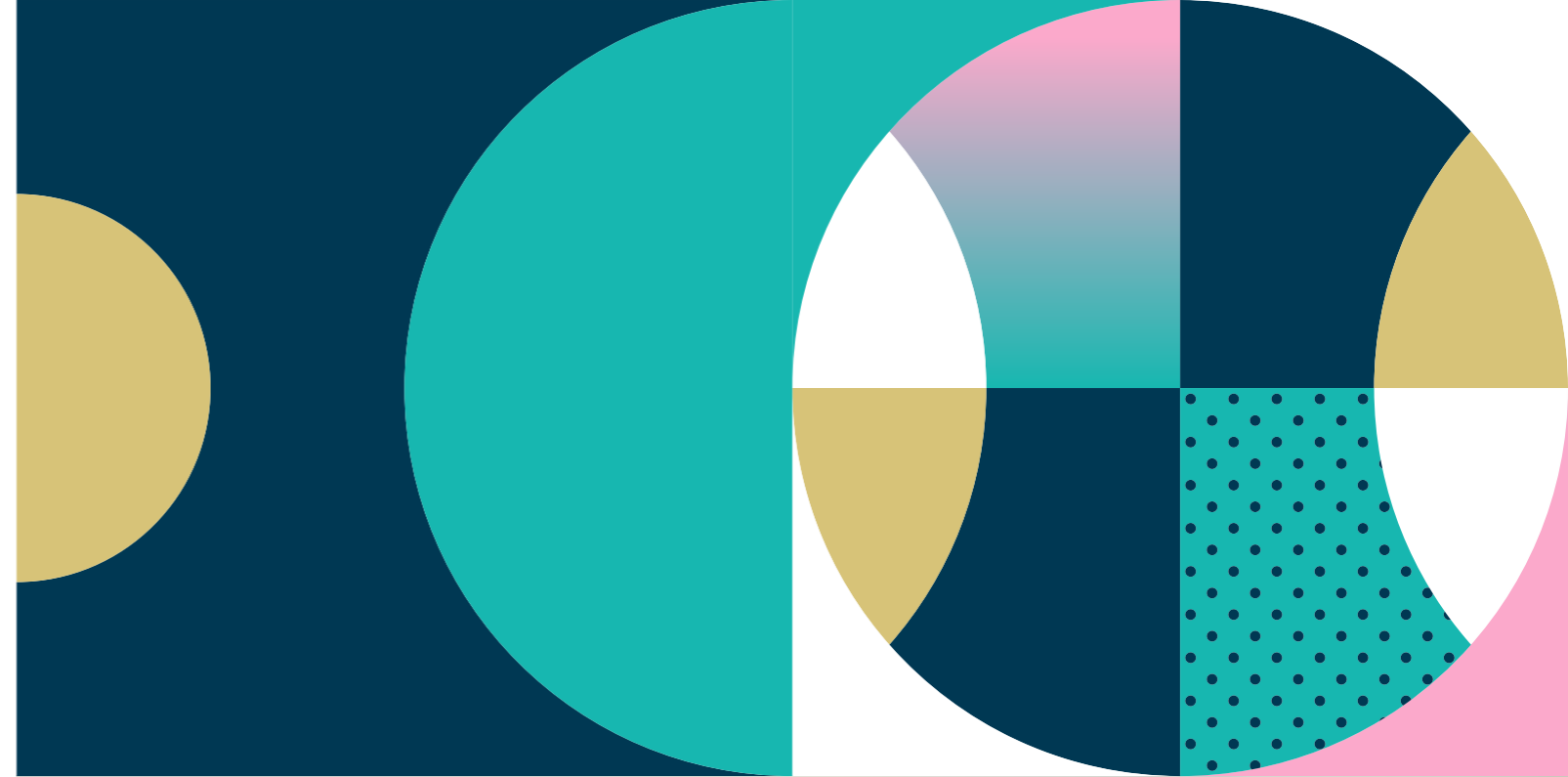
### THE BPCE GROUP LAUNCHES THE "ENTREPRENDRE 2024" PROGRAM<sup>102</sup>

As a Premium Partner of the Paris 2024 Games, Banques Populaires and Caisses d’Epargne are mobilizing to support their SME and SSE clients and help them seize the economic opportunities of the Paris 2024 Games. This program aims to inform and facilitate access for regional SMEs and Social and Solidarity Economy (SSE) structures to the opportunities generated by the Paris 2024 Games. Entreprenre 2024 takes the form of a national tour to present the economic opportunities of the Games so that BPCE Group’s professional clients can participate in the calls for tenders that will be launched until 2024. These calls for tenders concern various sectors contributing to the construction and organization of the event. During these meetings, the “Entreprises 2024” and “ESS 2024” online platforms, specially created to host all the information, are presented to allow companies to apply for these calls for tenders.

32 events were organized (19 for companies and 13 internal sessions for BPCE Group employees). Adding the events organized autonomously by certain delegations, nearly 50 Entreprenre 2024 meetings took place throughout France. These events enabled reaching more than 2,400 companies. The results obtained are quite convincing, with 1,460 clients of Caisses d’Epargne and Banques Populaires having won a call for tenders (including 66% of clients located in Île-de-France). BPCE Group also estimates that 42% of the contract awardees from Paris 2024 are among its clients.

101 <https://www.paristerresdenvol.fr/agenda/forum-emploi-les-jeux-recrutent-decroche-un-job>

102 <https://www.groupebpce.com/en/all-the-latest-news/on-your-marks-ready-set-create/>





### 3.1.7 UNIVERSAL ACCESSIBILITY

#### FINDINGS

##### AT THE GLOBAL LEVEL

Universal accessibility of an area, object, digital tool, transportation, activity, event or service is the integration, from design to development, of all elements that will prevent users from feeling disabled. It means taking into account the specific needs of each individual (particularly those related to a permanent or temporary impairment, whether physical, sensory, psychological, intellectual or resulting from a disabling illness), as well as those of people who do not speak French and/or have different cultures, in order to make them ordinary.

Today, one billion individuals – or 15% of the world's population – live with a disability. This proportion is even higher in developing countries. The social and economic inclusion of people with disabilities faces numerous obstacles, ranging from accessibility issues to discrimination and social rejection.

##### AT THE LEVEL OF THE GAMES

The Paris 2024 Olympic and Paralympic Games will be the largest sporting event ever organized in France. During the Games, thousands of people with disabilities (PwD) – athletes, spectators, Paralympic delegations – will be welcomed in Paris, in the Île-de-France region, and in other cities that are pursuing improvements in accessibility with regards to the challenges of universal accessibility.

Delivering a simple, smooth and comfortable Games experience for everyone is both a challenge and an opportunity to change how disability is perceived. The Games are one of the only universal events that showcase people with disabilities by magnifying their performances. Through their visibility and impact, the Games can help further shed light accessibility and inclusion issues.

# 4,400

Paralympic athletes

# 184+1

National Paralympic Committees and the Refugee Paralympic Team

# 280,000

tickets reserved for spectators with disabilities and their companions

#### PARIS 2024'S COMMITMENTS

The accessibility of the Games for people with disabilities (PwD) will be measured by the level of user quality and autonomy of spectators, athletes, employees and volunteers, from ticket purchase to arrival at the venues, during competitions and celebrations.

To achieve universal accessibility, Paris 2024 has set three objectives:

- **Ensure full participation** and a obstacle-free Games experience for all;
- **Leave a tangible legacy** for residents and visitors with specific needs in the areas hosting events;
- **Leave an intangible legacy** for people with specific needs in the host country and the world, in the form of best practices or an attitude that involves factoring universal accessibility into future events by default.

#### METHOD

Universal accessibility has been one of the pillars of Paris 2024's strategy since the bid phase, with the development of sports practice for people with disabilities (PwD) and the promotion of their involvement in the project.

Paris 2024 has thus set up a dedicated in-house team to steer this strategy. An operational governance structure has been put in place, associating all its stakeholders (State, City of Paris, the French National Paralympic Committee, host communities, transport operators, tourism actors) and specialized associations on accessibility issues of events, transportations, accommodation, etc.

Cross-functional working groups have been established, such as:

- **A transport accessibility working** within the Strategic Mobility Committee and the Interministerial Disability Committee (SNCF, ADP, RATP, DIJOP, Ministry of Transport, Ministry for Disabled People, City of Paris, Department of Seine-Saint-Denis, Paris 2024);
- **A tourism and accessibility working group** (State, City of Paris, ADN Tourisme, Paris Tourism Office, specialized associations, regional tourism actors, tourism federation, etc.).

Experts, users and specialized associations have also been consulted:

- **A group of user experts with disabilities**, launched on April 12, 2023 at the initiative of the French State, with 12 members with disabilities representing different needs, some of whom represent specialized associations and federations. They are regularly consulted to provide input on various project testing phases (dropdown menus on the ticketing website, security protocol for screening PwDs, configuration of the athletes' bus, etc.);
- **115 associations**, which have been consulted and informed every quarter on accessibility issues since September 2022.

Expert service providers are also regularly consulted, notably to carry out the 22 accessibility audits of the competition venues.

#### THE INVOLVEMENT OF THE CITY OF PARIS

Since 2019, the City of Paris has been working in collaboration with associations representing different disabilities (CRAIF, Unanimes, Association Valentin Haüy, APF France Handicap, Action Handicap France) to improve the experience of spectators with disabilities throughout their journey. This approach was subsequently shared with different stakeholders and revolves around 4 levers:

- **On-site expert usage panels** to assess the accessibility of events and venues;
- **Quarterly thematic meetings** (project progress and collection of expert advice);
- **Bilateral exchanges** on specific issues;
- **Large-scale event testing groups**, to obtain more comprehensive and representative feedback on the diversity of disabilities.

This is manifested in work conducted with all Games stakeholders and specialized associations on the themes of event, transport, accommodation accessibility, etc.



From its inception, Paris 2024 has adopted a universal accessibility strategy approved by its Board of Directors and implemented by a dedicated team of experts. In keeping with the values of inclusion, autonomy and dignity, all teams are educated on this topic and proud to implement this strategy day after day to organize inclusive Games and historic Paralympic Games. "

**LUDIVINE MUNOS**  
HEAD OF PARALYMPIC INTEGRATION, PARIS 2024

## DO BETTER

The challenge of universal accessibility requires the exceptional commitment of the entire Games ecosystem. Paris 2024's goal is for 100% of activities to be open to persons with disabilities (PwD). Convinced that it is the complementarity of solutions that will allow adaptation to a multiplicity of situations, Paris 2024 is already testing different systems at its events:

- During the first Paralympic Day organized in October 2022. The accessibility measures were unanimously praised by specialized actors and AFNOR, and consolidated during the second Paralympic Day in October 2023.
- During the test events held in summer 2023, to confirm accessibility, compliance of temporary facilities and the smooth running of services provided to people with disabilities

Thanks to this work, concrete solutions were implemented, solutions that contribute to improving existing systems, for example: a dedicated entrance and precise location information for other entrances, a dedicated drop-off and pick-up area for people with disabilities identified through GPS coordinates, parking spaces for wheelchair users, an inclusive volunteer program, cable-free pathways, accessible restrooms allowing an electric wheelchair to turn around inside.

### Other initiatives are also being implemented:

- Training of all the volunteers, staff and partners in welcoming persons with disabilities;
- Implementing enhanced accessibility neighborhoods (QAA) by the City of Paris in each of the city's districts;
- In public transport in Île-de-France: 240 accessible stations on the Île-de-France Mobilités network (95% of train and RER traffic and 100% of stations near competition venues), 100% of buses and RER stations in Paris accessible, as well as 100% of the tram network; 27,000 RATP agents to assist travelers with disabilities;
- In addition, Île-de-France Mobilités is setting up a shuttle service for wheelchair users departing from the 7 major Parisian train stations and Rosa Parks (in the north of Paris). These shuttles, intended for people with wheelchairs tickets for the Paris 2024 Games, will drop off PFRs as close as possible to the competition venues;
- Parking for wheelchair spectators is planned near all venues, with accessible taxis (1,000 taxis available) and drop-off/pick-up zones close to the sites;
- Giving special attention to the competition venues approach;
- Ensuring accessibility of training venues;
- Raising awareness among key stakeholders involved in delivering the Games about the importance and implementation of universal accessibility during various activities (inclusion awards, accessibility of all communications, website, public events, builders, etc.).



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Innovation will also enhance the experience for blind and visually impaired individuals during the competitions. Audio description will be available via the official Games app for 13 Olympic and Paralympic sports—exceeding the offerings of previous Games. A live audio service will describe athletes' performances in French and English. Additionally, a tactile tablet will allow users to track the ball's position in real time for 7 ball sports and feel vibrations based on the intensity of the competitions.

## LEAVE A LEGACY

Paris 2024 will leave a legacy of universal accessibility to the host territories. In material terms, this involves the creation of daily facilities accessible to all or making existing facilities accessible. Paris 2024 worked closely with the host communities and SOLIDEO to ensure that the Olympic and Paralympic venues are accessible to all in the summer of 2024. Paris 2024 has also contributed to the revision of the ISO 20121 standard to strengthen the dimension of universal accessibility.

## THE SUCCESS OF THE PARALYMPIC DAYS

Paris hosted the first ever Paralympic Day on Place de la Bastille. 12 partners (All - Accor Live Limitless, Allianz, Bridgestone, Carrefour, Crédit Coopératif, Decathlon, EDF, Le Coq Sportif, Orange, Ottobock, Toyota, Visa) offered spaces for animations and practice of Paralympic sports, with many athletes present, providing an immersive experience for visitors and contributing to the success of this unprecedented event.

In 2023, the second edition marked the official launch of the Paralympic ticket sales.

Thanks to these two events, tens of thousands of people, including thousands of people with disabilities, were able to discover the Paralympic movement.

## THE METROPOLITAN INCLUSIVE AND SPORTS REFERENCE CENTER (PRISME)

Under the project management of the Seine-Saint-Denis Departmental Council, and inspired by the usage expertise developed above, PRISME is the first Para sports center in France where future users were associated at each stage of the design process. The department thus wishes to make it a reference for communities or project leaders wishing to enhance the accessibility of their sports facilities.

## COMMITTED ALONGSIDE PARIS 2024



Delivering more sustainable Games also means making them accessible to as many people as possible. To meet the challenge of welcoming many visitors with disabilities and the 4,400 Paralympic athletes expected during the Games, unprecedented efforts have been undertaken. The establishment by the State of a group of usage experts with disabilities has enabled all stakeholders to better identify the needs of users to roll out appropriate solutions. The implementation of a system of dedicated shuttles for wheelchair users, the roll-out of a fleet of 1,000 accessible Parisian taxis, and the overall improvement of pedestrian routes will make the Olympic and Paralympic venues accessible to all. In parallel, a fund of 300 million euros was set up by the Government to support hotels, cafes, restaurants and all small businesses in their accessibility work. These achievements will leave a lasting legacy and will concretely change the lives of people with disabilities beyond the Games."

**MICHEL CADOT**  
INTERMINISTERIAL DELEGATE FOR THE OLYMPIC AND PARALYMPIC GAMES.



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## 3.2 TRANSFORMING ALL ASPECTS AND FOUNDATIONS OF GAMES DELIVERY

### 3.2.1 TEMPORARY VENUES AND INFRASTRUCTURE

Paris 2024 is responsible for the temporary infrastructure related to the Games, while SOLIDEO is the public body in charge of the Olympic and Paralympic infrastructure that will remain as a legacy for the territories after the Games. Information regarding SOLIDEO can be found in Section 4 of this report.

#### CHALLENGES & KEY FIGURES

Delivering the Games involves setting up infrastructure to host competitions, accommodate spectators, organize broadcasts and celebrate key moments. A key decision to reduce its carbon footprint, Paris 2024 decided from the bid phase to rely as much as possible on existing infrastructure. This is a major challenge and commitment that marks a break from previous editions that required the construction of numerous infrastructures (6 in London in 2012, 9 competition venues in Rio in 2016, 9 in Tokyo in 2020, compared to 1 competition venue for Paris 2024).

95% of the venues are already existing or temporary infrastructures<sup>103</sup> :

**25** existing competition venues such as Bercy, Yves du Manoir, football stadiums... Some have undergone renovation works carried out by local authorities and SOLIDEO

**17** entirely temporary venues, including a large specific dismantlable structure - the Grand Palais Éphémère - and temporary venues composed of modular structures such as tents, stands, scaffolding, bungalows, wooden modules, containers... reused from event to event.

All of these temporary installations represent more than:

**160,000 M<sup>2</sup>** of temporary structures

**MORE THAN 200,000** grandstand seats

#### PARIS 2024 COMMITMENTS

- **100% of materials used** for temporary equipment and infrastructures reused/repurposed/recycled after the Games.
- **80 to 100% of waste** from the decommission of the Athletes' Village avoided or recovered.
- **Implementation of architectural design standards adapted to the temporary architecture**, allowing universal accessibility<sup>104</sup> of venue, compliance with French regulations and integration of best practices of the International Paralympic Committee, particularly for people with disabilities, but not only.

Setting up 44 temporary and permanent competition infrastructures within such a short timeframe, while meeting demanding and ambitious eco-design criteria, represents an immense organizational challenge. Together with all its stakeholders in its ecosystem, Paris 2024 is implementing numerous measures to address these challenges:

- **Set out a map of venues** that combines the use of existing sports facilities for the Games in Paris, Île-de-France and across the country, and pooling venues over time with Paralympic competitions taking place on the same venues as the Olympic ones.
- **Limit as much as possible** the material footprint of the Games related to infrastructure by applying circular economy principles (see detailed section below).
- **Minimize impact on venues** to preserve ecosystems, at each phase of the project (setup, operations, dismantling). In addition to applying the sustainable event construction site charter (see below), measures are also taken to protect soils against compaction, preserve trees, limit light pollution or allow species to move around.
- **Strengthen resilience** to climate risks installing temporary cooling solutions (ventilation, misting as a priority and efficient air conditioning whenever possible<sup>105</sup>), strictly tailored to the needs of the venues and is equipping venues with water fountains, shade tents and shelters to minimize sun exposure for vulnerable people, etc.
- **All these challenges (circular economy, biodiversity, resilience) and the actions taken by Paris 2024 and its ecosystem to address them are presented in Section 3.1 of this report.**

#### INFRASTRUCTURES AS CIRCULAR AS POSSIBLE

To date, it is estimated that temporary infrastructures account for 70% of the Games' material footprint. Based on this assessment, Paris 2024 has worked to:

- **Reduce space, equipment and consumption needs, notably by considering venue resources and working on exact surface needs and permeability between indoor and outdoor spaces.** For example, inspired by what was done for the Tokyo 2020 Games, Paris 2024 combined press conference rooms and venue media centers into one location across all competition venues. Another example, Paris 2024 restricted carpet use only to essential zones such as competition areas.
- **Choose more frugal items - e.g. timber grid shells on the venues located** in the center of Paris to create shade that require little ballasting since it is based on form resistance - and therefore stimulating the event market toward more sustainable practices.
- **Only rent temporary infrastructure** from event industry stakeholders, including SMEs, through sourcing work to maximize the use of existing local stocks, and thus avoid producing new items for the Games, minimizing transportation and facilitating logistics;

**Prioritize the use of reused, recycled and recyclable materials by:**

- **Connecting suppliers and solution providers;**
- **Coordinating reuse and recycling needs** (mapping stakeholders, study on the opportunity for a dedicated recovery platform, etc.);
- **Working with partners and suppliers** to ensure the second life of these material assets, particularly by planning the dismantling phases of venues at the end of the Games.

#### AN INITIAL SOURCING APPROACH, BOUND WITH THE DESIGN OF VENUES

One of the major challenges of the summer Games is the installation of a considerable volume of temporary infrastructures on a compact territory and in a very short timeframe, which can be assembled together to form the necessary temporary spaces, independently or in addition of existing infrastructures. Thus, once the competition map was established, sourcing available solutions and players in the territories became crucial for the proper allotment of markets and the determination of coherent geographical subassemblies according to the venues. This aimed to minimize the risks related to the delivery of these infrastructures and to have the best possible environmental approach.

Therefore, for its venue design, Paris 2024 made sourcing an essential starting point: it was necessary to exhaustively list all possibilities, taking into account pre-existing stocks, transport, and logistics. Moreover, beyond major event sector players, the organizing committee was keen to engage all actors, including French SMEs offering innovative and sustainable solutions.

Throughout the iterations of these sustainable temporary architecture projects, Paris 2024 made regular adjustments between the available solutions identified through sourcing and then consolidated by its partners' data, and those envisioned in

design. Teams worked to use as many existing resources as possible, thus limiting the production of items that were not part of replacement stocks or a growth plan established in advance by suppliers.

For Tahiti, a local sourcing approach aiming for a majority of supply from island resources was meticulously worked out from the project's inception. To date, 80% of temporary structures come from the island. Additionally, of the 20% imported, two-thirds will remain as a legacy on the territory.

Today, thanks to this method, each venue will be equipped with temporary infrastructures best suited to its design, the needs of the Games' audiences, and the market's capacity to respond.



<sup>103</sup> The remaining 5% of the venues are permanent buildings (the Athletes' Village, the Media Village and the Olympic Aquatic Center) under SOLIDEO management.

<sup>104</sup> Universal design aims to make the built environment, communications, products and services as accessible and usable as possible.

<sup>105</sup> Efforts have been made to source air-conditioning equipment with a high level of energy performance (A++ and A+++), and with less emissive refrigerants (e.g. R32 gas), including over 90% of air-conditioning equipment for modular structures.

## TWO KEY DOCUMENTS PRODUCED BY PARIS 2024

### The Paris 2024 Sustainable Design Guide for Temporary Architecture

The first guide of its kind, it defines the strategic principles of eco-design applied to the temporary infrastructures of the Paris 2024 Games. It lists standard eco-design principles, the application methodology of the guide through four venue categories established by the organizing committee, as well as potential solutions available on the market and compared according to the specific needs of various space operators. A reference tool, its objective is to assist Paris 2024 teams in the eco-design challenge, but also to advance all sector actors in the eco-design of their events. It is complemented by the Generic Spaces Handbook, which is the specifications document for infrastructures for each type of space (e.g., logistics spaces) and incorporates sufficiency and eco-design principles.

### The Sustainable Event Construction Site Charter

This document is an operational translation of Paris 2024's environmental and social ambitions for temporary infrastructure construction sites. It engages all structures operating on the sites (Paris 2024 partners and service providers and subcontractor companies) around five pillars: a circular economy approach, reducing carbon impact and preserving the environment, social innovation, inclusion of people with disabilities, and creating value in the territories. This event construction charter is integrated into the Construction Site Organization Rules enforced at all venues under Paris 2024's responsibility.

## ARENA CHAMP-DE-MARS (GRAND PALAIS EPHEMERE)

The *Grand Palais Éphémère* - a one-of-a-kind building for the Paris 2024 Games - is neither entirely permanent nor entirely temporary. Indeed, different uses were integrated into its design from the outset with the RmnGP, who operates the venue and this 10,000 m<sup>2</sup> modular structure has hosted various events since 2021. During the Games, it will host judo, wrestling, Paralympic judo and wheelchair rugby competitions. After the Games, the building can be dismantled for reuse at other events.

### Each phase of the building's life cycle incorporates sustainability:

- **Design:** use of lightweight materials guaranteeing a good level of thermal comfort, natural materials with a limited environmental impact and choosing local suppliers whenever possible.
- **Design - use of wood:** use of three PEFC-certified wood species (spruce for the structure, Douglas fir for the awnings and paneling, larch for the post bases). The double-curved wooden frame is made of prefabricated wooden elements from the workshops of an Alsatian factory, while the structure was manufactured by a family business in Alsace.
- **Construction:** sorting and recovery of waste on the construction site, etc.
- **Operations:** the electricity supplied during the operational phase is guaranteed 100% renewable origin.
- **Dismantling:** the structure was designed to be dismantled and reusable in one or more modules (gymnasium, exhibition hall extension, multipurpose sports halls, etc.).

## COMMITTED ALONGSIDE PARIS 2024

### GL EVENTS, LOXAM, ARENA AND ES GLOBAL - THE TEMPORARY INFRASTRUCTURE PARTNERS

Given the many temporary facilities needed for the Games, Paris 2024 has no fewer than 4 specialist partners in the planning and delivery of these structures: GL events (Official Partner) and Arena, ES Global and Loxam (Official Supporters).

### These partners, in collaboration with the organizing committee's teams, have embraced Paris 2024's sustainable design guide for temporary infrastructures and currently:

- Minimize the production of key items. The grandstands and temporary structures used during the Games are 100% rented. Paris 2024 is also the first edition of the Games to not require the full installation of generic items such as tents/bungalows/flooring etc., new or near-new (less than five years old) by allowing partners to install elements in proper and satisfactory condition in operational areas the spectators cannot see;
- Deploy nearly 20% of innovative structures<sup>106</sup>, i.e. with better environmental performance while better meeting operational needs than standard solutions: using less material, having less impact on soils, using bio-sourced or recycled materials, etc;
- Work with local players, including manufacturers of innovative and sustainable modular structures in mainland France (Paris region and other French regions) and in Tahiti.

Another example of circularity within the Paris 2024 ecosystem: under the momentum of Paris 2024, GL events, Arena, and ES Global have worked to replace part of the ballast for tents and other temporary structures with end-of-life railway sleepers from SNCF – an Official Supporter of Paris 2024 – sold at a symbolic price. Thus, on many Games venues, 8,500 single-block concrete sleepers will be reused as ballast and transported by freight as close to the sites as possible. This avoids producing 2,600 tons of concrete specifically for the event's needs, preventing GHG emissions of around 400 tCO<sub>2</sub>e.

## FRANCE BOIS 2024

Paris 2024 and France Bois 2024 have been collaborating since 2021 to promote the use of wood at the Games venues, in line with the organizing committee's objective of reducing greenhouse gas emissions.

### They are working together to:

- Find wood solutions (from sustainably managed forests) for the Games that are economically competitive.
- Maximize the use of French wood processed in France, particularly by identifying innovative solutions for the use of hardwood species.
- Find solutions in line with a circular economy logic (reuse in their current state or easy transformation).
- Promote the integration of wood in temporary infrastructure to actors in the French and international event sector.
- Identify event industry players using wood in the infrastructures they offer for rent (part of Paris 2024's sourcing approach).
- Showcase the French forest-wood sector for construction and furniture and its environmental and social performance.

### Incentives and recommendations for the use of wood have also been integrated into Paris 2024's strategic documents (sustainable design guide and responsible procurement strategy).

For the first time in the history of the Games, Paris 2024 will deploy a wide range of wooden infrastructures in temporary spectator areas, accounting for 40% of these spaces. This includes information kiosks, refreshment stands, shops, spectator shelters, etc.

Additionally, the competition areas for certain sports such as skateboarding (park and street), BMX freestyle, and beach volleyball will feature numerous wooden elements for their structures and part of the sports flooring.



106 The elements taken into account for this calculation are temporary structures such as tents, bungalows and the like.

### THE FLOOR OF THE INTERNATIONAL BROADCAST CENTER

Located at the Bourget exhibition park, the internal layout of the International Broadcast Center requires module partitions fixed to the ground while reducing the need for repairs before handing the venue back to the owner.

To best meet this operational need, Paris 2024 chose to install a temporary wooden floor incorporating eco-design and carbon footprint reduction principles, namely:

- Optimization and reduction of the need by laying a wooden floor only on parts of the venue;
- French sourcing with 1,650m<sup>3</sup> of wood from the Vosges, Jura and Alsace forests, all close to the sawmill, thus reducing the carbon impact of wood transportation;
- Anticipating the second life by including in the call for tenders the obligation to remove the floor and by setting up a buy-back model with the selected provider. After the Games, the wood can be reused in the construction sector (construction of walls for individual houses, construction of walls and ceilings for schools or social housing in France), recycled into wood fiber panels or, for elements that cannot be reused or recycled, used as firewood.



## 3.2.2 LOOK AND SIGNAGE

### CHALLENGES & KEY FIGURES

While the “Look” corresponds to the visual signature of the Olympic and Paralympic Games, and conveys the spirit of the edition and local culture across all venues, signage serves to guide and inform all populations (spectators, athletes, media, etc.) within the venues.

Historically, the Olympic and Paralympic Games, like most major sporting events, have used visual communication elements often produced in Asia, in materials that are difficult to recycle, reuse or compost, featuring the year, colors and partners of each event, and thus designed for single use.

Rethinking these standards in line with Paris 2024’s commitments in terms of social and environmental responsibility is a real challenge.

# 300,000 M<sup>2</sup>

estimated surface area needed for the look and signage of the Paris 2024 Games<sup>107</sup>

Objective:

# 90%

of look and signage products reused, repurposed or recycled

### PARIS 2024 COMMITMENTS

Since 2021, the teams in charge of Brand and Identity, Sustainability and Venues and Infrastructure have been working together to develop a sustainable strategy for the look and signage, based on the commitments of the responsible procurement strategy. Many stakeholders (manufacturers, printers, social and solidarity economy companies, etc.) have been consulted to produce guidelines and support this change in practice.

The “Visual Communication: Towards More Sustainable Media” guide<sup>108</sup> provides an operational toolkit for Paris 2024 teams and suppliers, to design such media and consider their second life. This guide was also shared with local authorities and players in the event industry, to enable them to apply these recommendations for the “look” that each will implement. Guidelines from the guide have been integrated into calls for tenders to select providers, inspiring some local authorities to do the same (e.g. the City of Paris).

### AN ECO-SUFFICIENT DESIGN FOR ADAPTATIVE USE AND REDUCED QUANTITIES

In terms of design, Paris 2024 sought the most relevant graphic design to minimize printing.

- For the first time, a dual branding identity integrating both the IOC rings and the IPC agitos will be present on almost all signage products throughout the spectator journey, in cities and transportation up to the Paris 2024 venues.
- Needs were calibrated to reduce the number of media and produce only what is necessary.
- Materials were chosen based on their intended operational use.
- A single background color was chosen for all signage, allowing suppliers to avoid multiplying color sourcing and graphic variations.
- Olympic and Paralympic media have been consolidated with, for example, common sports pictograms.
- Arrows were integrated into stickable capsules to easily change a direction in case of a change and avoid producing new media.
- The usage version for local authorities was designed to be able to use existing and available media and surfaces.
- In total, Paris 2024 decided to reduce the volume of look and signage by about 40% compared to previous Games.



## A PROACTIVE APPROACH TO SECOND-LIFE

When it comes to manufacturing, Paris 2024 first identified items available for rent (flag poles, load zone bases, totem structures, etc.) to reduce purchasing costs, but also to produce only what is necessary. Additionally, wherever possible, pre-existing signage at permanent venues has been maintained.

Paris 2024 and Doublet-Waserman, Official Supporter of Paris 2024, are taking a proactive approach to material management, anticipating and managing material flows through an in-depth analysis. Doublet-Waserman presents a monthly analysis of material flows (types of materials used, volumes and anticipated second life). This approach allows for dynamic monitoring of the environmental footprint throughout the manufacturing process. In parallel, innovative second-life solutions are being explored for all products, in order to deploy new reuse solutions.

## UNIVERSALLY ACCESSIBLE SIGNAGE

The signage for the Games was designed to be easily readable and understandable for both people with disabilities and foreign spectators with:

- Adequate contrast ratio.
- Simple font types.
- Pictograms doubled by texts in French and English.
- Consistency of information throughout the customer journey.
- Highlighting information about services accessible to persons with disabilities.

## COMMITTED ALONGSIDE PARIS 2024

To limit the environmental impact of these media, Paris 2024 and Doublet-Waserman have initiated a deep change in the way of conceiving and valuing look and signage products by:

- **Maximizing rental and existing structures;**
- **Integrating the costs associated with the second life of the products into the manufacturing price;**
- **Dynamically managing the choice of materials and second life-rates;**
- **Favoring the use of more environmentally friendly materials** (Akylux, Akyprint for 33% of the look<sup>109</sup>, natural glue, PET, Clean Tag, natural inks, etc.).



In partnership with our employees and service providers, we are working on implementing a unique recycling process for our textile media. At the end of the Olympic and Paralympic Games, all recyclable textiles will be routed to one of our partners specialized in this field. The recycled material will then be reintegrated into the manufacture of other products, such as duvets. Other products, for example, the structural elements specially designed for the Games, will also be reintegrated into our stocks, or offered to stakeholders. They can thus be reused for future events. On the social front, thanks to the collaboration of the teams, France Travail and the Seine-Saint-Denis department, more than 10% of the operational hours will have been carried out by people far from employment. Under the impetus of Paris 2024, we will continue our collaboration with all our stakeholders to make the event support industry more responsible."

**AGATHE DOUBLET**  
EXECUTIVE VICE-PRESIDENT FOR INTERNATIONAL BUSINESS DEVELOPMENT, DOUBLET-WASERMAN

## 3.2.3 FURNITURE AND EQUIPMENTS

### CHALLENGES & KEY FIGURES

To host all audiences of the Games (athletes, volunteers, personnel) in the best conditions, Paris 2024 furnishes all competition and non-competition venues, notably the athletes' rooms at the Village with bedding, chairs and sofas, etc.; the organizers' premises on-site with chairs and desks, microwaves and all necessary supplies; training venues with lockers, dining areas (high tables; fridges), etc.

In 2021, according to an ADEME report, of the 3.29 million tons of furniture items placed on the French market, less than 1% were reused and only 45% recycled.<sup>110</sup> Circularity therefore remains a great challenge for the entire industry.

### 620,000 ITEMS TO FURNISH ALL THE GAMES VENUES

16,000 BEDS AND BEDSIDE TABLES  
40,000 TABLES OF VARIOUS SIZES  
180,000 HANGERS  
3,000 SOAP HOLDERS  
1,400 MICROWAVES  
2,200 PARASOLS  
3,600 REFRIGERATORS  
6,000 TOILET PAPER HOLDERS  
7,500 CARDBOARD STOOLS  
7,000 TOILET BRUSHES

### PARIS 2024 COMMITMENTS

Objective:

**100%** second life for equipment and furniture used on venues.

As for other resources used during the Games, Paris 2024 first assessed and checked the expressed needs for furniture and equipment. Overall, the needs have been reduced from 800,000 items to 620,000 - a 25% reduction - thanks to the work of the Paris 2024 logistics teams who: carried out an inventory of all existing furniture on venues (microwaves, high tables, chairs and benches, etc.); challenged the requests of other departments and optimized resources by pooling them across different needs.

The work then focused on prioritizing use over ownership and all calls for tenders included the obligation for bidders to manage the second life of items. Ergonomic criteria were also included in the specifications to ensure universal accessibility of spaces and furniture. Today, the teams are supporting partners in managing the second life of these items, notably by identifying beneficiary structures and facilitating the use of reused furniture.

## COMMITTED ALONGSIDE PARIS 2024

RGS Events, Official Supporter of Paris 2024, provides furniture and equipment for the various competition venues, the Athletes' and Media Villages. The company sourced certain furniture lots from social and solidarity economy companies, with support from the association Les Canaux. At the Village, athletes will find iconic eco-designed furniture: coffee tables made from recycled badminton shuttlecocks; bean bags made from parachute fabric; chairs made from recycled bottle caps; sofas made from Vauban barriers and reused mattresses. Like other furniture partners, RGS Events is responsible for ensuring the second life of these items after the Games.

Lyreco, Official Supporter of Paris 2024, supplies the organizing committee and international delegations with furniture, personal protective equipment, handling tools and small office supplies for offices, accommodation, competition venues and all logistics operations areas. The company is taking advantage of the Games to launch a second-hand platform in France for items from its catalogs - particularly selling items used in the summer of 2024. The platform has been open for pre-orders since March 2024.

Lyreco has set ambitious circular economy commitments:

- **85% reuse;**
- **4% repurposing;**
- **11% recovery for non-reusable items** (e.g. toilet brushes).

Fnac Darty, Official Supporter of Paris 2024, is also anticipating the second life of the 250,000 large and small household appliances supplied during the Games. The group:

- **Prioritizes the resale products used at the Athletes' Village™ and competition sites;**
- **Organizes donations to associations for items that cannot be resold;**
- **Plans for the recycling of products that cannot be resold or donated (mainly items damaged during use).**

Airweave, Official Supporter of Paris 2024, is supplying the Athlete and Media Villages with 16,000 beds. The mattresses, thanks to Japanese expertise, have a level of firmness that can be customized by the athletes. After the Games, all the bedding (mattresses and pillows) will be donated and distributed among various organizations: Emmaüs Solidarité France, the Ministry of the Armed Forces, the Tsuji Hotel School, and the Paris Opera Ballet School. As for the bed bases, they are made of cardboard, manufactured by a French partner with whom Airweave has collaborated, and will be recycled within the national territory after the Games.

109 Projection to date, subject to volumes remaining unchanged.

110 Au-Dev-ant, Manuel TrarieuX. ADEME, Chloé HOUDUS. September 2022. Éléments d'Ameublement: 2021 data - annual report.

111 For items in good condition.

## FOCUS ON THE ESS 2024 IMPACT NOTEBOOK FOR CIRCULAR ECONOMY FURNITURE

Paris 2024, together with the association Les Canaux as part of the ESS 2024 program, has developed an impact report to list and promote the know-how, solutions and social and environmental innovations in terms of circularity for furniture.<sup>112</sup> It is the result of an exploratory work combining collective workshops and individual interviews with circular economy and social economy stakeholders. This impact notebook is intended to be an operational decision-making tool that Paris 2024 has been able to integrate into its purchases.

As a methodological analysis and sourcing tool for furniture sector actors, this impact notebook has allowed:

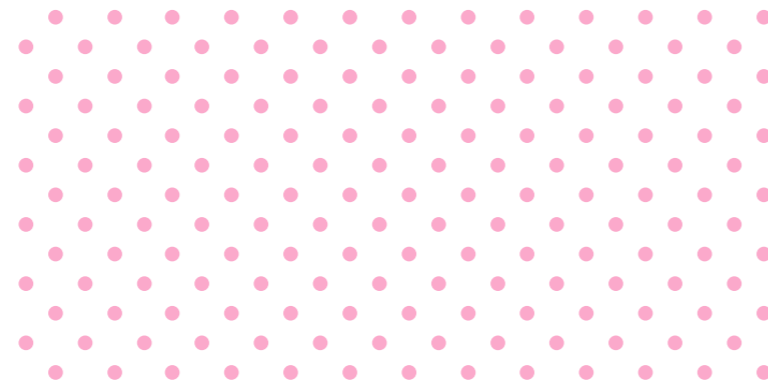
- **Identification of the most relevant products** for circular economy actors;
- **Distinction of the most suitable services** for the positioning of social economy actors;
- **Listing of social economy actors who can respond** to all or part of the activities related to furniture;
- **Establishment of recommendations on drafting specifications and allotment of services.** Clauses were integrated into the contracts to promote functional economy, inviting candidates to propose services rather than products;
- **Initiation of a logic of actor grouping through collective workshops,** ready to position themselves as co-contractors or subcontractors for furniture opportunities related to the Games.

Thanks to this sourcing, three social and solidarity economy companies (including two from the Paris region) will supply furniture to the Village made from recycled plastic (chairs), reused barriers (sofas) or reused parachute fabric (bean bags).

## THE LOGISTICS OF THE PARIS 2024 GAMES WITH CMA-CGM

Transporting hundreds of thousands of products critical to the smooth running of the Paris 2024 Games (furniture, sports equipment, medical and technological equipment, etc.) in very short timeframes, including during the dismantling phase, is a major challenge. In order to reduce the carbon impact linked to the international and national transportation of the Games' goods, equipment and materials, Paris 2024 is working with its Official Partner, CMA-CGM, and its subsidiary CEVA Logistics to roll out more environmentally friendly logistics solutions (maritime, land, air and logistics) such as:

- **Latest generation container ships** powered by liquefied natural gas (LNG) biofuels;
- **Warehouses meeting the highest standards** in terms of energy efficiency, water management, air quality and waste management;
- **The use of 80%** electric forklifts;
- **Measurement of truck fill rates** to optimize loads;
- **Low-carbon fuels used for 50%** of road journeys;
- **Shifting to rail or barge transport** where possible.



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<sup>112</sup> [https://ess2024.org/wp-content/uploads/2022/01/ess\\_2024\\_2022\\_cahier\\_dimpact\\_mobilier\\_en\\_economie\\_circulaire.pdf](https://ess2024.org/wp-content/uploads/2022/01/ess_2024_2022_cahier_dimpact_mobilier_en_economie_circulaire.pdf)

## 3.2.4 IT

### CHALLENGES & KEY FIGURES

Without IT, the world's biggest sporting event would not have the scale and visibility it enjoys today. From the planning of the Games to their broadcast, all aspects of the Games professions use IT as a tool: ticket sales, websites and mobile apps to share information, scheduling and broadcasting competitions, giant screens to follow events, volunteer management tools, accreditations and logistics flows, etc.

### PARIS 2024 COMMITMENTS

**100%** of equipment will have a second life, thanks in particular to 75% of rented equipment

- **Eco-design** of the most frequently used applications<sup>113</sup>;
- **Raising awareness** among Paris 2024 employees and ecosystem;
- **100% of technology tenders** incorporating sustainable IT criteria<sup>114</sup>.

A precise measurement of the IT footprint enabled Paris 2024 to prioritize and calibrate its actions as best as possible. This triple measurement includes:

- **The carbon footprint** of IT-related activities;
- **The material footprint** of the IT used during the Games;
- **Social aspects** (digital accessibility, inclusion, social and solidarity economy).

IT activities represent 4 to 6% of the total carbon footprint of the Games, in line with estimates of the global IT carbon footprint made by ARCEP<sup>115</sup>. Equipment<sup>116</sup>, and particularly the manufacturing phase<sup>117</sup>, constitute the vast majority of the overall IT carbon footprint.

113 Ticketing, Club Paris 2024, Paris 2024 Official website, travel management application for accredited populations.  
 114 Minimum weighting of 10% for applications, 20% for equipment.  
 115 <https://www.arcep.fr/la-regulation/grands-dossiers-thematiques-transverses/lempreinte-environnementale-du-numerique/etude-ademe-arcep-empreinte-environnemental-numerique-2020-2030-2050.html>  
 116 79% of the global carbon footprint of IT comes from equipment, around 16% comes from datacenters and 5% from networks.  
 117 80% of the carbon footprint of equipments comes from their manufacturing and not their use (and from the associated electricity consumption).

**10,000** Equipments for employees (workstations, portable computers, mobile phones, screens for meeting rooms) at the Paris 2024 headquarters

**MORE THAN 150** Applications deployed

**85,000** Equipments installed on competition and non-competition venues including:

**8,500** Portable computers **8,500** Mobile phones

**5,000** TV screens **2,000** Printers

APPROXIMATELY 125 TONS OF EQUIPMENT

**||**

The organizing committee, in its desire to improve all the impacts of the Games, had the audacity to integrate those of sustainable IT. All teams have worked to make them known and, above all, to propose concrete solutions to reduce them as much as possible. From upskilling teams and partners to sustainable management of equipment, accessibility and measurement tools. In the end, adapting a famous quote, Paris 2024 did not know it was impossible, so they did it."

**VINCENT COURBOULAY**  
 SCIENTIFIC DIRECTOR OF THE SUSTAINABLE IT INSTITUTE,  
 MEMBER OF THE COMMITTEE FOR THE ECOLOGICAL  
 TRANSFORMATION OF THE GAMES

### OPTIMIZED IT EQUIPMENT

To mitigate the environmental and social impacts of the IT equipment used for the Games, Paris 2024 has implemented an action plan that takes into account their very short duration of use - for the majority - and the large volumes rolled out.

Significant reductions in the volumes and sizes of equipment have also made between 2020 and 2023, with 29% fewer televisions and 28% fewer printers compared to initial estimates.

The organizing committee is acting on the lifespan of the equipment by working on its origin (rental, second-hand, eco-design) and its end-of-life (reuse, refurbishment).

### COMMITTED ALONGSIDE PARIS 2024

#### SCC

To ensure the second life of the technological equipment that will be rented for the Games, the organizing committee relies on SCC, Official Supporter of Paris 2024, and one of its subsidiaries, a social and solidarity economy structure specialized in the recovery and valorization of computer equipment and electronic waste.

For equipment purchased by Paris 2024, the teams are working on identifying second-life solutions and potential buyers.

#### ORANGE

Orange, Premium Partner and official supplier of Paris 2024, contributed to refining the measurement of its carbon footprint by carrying out a more in-depth study (than the one carried out by the committee) on its telecommunications scope. This is the first time an operator has carried out this assessment for this type of competition. Following this study, Orange set an ambitious target of a maximum of 10,000 tCO<sub>2</sub>eq. By communicating this figure, Orange aims to affirm its commitment and set a new benchmark for future competitions.

### ECO-DESIGNED APPLICATIONS

Paris 2024 is working to mitigate the environmental and social impacts related to the use of its digital services (applications, software) on the most frequently visited public platforms (Ticketing, the Club, Paris2024.org, the Games Time Web and App application), and the travel management application for accredited populations, while ensuring a quality user experience. **Paris 2024 thus implements the principles of software eco-design in 4 key steps:**

- **Training:** the digital team was educated on the environmental and social challenges of digital technology to integrate good eco-design practices while developing websites.
- **Measuring:** accompanied by a long-standing actor in the field and based on an eco-score calculated from the consumption of resources and energy of computer equipment (user terminal, networks, servers), Paris 2024 assesses the carbon footprint of selected digital services to identify main areas for improvement.
- **Improving:** depending on the areas for improvement identified in the assessment, good practices drawn from pre-existing reference systems<sup>118</sup> are implemented, such as progressive loading of content, optimization of visual content quality (image resizing), format adaptation to screen sizes and device type and optimization of source code and fonts (removal of unused characters, optimal compression format).
- **Re-assessing:** to evaluate the gains associated with the implemented developments and continue to improve.

### UNIVERSALLY ACCESSIBLE IT SERVICES

Paris 2024 pays particular attention to the accessibility of websites and applications used during the Games. This ranges from publishing documents in HTML format to facilitate reading for visually impaired people using their voice synthesis tools, to the systematic integration of subtitles in audiovisual content and text replacements for images, etc.

The committee is also committed to a process of continuous improvement to comply with the General Accessibility Reference Framework for Administrations (RGAA) and the Internet Charter of French State services. The RGAA is aligned with the W3C's international Web Content Accessibility Guidelines, at level AA.

### LEAVE A LEGACY

Convinced that organizing the Olympic and Paralympic Games is a unique opportunity to accelerate awareness and move towards more sustainable IT activity, this is the first time an Organizing Committee has integrated this topic into its strategy

118 *Référentiel Général d'Ecoconception des Services Numériques (RGESN)*, "General Ecodesign Framework for Digital Services" : [https://ecoresponsable.numerique.gouv.fr/publications/referentiel-general-ecoconception/Handbook of Sustainable Design of Digital Services \(GR491\)](https://ecoresponsable.numerique.gouv.fr/publications/referentiel-general-ecoconception/Handbook of Sustainable Design of Digital Services (GR491)) : <https://gr491.isit-europe.org/en/>



and operations. A legacy that will benefit future editions of the Games, as the IOC included the sustainable IT strategy in the list of deliverables required from future organizers and integrated a sustainability section into its Technology Games Guide.

Paris 2024 also shared its sustainable IT strategy and achievements with the signatories of the Ministry of Sports' event organisers 15-pledge charter for eco-responsibility, the Club of IT Directors of National Federations or the Club of Sustainable Development Officers of Federations. This led to the development by the Ministry of Sports and the French NOC of a "Responsible IT Activation Booklet"<sup>119</sup> - a document designed in collaboration with Paris 2024, the Sustainable IT Institute and the French Tennis Federation, published at the end of the first quarter of 2024.

## RALLY

In November 2023, a week dedicated to sustainable IT was organized at the Paris 2024 headquarters to raise awareness among all its employees. Workshops on a "fresque du numérique", smartphone repair or old mobile phone collection were set up.

- **38 participants in the fresque du numérique<sup>120</sup>**, 63% of whom had never participated in a fresque before
- **40 kilos of equipment collected** (smartphones, cables, chargers, household appliances)

## 3.2.5 ENERGY

### CHALLENGES & KEY FIGURE(S)

Today, the vast majority of events taking place in temporary facilities, whether they are sporting or cultural events, run on diesel generators that emit CO<sub>2</sub>, fine particles causing air pollution, and produce noise disturbances. Even when an event is powered by the electrical grid, generators are often used as a backup solution to handle exceptional peaks in consumption or for fear of power outages. Similarly, events at permanent venues, including most of the events held at large stadiums, operate on diesel generators, as is the usual practice of broadcasters and event operators.

### +40 SITES TO BE POWERED

During the London Games in 2012, 4 million liters of diesel were consumed to generate electricity; the equivalent of 11,000 tCO<sub>2</sub>eq emitted, which represents the annual GHG emissions of more than 1,000 French people.

### PARIS 2024 COMMITMENTS

Being more sustainable in terms of energy is a challenge for the entire event sector and an important issue for Paris 2024, not only to help meet its climate objectives, but above all to help reduce the carbon emissions of future events.

### OBJECTIVES:

**100 %** of competition and non-competition sites connected to the grid with Enedis, minimizing the use of generators

**100 %** renewable electricity to power the Games via the grid, supplied by EDF

Minimize the use of fossil fuels for backup generators (within the limits of applicable regulations)

Paris 2024 has worked to implement more sustainable solutions for powering the Games. The organizing committee has implemented an action plan based on a gradual approach:

#### 1 CHOOSE SUFFICIENCY BY OPTIMIZING ELECTRICITY CONSUMPTION

This involves integrating this issue from the design phase, proposing spaces that meet the users' needs, prioritizing low-consumption equipment, informing and raising awareness among users before and during the Games and by measuring consumption to make adjustments corrections if necessary. For example, all lighting for the Games on temporary or permanent competition venues will be "LED".

#### 2 ENSURE THE RELIABILITY AND SECURITY OF THE EXISTING ELECTRICITY GRID

- By carrying out a reliability analysis of the grid and high-voltage installations supplying the venues, to identify the needs for additional reliability and security;
- By temporarily making the medium-voltage grid available to ensure redundancy, with the assistance of Enedis and RTE.

#### 3 CHANGE THE ENERGY SUPPLY MODEL FOR EVENTS, BY MINIMIZING THE USE OF FOSSIL FUELS (WITHIN THE LIMITS OF APPLICABLE REGULATIONS):

- All sporting venues of the Games, as well as third-party venues hosting spectator public and athletes, are connected to the public electricity distribution network with Enedis, Official Supporter of Paris 2024, to limit emitting and polluting generators. Some venues benefit from a second connection acting as the first backup option in case of failure.
- For areas far from the grid (e.g. on large venues such as Versailles or Le Golf National), other solutions are still under study (including mobile battery packs, rechargeable nearby). 16 mobile battery packs will be installed in Versailles.
- As a last resort, Paris 2024 plans to use innovative solutions relying on biofuels, batteries or hydrogen, thanks to its partnership with GL events - Loxam, Official Supporter of Paris 2024.



119 <https://www.sports.gouv.fr/tendre-vers-un-sport-plus-sobre-en-ressources-1144>

120 A "fresque du numérique" is a workshop that aims at raising awareness and understanding the environmental challenges of IT.

In line with the main players and representatives of the sports world, the committee participated in the sports working group, set up in the fall of 2022 by the State as part of the Energy Efficiency Plan launched by the French President. Four measures from Paris 2024 are already in place:

- **Prioritize the public electricity distribution network** and eliminate the use of fossil energy for temporary backup solutions;
- **Optimize electricity consumption at the Paris 2024 Games venues** (LED, low-consumption devices, venue design);
- **Innovate for energy efficiency** in sports;
- **Deliver Olympic and Paralympic facilities** to the highest eco-design standards.<sup>121</sup>



#### SOURCE 100% RENEWABLE ENERGY (SOLAR AND WIND)

Since the bid phase, Paris 2024 chose to deliver Games powered by renewable electricity. EDF, Premium Partner of Paris 2024, certifies the renewable electricity for all Paris 2024 venues through specific Guarantees of Origin<sup>122</sup> from 8 production sites (6 wind and 2 solar) distributed across France.

To go further, certification of hourly simultaneity between Paris 2024 venue consumption and EDF's renewable production is made possible by an innovative tool developed by EDF's internal teams: Trackelec. This digital innovation links competition venues with selected renewable energy parks using blockchain technology. EDF's innovation offers a new option for temporary installations, representing an opportunity to reduce the carbon impact of the events industry.

EDF is also installing two innovative temporary solar production projects at the Athletes' Village: a photovoltaic canopy at the bus station and a floating solar power plant on the Seine. These examples are further detailed in section 4.2 on the Athletes' Village.

The company has also installed permanent photovoltaic panels on the roofs of Olympics Aquatic Center and of one of the neighborhoods of the Athletes' Village.

In addition, EDF is installing more than 800 charging points for electric vehicles for the Paris 2024 fleet, which will also be powered by 100% renewable energy during the Games, and which will find a second life after the Games as they will be reinstalled by EDF to cover the needs of its own industrial facilities.

## AN INNOVATION: PERMANENT GRID ACCESS POINTS FOR TEMPORARY EVENTS

One of the key innovations driven by Enedis with local authorities and event organizers, relayed by Paris 2024 and the French State, was the setting up of permanent grid access points for temporary events: these are connection points adapted to events, which are installed at strategic points hosting events on a regular basis. These access points will remain as a legacy after the Games, making it possible to improve the environmental performance of future events and reduce nuisance for local residents.

Developed by Enedis with the support of the City of Paris and event organizers, the permanent grid access points for temporary events connect the temporary uses of the Games to the electric grid at iconic venues such as Place de la Concorde, Champ-de-Mars, or Place du Trocadéro. Installed under the pavement and retractable, they offer a temporary quick connection solution with significant power capacity, allowing the powering of both small and large events.



By connecting events to the electricity distribution network, we are helping to reduce the carbon footprint of the Paris 2024 Games. With the permanent grid access points for temporary events, we are proud to provide an innovative and lasting solution to Terres de Jeux cities, with the support of ADEME and Paris 2024."

**CATHERINE LESCURE**  
DIRECTOR OF COMMUNICATION AND CSR AT ENEDIS.



<sup>121</sup> <https://www.sports.gouv.fr/plan-de-sobriete-energetique-du-sport-un-d-action-2313>

<sup>122</sup> The guarantee of origin is an official electronic certificate issued by an independent body, designed to prove to end customers that a selected percentage of their electricity consumption is fed back into the grid in the form of green electricity.

## 3.2.6 TRANSPORTATION

### CHALLENGES & KEY FIGURES

During the Games, one of the challenge is to transport nearly 200,000 accredited people and provide access to venues for the millions of spectators expected. Addressing this issue comprehensively, reconciling venue access and daily mobility demand while reducing the carbon footprint of transportation is a formidable task.

During the Games, the goal is to transport nearly:

<b>200,000</b>	Accredited individuals
<b>MILLIONS</b>	of spectators expected for over 800 competition sessions over 29 days.

The Paris 2024 organizing committee is in charge of the transport of accredited individuals (athletes, delegations, officials, employees, etc.) between 41 Olympic venues (including 32 in the Paris region) and 20 Paralympic venues (including 19 in the Paris region), training venues, main hotels of the Olympic family, the Athletes' village, media centers, etc.

The transportation of spectators to and from the competition venues is the responsibility of mobility organizing authorities such as IdFM (Île-de-France Region), Sytral (Lyon Metropolis), Châteauroux Metropolis (Châteauroux), etc. These authorities work with network operators (RATP, SNCF, Keolis, Transdev, Lacroix Savac...) to implement a transport plan adapted to the event.

### PARIS 2024 COMMITMENTS

- **All competition venues will be served by public transport**, with 3/4 of the venues in Île-de-France located within 500 meters of a public transport stop.
- **All competition venues in the Paris region accessible by active mobility**, including guarded temporary bicycle parking for spectators at all competition venues.
- **100% electric, hybrid or hydrogen light vehicles** for transporting the Olympic and Paralympic family.
- **37% fewer light vehicles provided to accredited populations** compared to the London 2012 edition, thanks to the "Transport Connect" system (shared vehicles pooling).

These objectives are shared by all transportation stakeholders to ensure reliable service for athletes, journalists, referees, officials and spectators, while minimizing the impact of the Games on daily mobility as much as possible.

Providing such a transport offer during the Games is the result of collective work, involving strong anticipation and coordination between multiple stakeholders. A Mobility Strategic Committee for the Olympic and Paralympic Games, chaired by the Minister for Transport, brings together every six weeks the project stakeholders (Paris 2024, State services, transport authorities, host communities). This allows for coordinated progress on all issues.

The transport plan adapts to the mobility needs of different Games audiences:

- **A spectator transport** plan mobilizing all transport stakeholders (see details below).
- **A transport plan for accredited populations** that prioritizes lower-emission modes, soft mobility, and shared solutions (coaches, buses), and includes the design of a network of reserved lanes to ensure consistent and predictable travel times for athletes and delegations.

### THE TRANSPORT PLAN FOR SPECTATORS

The spectator transport plan consists of a multimodal transport offer that prioritizes:

- **Existing infrastructure:** Paris 2024 designed its concept around existing or planned transport plans in the Île-de-France region (to be ready by the time of the Games). For example, the extension of metro line 14 to the north and south of Paris is key for commutes from and to the Athletes' Village and Orly airport;
- **Public transport:** in the Paris region Île-de-France Mobilités (IDFM), Official Partner of Paris 2024, is coordinating efforts with regional operators and the government to implement local transport plans. The public transport offer (metro/RER/train/trams) will be increased by 15% compared to usual summer months and up to 25% for the lines most affected by the Paris 2024 Games.
- **Active mobility:** Paris 2024 is responsible for temporary bike parking services at the competition venues. Nearly 20,000 temporary secure parking spaces are planned with financial support from the State and local authorities.

The needs of people with disabilities (PwD), and in particular those of people with reduced mobility (PRM):

- **240 accessible stations on the IDFM network**, covering 95% of train and RER traffic and 100% of stations near competition venues.
- **100% of buses and RER stations** in Paris accessible, as well as 100% of the tram network.
- **100% of metro line 14** accessible, to travel from Saint-Denis to Orly from June onwards.
- **2,700 RATP agents** to assist travelers with disabilities.
- **A SNCF reservation system available** for people with reduced mobility from their departure station to their train and upon arrival.
- **In addition, Île-de-France Mobilités is setting up a shuttle service for wheelchair users (WCU) departing from the 7 major Parisian train stations and Rosa Parks (in the north of Paris).** These shuttles, intended for people with wheelchairs tickets for the Paris 2024 Games, will drop off WCU as close as possible to the competition venues.

### DEVELOPING BICYCLE USE

An ambitious plan to develop the cycling network is supported and co-financed by the State and local authorities (City of Paris, Île-de-France Region, Greater Paris Metropolis, Seine-Saint-Denis department). In total, a 415 km network of cycling lanes will connect the Île-de-France Olympic venues. It includes:

- **60 km of cycling lanes** provided by the City of Paris;
- **An additional 25 km of cycling lanes** provided by the Seine-Saint-Denis department by 2024;
- **45 km of cycling lanes financed** by the Region as part of the Vélo Île-de-France (VIF) network;
- **200 km of cycling lanes** planned as part of the Greater Paris Metropolis bike plan.

During the Games, cycling will be promoted in the Île-de-France region and temporary bike parking capacities will be increased as close as possible to the competition venues thanks to 20,000 temporary spaces operated by Paris 2024 (10,000 in Paris, 10,000 in Île-de-France outside Paris), with financial support from the State and local authorities.

In areas outside Île-de-France, cycling is widely supported by local stakeholders, whether by enhancing existing parking offers, developing temporary station solutions, supporting free-floating offers, securing routes, or working on signage to competition venues.



Committed to sustainable development, the Aix-Marseille-Provence Metropolis is implementing numerous actions to address the challenges of major transitions, particularly in environmental matters. We are multiplying achievements, projects, and we will accelerate even further to protect the most natural endowed metropolis in France! "

**MARTINE VASSAL**  
PRESIDENT OF THE AIX-MARSEILLE-PROVENCE METROPOLIS,  
PRESIDENT OF THE BOUCHES-DU-RHÔNE DEPARTMENTAL  
COUNCIL, FIRST VICE-PRESIDENT OF THE DÉPARTEMENTS DE  
FRANCE ASSOCIATION



© François Moura

### IN MARSEILLE

The Aix-Marseille-Provence Metropolis is responsible for implementing the transport plan for the Games, coordinating and engaging all stakeholders involved in this plan.

- **The public transportation system has been improved and adjusted** in connection with the various events organized: bus stop renovations and enhanced accessibility for persons with reduced mobility (PRM).
- **Public transportation and active mobility** are prioritized.
- **The on-demand adapted transport offer** for PRM, MobiMétropole, has been reinforced, thanks to improved quality and increased availability.
- **Accessibility of interfaces has been enhanced through simplification and translation into English, to allow a larger number of people to use them.**
- **The network of cycling paths has been expanded** to facilitate access to competition venues, and secure bike parking facilities are planned in collaboration with the City of Marseille.
- **Pedestrian flows and access to venues** have been analyzed and improved (renovation and widening of sidewalks, implementation of new signage for security).

## COMMITTED ALONGSIDE PARIS 2024

Whether it's mobility authorities or private companies, by offering low-carbon mobility solutions or alternatives to fossil fuels, these partners contribute to Paris 2024's objective of reducing GHG emissions related to the organization of the Games and welcoming everyone with the same level of accessibility service.

### ÎLE-DE-FRANCE MOBILITÉS (IDFM)

The Paris 2024 Olympic and Paralympic Games will be the first Games 100% served by public transport. To achieve this, Île-de-France Mobilités has implemented a public transport plan for access to venues, sized to accommodate all spectators:

- **15% increase in metro/RER/train service** during the Games, and up to 25% for lines serving competition venues, compared to a usual summer schedule (but -15% compared to the usual offer outside school holidays);
- **Transport for all accredited groups** (media, athletes, delegations) through 1,000 buses, equivalent to the bus network of a city the size of Lyon;
- **Dedicated spectator shuttles** serving the venues farthest from public transport stations. 6 competition venues are concerned: Vaires-sur-Marne, Château de Versailles, Golf National and Colline d'Élancourt in Saint-Quentin-en-Yvelines, Roland-Garros and Parc des Princes.

To implement this transport plan, Île-de-France Mobilités plans and coordinates works with all its transport operators to:

- **Anticipate and reinforce the transport offer** on all modes (metro, tram, train) for the Paris 2024 Games.
- **Inform and guide travelers, with dedicated signage in public transport and many agents to guide and assist spectators.** In addition, a specific route search application will be launched in spring 2024 - Transport Public Paris 2024 - with a route calculator adapted to distribute spectator flows, purchase of the Paris 2024 pass to avoid queues on arrival, and personalized alerts for favorite competition and celebration venues.

### RATP

RATP, Official Supporter of Paris 2024, has engaged all of its teams to ensure infrastructures are ready for the Games (extensions and modernization of the T3b tramway line and metro lines 14, 11 and 4) and has deployed an unprecedented recruitment plan to reinforce transport services.

- **17 Olympic and 12 Paralympic venues** served by RATP in Île-de-France;
- **90 reinforced stations serving Olympic and tourist sites** thanks to 19,000 agents and more than 2,000 RATP volunteers to provide guidance in stations during the Games.

### TOYOTA

As a Worldwide Partner of the Games, Toyota will provide more than 2,650 electric, hydrogen and/or hybrid vehicles for accredited persons, including:

- **More than 1,000 hybrid and plug-in hybrid vehicles;**
- **More than 1,000 electric vehicles;**
- **500 hydrogen "Mirai" vehicles.**

### HYPE

Hype, Official Supporter of Paris 2024, which has directly operated the world's largest hydrogen taxi fleet for 8 years, is mobilizing all its teams to help reduce the climate impact of Paris 2024 transportation. During the Games, Hype a specific public taxi service on demand for accredited individuals, including a Crit'Air 0<sup>123</sup> taxi service adapted for PMR transportation.

### AIR LIQUIDE

Air Liquide, Official Supporter of Paris 2024, will supply renewable hydrogen to refuel the fleet of 500 Toyota Mirai. A true technological and operational challenge, this operation will accelerate the development of hydrogen solutions in Île-de-France.

### EDF

IZIVIA, an EDF subsidiary, has been working since 2021 to install nearly 800 temporary electric charging stations, mainly distributed across 3 sites near Porte Maillot, the Athletes' Village and Le Bourget. After the Games, all of these charging stations will have a second life and be reused by EDF at its own facilities to power its 100% electric light vehicle fleet.

### SNCF

Involved since the bidding phase in 2017, the SNCF Group has been working for more than 4 years with the State, organizing authorities and Paris 2024 to meet the lower-carbon mobility needs of spectators and accredited persons, while ensuring the transportation of its usual customers. At the end of 2019, the President of the SNCF group set up a program department to coordinate all activities: notably the rail transport of athletes between the co-host cities, officials, Olympic and Paralympic families and Paris 2024 teams.

### AIR FRANCE

The airline, Official Partner of Paris 2024, will deliver air transfers of certain accredited groups, notably for the Olympic football tournament (for journeys longer than 4 hours by train), and for official travel of accredited persons to and from mainland France and Tahiti. Air France will pay particular attention to travelers with reduced mobility and disabilities, who can use the company's dedicated assistance service for any requests. The company also offers multimodal fares for spectators, combining an airline ticket to France with a train ticket to access the competition city from major airports.

To reduce the carbon footprint of its operations, Air France offers its customers the opportunity to contribute to the purchase of sustainable aviation fuels (SAF). Produced from non-fossil sources, the SAFs selected by Air France reduce CO<sub>2</sub> emissions by at least 75% over their entire life cycle compared to fossil kerosene. As part of the Paris 2024 Olympic and Paralympic Games, for any customer wishing to participate in the purchase of SAF, Air France will match the amount contributed, automatically doubling the impact of their contribution. This matching applies automatically to any booking for travel between July 18 and September 9, 2024 to mainland France and French Polynesia.

123 A French air quality certificate issued to show a vehicle's compliance with European emission standards.



### 3.2.7 SPORTS EQUIPMENT

#### CHALLENGES & KEY FIGURES

Sports equipment represents the third largest consumer goods market in France. Yet only 6% of equipment is recycled at the end of its life, and 104,000 tons of sports and leisure articles are thrown away each year in France<sup>124</sup>, most of them in residual household waste and bulky waste bins.

#### FOR THE GAMES:

**+1 MILLION** items used by athletes and officials across 54 sports.

**3,000** types of sports equipment across all disciplines.

For the Games, sports equipment refers to all equipment used on the field of play, warm-up areas and training venues: large equipment (urban facilities like skateparks, sports flooring, boats, gymnastics apparatus, boxing rings, etc.), medium-sized equipment (judo mats, training machines, bikes, etc.) and small standard equipment (bibs, gym apparatus, whistles, balls, scales for weigh-ins, cartridges and numerous maintenance equipment, etc.).

Providing a second life for this equipment whenever possible is a major challenge on the scale of the Games and at the same time, an emblematic and concrete legacy for sports.

<sup>124</sup> ADEME, TERRA, MORINGA, PHILGEA, RESSOURCESYS, 2020. Étude préalable à la mise en place de la filière de collecte et de traitement des articles de sport et de loisirs, sous la responsabilité élargie des producteurs (REP), "Preliminary study for the implementation of a collection and processing system for sports and leisure articles under the Extended Producer Responsibility scheme (REP)".

#### PARIS 2024 COMMITMENTS

**3/4** OF SPORTS EQUIPMENT RENTED OR PROVIDED;

**1/4** OF SPORTS EQUIPMENT ACQUIRED BY PARIS 2024 (WITH FINANCIAL SUPPORT FROM THE NATIONAL SPORTS AGENCY), THEN GIVEN AS A LEGACY TO THE SPORTS MOVEMENT.

#### METHOD

True to its circular economy approach, the organizing committee has worked to optimize needs as much as possible, favor use over ownership, and consider the second life of the Games' sports equipment from the planning phase of the project. Although they represent a small part of the material footprint of the Games, this equipment constitutes a significant quantity of manufactured products with high added value, for which reuse is the best course of action for the legacy of Paris 2024.

The second life begins upstream, thanks to a procurement strategy that anticipated the post-Games period. Two major procurement models emerged in line with Paris 2024's responsible procurement strategy:

- **Equipment provided by partners**, in exchange for marketing rights or by exclusive suppliers - equipment they retrieve after the Games (e.g. fitness equipment, gymnastics equipment, boats for competition organization and some athletics equipment);
- **Equipment supplied by partners**, exclusive suppliers required by International Federations or contractors selected by Paris 2024, but whose second life is operated by the Paris 2024 teams, according to the principles set out in Section 3.1.3

Thus, around 100 partners, exclusive suppliers and service providers will supply sports equipment during the Games. In addition to anticipating second life, tenders and calls for projects integrated selection criteria on the eco-design of equipment.

Finally, and in line with its responsible procurement strategy, Paris 2024 is mobilizing the social and solidarity economy sector. For example, the committee awarded one of the contracts for the supply of towels for athletes to a social and solidarity enterprise:

- **180,000 towels to be produced** (50,000 "branded" towels and 80,000 white towels);
- **Towels that will be used by athletes at iconic venues** (e.g. tennis player towels at Roland-Garros);
- **24 people mobilized** in the network's workshops over 8 weeks of production for towel manufacturing;
- **100% French manufacture** to reduce GHG emissions.

### COMMITTED ALONGSIDE PARIS 2024

#### MONDO

A global player in the sports market, Mondo, Official Supporter of Paris 2024, is providing the athletics track and all necessary sports equipment for athletics events: from hurdles to mats, poles for high jump and pole vault to starting blocks. The company has committed to ensuring a second life for all products and equipment provided. Some will be redistributed in collaboration with Paris 2024. The rest will be checked, refurbished and reused by Mondo in future sports events.

These equipment items are produced at sites in Zaragoza, Spain, and at the Gallo d'Alba plant in the province of Cuneo, Italy. The factory is certified according to the ISO 14001:2015 environmental management standards. In addition, Mondo Group has obtained certification for its energy management system according to the ISO 50001 standard, aiming to optimize energy performance across the company, with continuous improvement. The concerned production unit is powered by a photovoltaic plant, which reduces GHG emissions. Moreover, the vulcanization process used for the Mondo Track athletics track surfacing creates products in which recycled rubber powders are permanently bound to a polymer matrix, preventing detachment and release of microplastics.

Mondotrack WS-EB the state-of-the-art athletics track that will be used for Paris 2024 embodies Mondo's commitment to environmental responsibility. Following a critical examination of the GHG emissions associated with the athletics track used at the London 2012 Olympic Games, Mondo prioritized reducing the track's environmental impact throughout its life cycle, from production to second life. Up to 50% by weight of the track's components are recycled or renewable, saving virgin fossil-derived materials, with a significant improvement over previous editions.

To reduce the product's environmental impact, Mondo favored the use of non-fossil ingredients from renewable sources, such as natural rubber, and the use of recycled materials (from industrial supply chains and end-of-life) as much as possible. Furthermore, Mondotrack WS-EB is manufactured using methods and technologies to reduce its carbon footprint, such as the use of renewable energies (photovoltaic) and the implementation of processes to minimize waste.



## COMMITTED ALONGSIDE PARIS 2024

### GERFLOR

Gerflor, a world-renowned French company specializing in flooring, Official Supporter of Paris 2024, will supply 33,466 m<sup>2</sup> of sports flooring for handball, volleyball and sitting volleyball, basketball and wheelchair basketball, boxing, boccia, and goalball events.

As part of its we care / we act approach, Gerflor is particularly careful to reduce the carbon footprint of its flooring and limit resource consumption. By offering floors containing an average of 40% recycled materials and 100% recyclable, the group demonstrates its commitment to a circular economy approach. Moreover, over 75% of the sports floors intended for Paris 2024 Gerflor Games are manufactured in France, near the main competition venues. Finally, Gerflor undertakes to find a reuse destination in sports or school facilities after the competition for all the floors used during the Paris 2024 Games.

### GYMNOVA

GYMNOVA, Official Supporter of Paris 2024, will provide gymnastics equipment and is committed to an environmental approach and aims to play a leading role in the ecological transition.

For the Paris 2024 Olympic and Paralympic Games, GYMNOVA pledges to:

- Use 100% recyclable materials and will also group certain packaging when required and feasible to reduce the environmental impact.
- Recover all the equipment provided, equivalent to 5 complete sets. They will then be rehabilitated, checked, and resold at preferential rates to French clubs or associations.



© Gerflor Volleyball World



© Ronald Martinez/Getty Images

## FOCUS INNOVATION

### EP CLIMBING

SUPPLIER OF THE CLIMBING BOULDER

EP Climbing, a French manufacturer, has been selected to supply the official boulder wall for Paris 2024. The “Titan” climbing boulder (20m wide by 4.5m high) with a minimum lifespan of 20 years, will be installed at the Le Bourget venue for the duration of the Paris 2024 Games. Invested in the environmental impact linked to the production of the boulder, the company carried out a life cycle analysis: an innovative approach covering the entire production chain and components of the boulder. The results allowed the manufacturer to focus its eco-design efforts on mats, which represent 56% of the carbon footprint (efforts made on the production, in France, of recycled and recyclable foam) and holds (efforts made with different manufacturers for recycled and recyclable holds).

### POLYTAN

SUPPLIER OF THE ARTIFICIAL TURF FOR FIELD HOCKEY

Polytan, supplier of the surface for field hockey, has developed the very first low-carbon artificial turf (certified by an accredited company) for the Paris 2024 Games. It is composed of 80% of organic material (from a by-product of sugar cane processing), which avoids the emission of 73 tCO<sub>2</sub>e compared to the production of the same surface with conventional turf, while maintaining an optimal level of performance meeting the requirements of the International Hockey Federation. The developed technology also helps to limit surface friction and abrasion, reducing the amount of water needed to lubricate the surface during competitions.

### EVOLUTION OF THE SPECIFICATIONS OF THE INTERNATIONAL SKATEBOARDING FEDERATION

Skateboarding will make its second Olympic appearance at the Paris 2024 Games. In agreement with the International Federation, the committee wished to prioritize the use of wood whenever possible - a natural material with a lower environmental impact - for the construction of the bowls that will be used for the events at Place de la Concorde. Composed of 60% wood, the two structures will be fully reused as a legacy for skateboarding practice. The concrete will be fully recycled. This collaborative effort inspired the International Skateboarding Federation, as it has since updated its specifications and now requires a minimum of 60% wood for competition structures.

### 3.2.8 CATERING

#### CHALLENGES & KEY FIGURES

The promise of Paris 2024: to offer a more plant-based, local, sustainable, and still delicious diet. How to find the balance between all the possible options, with sometimes contradictory advantages and disadvantages, while respecting the specific nutritional constraints of each sport and the different cultures gathered at the grand table of the Games?

During the Games, Paris 2024 will be responsible for delivering 13 million meals and snacks. It is the largest event catering operation in the world — the equivalent of the amount provided at 10 football World Cup tournaments.

A diverse offer (snacking and gourmet meals, breakfast and dinner, refreshment stalls and buffets) that adapts to different audiences, each with its own challenges:

- **15,000 athletes**, for whom nutrition must rhyme with performance;
- **Millions of spectators** to whom to offer friendly and practical food which will be an integral part of their experience in the stadiums;
- **26,000 media** representatives who will work while discovering French culture;
- **45,000 volunteers** for whom catering catering will mean energy and conviviality;
- **Over 4,000 employees and tens of thousands of** partners and service providers of the committee.

#### PARIS 2024 COMMITMENTS

To meet these challenges and to better understand the ongoing food transition, Paris 2024 consulted nearly 120 organizations representing the entire value chain, from production to waste management, as well as experts, NGOs, nutritionists and, of course, athletes. Based on this collective work, the organizing committee was able to define a strategy and formulate 6 key commitments, broken down into around sixty sub-commitments, applicable according to the audiences, products and services.

#### 6 MAIN COMMITMENTS

- 1 TWICE MORE PLANT-BASED FOOD TO HALVE THE CARBON FOOTPRINT OF MEALS AND SNACKS AT THE GAMES, COMPARED TO THE AVERAGE FRENCH MEAL**
- 2 100% CERTIFIED FOOD**
- 3 HALVE SINGLE-USE PLASTIC LINKED TO FOOD CONSUMPTION**
- 4 MINIMIZE FOOD WASTE RECOVER 100% OF UNCONSUMED FOOD RESOURCES**
- 5 ENSURE 100% SECOND LIFE FOR EQUIPMENT AND INFRASTRUCTURES**
- 6 A MINIMUM OF 10% ON ALL VENUES TO BE FROM PROFESSIONAL INTEGRATION PROGRAMS**

These ambitions have been integrated into all catering tenders and expressions of interest. Sustainability accounted for 20% of the score awarded to candidates in the bidding phase and up to 30% for catering at the Athletes' Village, a level of commitment that has caught the attention of the collective catering sector, strongly galvanized to meet these unprecedented expectations. Once the contracts were awarded, financial penalties were contractually associated with compliance with the commitments in this area.

#### COMMITMENT 1

#### HALVE THE CARBON FOOTPRINT OF MEALS AND SNACKS

Increasing the plant-based food offerings is the primary lever to significantly reduce the carbon footprint of catering while promoting healthier eating for all audiences:

- **Spectators:** a minimum of 60% of sandwiches, hot and cold dishes sold at refreshment stalls will be vegetarian (except at stadiums hosting football events, where the minimum will be 40%).
- **Volunteers, employees, contractors, media, Olympic and Paralympic family:** on average 50% of the meals will be vegetarian with 100% vegetarian meals on certain days for staff, volunteers and contractors;
- **Athletes and officials:** the vegetarian offering available at the Village will be increased and showcased.

#### LA CONCORDE URBAN PARK – THE FIRST VENUE WITH A 100% VEGETARIAN OFFERING FOR SPECTATORS

For the catering offering at La Concorde Urban Park, Paris 2024 is taking an unprecedented turn with, for the first time in the history of the Games, a 100% vegetarian offering for spectators. Through this action, Paris 2024 wants to demonstrate that a low-carbon diet can meet public approval and that sport has a role to play in changing eating habits.

#### SODEXO AT THE ATHLETES' VILLAGE

Sodexo Live!, Official Supporter of Paris 2024, will provide an exceptional catering service at the Athletes' Village. With Paris 2024, Sodexo Live! wanted to increase the presence of plant-based options across all of its meal offerings. No more stand dedicated solely to vegetarian options; in the Athletes' Villages, the vegetarian offering will be present at all buffets and in all patios.

#### GARDEN GOURMET

The French leader in vegetarian catering, Garden Gourmet, Official Supporter of Paris 2024, will offer 20 plant-based options during the Games, thus contributing to a less carbon-intensive diet. They will be served to everyone present at the Paris 2024 competition and celebration venues (athletes, spectators, guests, media, and volunteers).



## COMMITMENT 2 SOURCE 100% CERTIFIED FOOD (PRODUCED IN FRANCE AND/OR SUSTAINABLY LABELLED ACCORDING TO SECTORS)

After analyzing the available seasonal food supply (quality and volumes), and in accordance with the rules of public procurement and partnership of partnership, the organizing committee worked with its partners and suppliers to achieve the following objectives:

- 80% of the total food supply sourced from France and 25% from local production around competition venues (less than 250 km); zero food imported by air.
- 80% of the total food supply labeled<sup>125</sup> with a sustainability label per the EGALIM law, including 30% from farms that are organic or in the process of transitioning to organic production;
- All French regions highlighted at the Village and/or competition venues.

Paris 2024's initial 80% target for food supply sourced with a sustainability label was set in 2021. The international and inflationary context is making it more difficult to achieve such a high ambition for collective and quick-service catering. However, Paris 2024 wished to reaffirm and maintain its strong commitments to French and local sourcing, with the support of its partners.

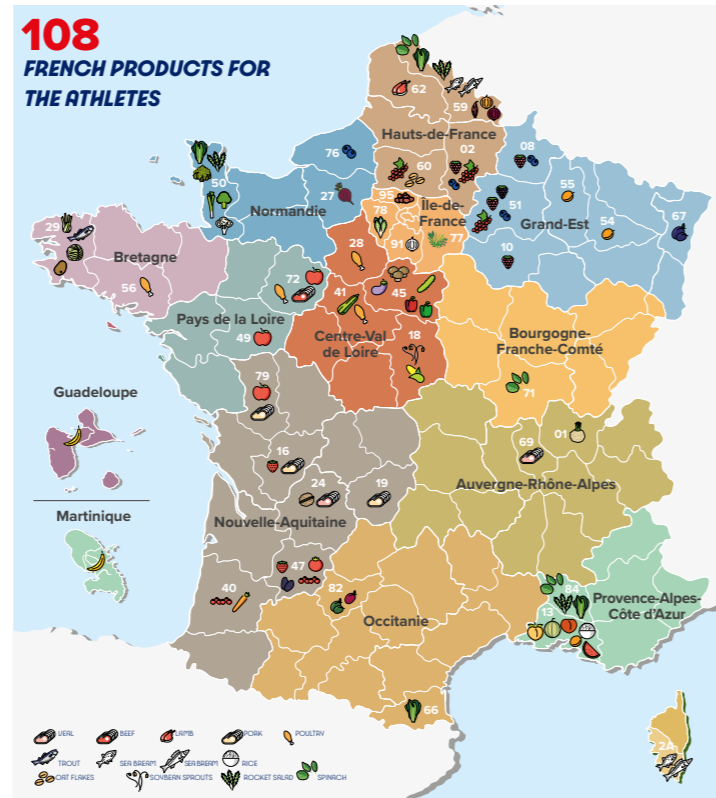
### CARREFOUR

Carrefour, Premium Partner of Paris 2024, will supply the Athletes' Village with local and French Carrefour products (fruits, vegetables, meat, seafood, etc.).

Carrefour will thus provide more than 150 fresh and organic products (fruits, vegetables, cereal products, meat, fish and seafood). Carrefour will showcase French agriculture and promote sustainable food through a selection of products guided by Paris 2024's Food Vision. In total, more than 100 French producers will be showcased and over 600 tons of goods will be delivered by Carrefour. For example, the potatoes served at the Athletes' Village will be sourced from a farm in Ile-de-France located within 30 km of the Village.

### DANONE

Danone, Official Partner of Paris 2024, will supply all competition venues with fresh dairy and plant-based products from its B Corp brands, nearly 90% of which are made in France.<sup>126</sup> Like the Alpro plant-based beverages bearing the Paris 2024 colours that are manufactured at Danone's site in the south of France. For the Games, Danone has also developed the Yaourt & co kiosks, offering new recipes based on its iconic products (Danone, Danette, HiPro). This concept incorporates an innovative distribution solution to limit the use of single-use plastic at several competition venues.



## COMMITMENT 3 HALVE THE AMOUNT OF SINGLE-USE PLASTIC

With the support of its partners and service providers, Paris 2024 has implemented various alternatives to the "all throwable" model, including:

- A beverage distribution model, that halves the use of single-use plastic (SUP) and emphasizes reuse and recycling of components, co-developed with Coca-Cola, Worldwide Partner (see below);
- 100% reusable tableware for dining at the Athletes' Village, an unprecedented commitment for Games;
- A deposit system for the reuse of containers for some take-away offers at competition and non-competition venues.



## AN UNPRECEDENTED BEVERAGE DISTRIBUTION MODEL

### WITH COCA-COLA

During the Games, 18 million cold beverages will be consumed by the various audiences across Paris 2024 sites. With its partners, the Committee has designed an unprecedented beverage distribution model, to reduce the volume of packaging and ensure that all bottles used for serving drinks are collected for recycling or reuse.

- Allowing reusable bottles inside venues, including for spectators, and providing free water fountains at all venues;
- 700 beverage fountains (water and sodas) rolled out by Coca-Cola to significantly reduce reliance on plastic bottles, including 200 fountains at the Athletes' Village and in public concessions;
- 20% of the beverages will be served in returnable, reusable glass bottles, particularly in hospitality areas. This system will rely on the Coca-Cola plant in Clamart to ensure and secure the return of bottles (local logistics);
- Reusable and returnable cups implemented by Re-Uz;
- 100% recycled PET (rPET) bottles in concessions that cannot accommodate a fountain. The bottles will be retained at the source. Coca-Cola will ensure the collection and recycling of 100% of used the rPET bottles.

For athletes, a "zero single-use plastic" route is highlighted across all venues to encourage them to use reusable bottles. Paris 2024 and Coca-Cola will provide reusable bottles and refill solutions in all areas and support this change in practices through communication.

### WITH RE-UZ

Re-uz, Official Supporter of Paris 2024, is an essential player in Paris 2024's effort to halve the amount of single-use plastic during the consumption phase. It will provide reusable food containers and cups. The latter will be available at all points of sale where beverages are sold. Re-uz, Paris 2024 and the concessionaires will set up a deposit system and ensure the logistics, delivery and washing of all containers. The same cups will be used for the Olympic and Paralympic Games.

127 Pour le corps de la bouteille, hors bouchon et étiquette. Le plastique RPET est une matière issue du PET (polytéréphthalate d'éthylène). Le rPET est constitué d'emballages en PET recyclé.

125 See Appendix IV: Labels and certifications used for labeled supply in France.

126 Percentage of products manufactured in France according to the volumes expected at Paris 2024 venues.



## COMMITMENT 4 RECOVERY OF UNCONSUMED FOOD RESOURCES

The need to offer a food supply available in sufficient quantities and without stock shortages poses many challenges in the fight against food waste. To address this, Paris 2024 is working with its service providers and partners on three aspects:

- **Prevention and reduction of food waste at the source.** A detailed diagnosis of potential waste sources has been carried out. Paris 2024 also engages its service providers and partners in implementing monitoring indicators to set a reduction target for each service.
- **The redistribution of unsold items through food donations,** in compliance with applicable regulations. For each venue offering catering services, Paris 2024 will connect a association dedicated to food collection and redistribution (Les Restos du Cœur, La Fédération des Banques Alimentaires, Le Chainon Manquant) with a catering service provider. To this end, Paris 2024 has signed agreements with each association.
- **Recovery for composting** or anaerobic digestion for anything that cannot be consumed.

## COMMITMENT 5 ENSURE THE SECOND LIFE OF EQUIPMENT AND INFRASTRUCTURES

For this objective, Paris 2024 relies on its sustainable design for temporary infrastructures. For all temporary equipment and infrastructures, Paris 2024 favors rental as much as possible.

The committee is also engaging its partners and service providers through its responsible procurement strategy to achieve the following objectives:

- **100% of temporary infrastructures reused** after the Games.
- **100% of equipment will have a planned second life identified prior to the Games, thanks to the identification of internal or external beneficiaries.** The provider selected for the supply of kitchen equipment, for example, offered a package integrating a high level of circular economy and carbon emission reduction within the framework of the Games.

## SOCIAL CHARTER COMMITMENTS N°3, 4, 6

## COMMITMENT 6 DEVELOP INCLUSIVE AND VALUE-CREATING PRACTICES

In line with its responsible procurement strategy and its Social Charter, Paris 2024 has set ambitious goals, engaging its suppliers to evolve certain common practices in the sector:

- **Aim for a minimum rate of 10% professional integration for all catering services on each venue.** Insertion clauses reserving 10% of the hours worked for people struggling to access employment are planned by Paris 2024, with the support of the state and local authorities so that each company is accompanied by a pair of France Travail/ Insertion Clause Facilitator advisors (to mobilize all employment actors in a territory and source candidates as close as possible to each contractor's needs).
- **Encourage the use of social economy actors and SMEs** to perform services, prioritizing their local presence based on the location of the service. The ESS 2024 platform created by Paris 2024 and operated by Les Canaux also facilitates their access to markets. Several companies from Seine-Saint-Denis and Paris, identified in the ESS network, have notably won catering contracts on Paris 2024 venues.
- **Facilitate the employment of people with disabilities,** with a minimum of 6% of the workforce of companies with more than 20 employees made accessible to them on the event day.

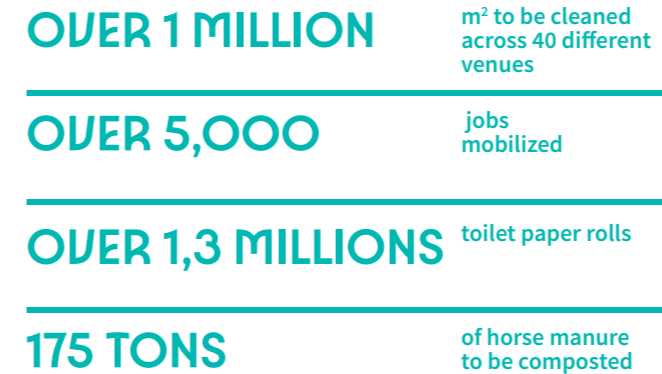
### THE ATHLETES' VILLAGE, THE WORLD'S LARGEST RESTAURANT BY SODEXO LIVE!

Sodexo Live! will provide an exceptionally large catering offering at the Athletes' Village. As a major employment player in France, Sodexo has committed to reaching 15% of employment of people far from the labor market and 6% of people with disabilities. Special attention will be paid to the training and integration of employees, to contribute to their employability (specific sessions will be organized to facilitate each employee's onboarding and develop the necessary skills for lasting integration into this sector).

## 3.2.9 WASTE MANAGEMENT

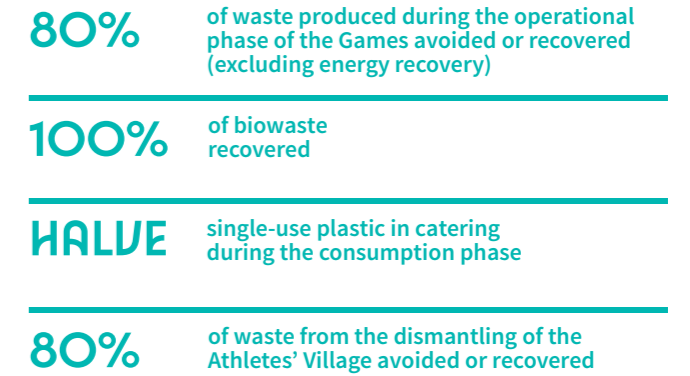
### CHALLENGES & KEY FIGURES

Waste management refers to all operations of collection, transportation, recovery and disposal of waste and, more broadly, any activity participating in the management of waste from its production to its final treatment. Carrying out these operations on the scale of the largest ever global sporting event organized in France is a major challenge.



### PARIS 2024 COMMITMENTS

Paris 2024 has set itself the goal of avoiding waste as much as possible and recovering those that cannot be avoided, while contributing to the structuring of sectors and raising public awareness.



Make its best efforts to include integration clauses in contracts

## SOCIAL CHARTER COMMITMENT N°6

Waste management regulations have evolved considerably in recent years, prioritizing waste prevention and reduction and reinforcing obligations for source separation of waste<sup>128</sup>. Through its circular economy strategy, the organizing committee is prioritizing efforts to reduce waste at the source: the best waste is the waste that is not produced. However, despite significant efforts in this area, not all waste can be avoided. Paris 2024 has thus worked to ensure that as much waste as possible is recovered by working on product recyclability and facilitating proper waste sorting.

A collective effort has also been launched around construction site management with social and solidarity economy (SSE) actors, waste management players and contracting authorities. Their contributions have helped to highlight a sample of inspiring solutions compiled in an Impact Report produced by ESS 2024, available to the Games organizers and contractors<sup>129</sup>.



128 Anti-waste for a Circular Economy Law (AGEC), loi Climat et résilience, Code de l'environnement (2020 - Article L541-21 du Code de l'environnement).  
129 [https://ess2024.org/wp-content/uploads/2021/04/ess2024\\_cahier\\_impact\\_gestion\\_dechets.pdf](https://ess2024.org/wp-content/uploads/2021/04/ess2024_cahier_impact_gestion_dechets.pdf)

## A JOB-CREATING SECTOR

Cleaning and waste management will generate a significant number of hires during the Games, in a sector that is also highly represented among SSE actors. Paris 2024 thus prioritizes the creation of inclusive jobs, for the benefit of people distant from employment or with disabilities, directly responding to the ambitions of its responsible procurement strategy.

Thanks to the mobilization of the ecosystem and the creation of links between actors, an adapted enterprise – ESS status – won three contracts in co-contracting with a major waste management group for 15 Olympic and Paralympic venues.

## PREVENTING WASTE AND ENSURING THE RECYCLABILITY OF UNAVOIDABLE WASTE

Paris 2024 has identified the main waste production sources during the Games to determine waste volumes and technical characteristics, even challenging the concerned actors if they did not meet the recyclability criteria of waste treatment providers.

With the help of Citeo, the organizing committee has also produced an Eco-design Guide for Packaging<sup>130</sup> and a guide to packaging in catering to share best practices widely and prevent waste production as much as possible.

To maximize waste recovery Paris 2024 will be the first sports event organizer to implement sorting of bio-waste and recyclable packaging across all competition venues, while providing the same instructions that French households will be accustomed to from 2024.

130 [https://bo.citeo.com/sites/default/files/2021-12/2021\\_PARIS2024-GUIDE%20Ecoconception%20emballages.pdf](https://bo.citeo.com/sites/default/files/2021-12/2021_PARIS2024-GUIDE%20Ecoconception%20emballages.pdf)



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## COMMITTED ALONGSIDE PARIS 2024

### CITEO

Since 2021, Paris 2024 has been participating in a working group led by Citeo, which brings together mobility stakeholders, host communities and sports facility managers, to agree on harmonized communication and signage. Thanks to this work, Citeo created a communication kit to promote the sorting habit outside home (downloadable from [trionsplus.fr](https://trionsplus.fr)). This kit will be deployed at Games venues.

As part of this working group, the municipalities of Saint-Quentin-en-Yvelines tested this harmonized communication and signage during the Track Cycling World Championships in Élanecourt in October 2022. A perception study showed that over 80% of respondents found that the sorting instructions were clearly explained and 94% felt the signage encouraged them to sort. Ultimately, the signage was installed by France 2023 in the stadiums used for the Rugby World Cup, in some venues it was left for Paris 2024 and for after the Games: a good way for the sorting gesture to become a reflex!

Host cities are also working to improve measures in preparation for the Games. In the European Metropolis of Lille, the stations, metro and the forecourt and inside the Pierre-Mauroy stadium are equipped with sorting facilities and harmonized instructions.

## TRAINING AND RAISING AWARENESS AMONG DIFFERENT AUDIENCES

For the waste management system to work optimally, all actors in the chain must be engaged, making training and awareness crucial. Paris 2024 has begun training everyone at the Olympic and Paralympic venues (volunteers, employees, partners and contractors) to ensure that everybody is proficient in sorting waste. During the Games, Paris 2024 will engage spectators around 5 eco-actions, including proper waste sorting.

## MEASURING RESULTS

Paris 2024 plans to supervise the waste sorting facilities that will be present at each venue during the Games to ensure the compliance of the sorted waste, as well as to implement a dedicated reporting system with all service providers to measure the volumes of waste produced and recovered.

## THE SECOND LIFE OF BINS

Reusing is particularly important when talking about waste, and Paris 2024 commits to reusing more than 22,000 bins in good condition with the support of its supplier. This non-profit association, active for 20 years in event waste management, will give these bins a second life, making them available to cultural and sports associations organizing low-budget events across France.

### 3.2.10 OFFICIAL LICENSED PRODUCTS

#### CHALLENGES & KEY FIGURES

The Games are moments of celebration during which spectators experience unique emotions. Licensed products – all objects manufactured under the Paris 2024 license, then sold to help finance the Games – help materialize these memories. Often made from textiles and plastic, their design and end-of-life can have environmental and social implications.

As a true showcase for the Games, Paris 2024 licensees' products will have to incorporate the most sustainable practices in line with recent regulatory development<sup>130</sup> concerning:

- **The prohibition of destroying** unsold non-food items;
- **The goal to reduce single-use plastic packaging deemed "unnecessary"** by 100% by the end of 2025;
- **The goal to reduce single-use plastic packaging by 20%** by the end of 2025, with at least half achieved through reuse and recycling.

#### PARIS 2024'S SELECTION OF LICENSEES IS BASED ON 3 TERRITORIAL PRINCIPLES

- **Local manufacturing** to showcase French know-how.
- **Nearby manufacturing**, in Europe and the Mediterranean basin, for competitiveness gains.
- **Offshored manufacturing in Asia for mass distribution**, with licensees evaluated through recognized organizations.

#### CURRENTLY

### 90% OF LICENSEES

ARE FRENCH SMES

### 1 IN 2 LICENSEES

OFFERS MADE IN FRANCE PRODUCTS

### 100% OF LICENSEES

HAVE ACCESS TO A CUSTOMIZED ECO-DESIGN SUPPORT PROGRAM

#### KEY FIGURES

### BETWEEN 6,000 AND 8,000

OFFICIAL LICENSED PRODUCT REFERENCES ARE PLANNED (TEXTILES, PUBLISHING, STATIONERY, CURRENCY, PINS, SOUVENIR PRODUCTS, GAMES AND TOYS, ETC.)

### 30,000 POINTS OF SALE

### +80 LICENSEES

### 150 OFFICIAL STORES



#### EXAMPLES OF ECO-DESIGNED AND MADE IN FRANCE OFFICIAL LICENSED PRODUCTS

- **Textiles offered by the French company Le Slip Français**, selected for its eco-design approach and French manufacturing of all its products.
- **Collectible coins, in memory of the Games**, crafted in France by La Monnaie de Paris.
- **Wooden toys made in the Jura region** by the company Vilac.
- **The Games' mascots made using recycled materials** in a factory relocated to Brittany by Doudou & Compagnie.

#### A CIRCULAR ECONOMY SUPPORT PROGRAM FOR LICENSEES

Paris 2024 is determined to leverage the organization of the Games to encourage or strengthen the eco-design practices of its suppliers beyond 2024. The organizing committee has set up a tailor-made program to provide manufacturers of licensed products who wish it with the necessary tools and advice to engage in eco-design, apply environmental labeling, eco-design their packaging and ensure the second life of unsold items. This support includes:

- **An onboarding session on environmental issues** offered to all manufacturers, which around 90% of them attended;
- **Provision of tools** (packaging eco-design guide, textile data collection file, etc.);
- **Individualized follow-up and meetings** with experts;
- **Organization of workshops in collaboration with experts (ADEME) and eco-organizations (Citeo, Refashion)**, to raise awareness and provide insight on different environmental topics (product and packaging eco-design, environmental assessment and labeling on clothing products, environmental communication, financing eco-design projects, stock management and logistics).

In 2022 and 2023, 7 workshops were organized with more than 130 participants, representing 50 official licensed product suppliers.

**THE ECO-DESIGN GUIDE FOR PACKAGING<sup>132</sup>**

Designed and published by Paris 2024 with the support of Citeo, this guide offers concrete recommendations to reduce the environmental impacts of packaging and turn it into an innovation opportunity for organizations aiming for sustainability. It is primarily intended for licensees but also benefits the sports and event movement proposing merchandise, the suppliers of products covered by this guide, and those seeking inspiration for their own strategies.

132 [https://bo.citeo.com/sites/default/files/2021-12/2021\\_PARIS2024-GUIDE%20Ecoconception%20emballages.pdf](https://bo.citeo.com/sites/default/files/2021-12/2021_PARIS2024-GUIDE%20Ecoconception%20emballages.pdf)

**COMMITTED ALONGSIDE  
PARIS 2024****LA MONNAIE DE PARIS**

La Monnaie de Paris has developed eco-designed packaging for Paris 2024 products. Faced with the success of this approach, it has decided to extend this practice to all of its products. By focusing on eco-design, the institution eliminated an over-packaging surrounding its cardholders. It also replaced its injected cases with a paper-based system, saving over 8.2 tons of plastic for Paris 2024 products.

**CARREFOUR**

For the textile products related to the Games sold by Carrefour, the company worked with an external consulting firm to evaluate all of its Paris 2024 textile references (according to the European PEFCR methodology based on life cycle analysis). This involved data collection and calculation for 500 references, an unprecedented task for Carrefour. This is a first step towards the environmental scoring required by the AGEC law, currently under definition.

**3.2.11 SECURITY****CHALLENGES & KEY FIGURES**

Ensuring the safety of people and property is a major challenge. This challenge has been fully addressed through close coordination between stakeholders: the Ministry of the Interior, the Paris Police Prefecture, state administrations, host local authorities, and Paris 2024.

**Securing the Games is indeed a collective effort requiring close consultation and coordination among all stakeholders:**

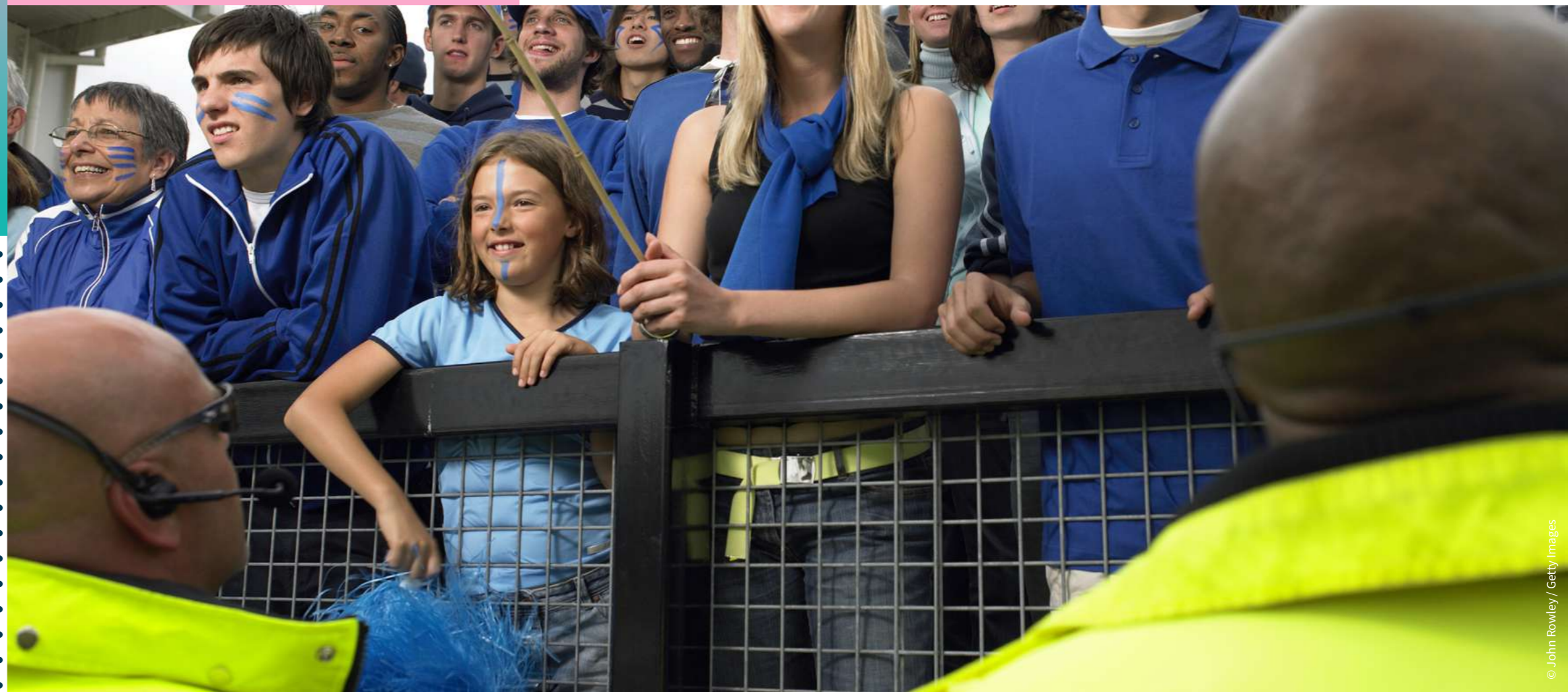
- The Paris 2024 organizing committee must secure the interior of competition and non-competition venues (Athletes' Village, Media Cluster, etc.);
- The State guarantees the security of persons and property in public spaces and retains the ability to take full responsibility in the event of a major risk;
- Local authorities are responsible for securing any celebratory zones they wish to organize.

**Securing the surroundings of the venues has received particular attention with the delimitation of two categories of perimeters<sup>133</sup>:**

- "Organizer" perimeters corresponding to security zones in the immediate vicinity of the various Olympic and Paralympic venues. Only authorized persons, i.e. those with accreditation or an access pass (ticket) will be able to enter these zones;
- "State" perimeters corresponding to various protection perimeters and zones where motorized traffic is prohibited.

For areas under its responsibility, namely the competition and non-competition venues and their immediate surroundings, Paris 2024 identified very early on a need for around 22,000 private security agents. To prepare for this need, Paris 2024 worked from 2019, within the framework of mapping the jobs directly mobilized by the Games, to identify the challenges related to these needs.

133 <https://www.prefecturedepolice.interieur.gouv.fr/perimetres-autour-des-sites-olympiques-et-paralympiques>



## PROACTIVELY ENGAGING THE PRIVATE SECURITY SECTOR

To address the peculiarities of this sector (recruitment tensions, lack of attractiveness of private security jobs) and meet its specific needs (highly targeted in terms time and geography), Paris 2024 has deployed a dedicated approach for its security contracts. It used two main levers:

- **Mobilizing the ecosystem:** Paris 2024 informed sector players very early on about its needs in order to ensure optimal visibility. Three meetings were organized between April and December 2022, mobilizing 230 participants including 93 private security companies. Companies in the Paris region were particularly targeted (representing 87% of the companies mobilized, including 26% in Seine-Saint-Denis).
- **Procurement procedure:** implementation of a specific procedure composed of several waves of applications to ensure the sector's ability to meet the needs. This procedure was coupled with geographical allotment based on to the nature of the services to be performed.

A total of 89 companies participated in the first wave of applications (including 23 from Seine-Saint-Denis) and 61 submitted a bid (including 15 from Seine-Saint-Denis). At the end of this first wave (representing 136 lots), 28 companies were designated as successful bidders, including 6 from Seine-Saint-Denis (representing 24% of the awarded lots, i.e. 104 lots).

## COMMITTED ALONGSIDE PARIS 2024

The private security market in France is particularly fragmented with a very large number of very small companies. In 2019, before the health crisis, 8,506 of the 11,976 companies in the sector (71% of the total) had no employees, and 2,335 (19.5%) had only between 1 and 19 employees. The health crisis has further weakened this sector with a migration of some of the workforce from private security to other sectors. According to the National Council of Private Security Activities, the number of professional security cardholders dropped from 304,000 in 2021 to 280,000 (of which only 90,000 are located in Île-de-France) in 2022. Besides the number of security agents, another issue is the feminization of this sector, which only had 11% women in 2017.

The state has significantly committed to addressing these recruitment difficulties and enhancing the attractiveness of the security agent profession. Several actions have been implemented, including:

- **Communication actions:** some were aimed at encouraging holders of valid or soon-to-expire private security professional cards. Others targeted people seeking employment for more than two years. Lastly, some focused on individuals enrolled in specialties that could provide valuable skills for private security jobs.
- **Professional training actions:** These actions primarily targeted students and insertion audiences to guide them towards private security agent training and then towards the companies awarded Paris 2024 security contracts.

Additionally, the state has also implemented regulatory adjustments to attract new audiences, particularly students, towards whom 3,000 security missions have been directed.<sup>134</sup> These adjustments include changes in the training modalities for private security agents in events. Notable initiatives in this regard include:

- **The creation of a new professional card "Large Event Surveillance" (SCE)** by Decree No. 2022-592 of April 20, 2022,<sup>135</sup> to participate in securing the Rugby World Cup France 2023 and the Paris 2024 Games.
- **The creation of a Professional Qualification Certificate (CQP) "Participate in private security activities for large events"**<sup>136</sup> by the decree of December 6, 2022,<sup>136</sup> to allow students to obtain the SGE professional card.
- **Relaxation of training conditions** for obtaining this CQP by the decree of January 24, 2023, allowing training organizations to provide one week of theoretical training (out of three weeks in total) remotely and by the decree of February 3, 2023,<sup>137</sup> increasing the maximum number of trainees from 12 to 15 per session.

Furthermore, since September 2022, France Travail has been deploying an action plan to address the security sector challenges for the Olympic and Paralympic Games. Firstly, by raising awareness among job seekers about security professions to promote professional orientation towards the sector, deploying over 20,000 security training courses between 2023 and June 2024 with the Ile de France Regional Council for job seekers, and finally implementing specific support for each company awarded the Paris 2024 security contracts to meet their recruitment needs.

By the end of February 2024, more than 155,000 job seekers in Île-de-France have been engaged by France Travail about security professions and the opportunities offered by the Paris 2024 Olympic and Paralympic Games, over 20,000 people have already entered security training, and 11,530 recruitments have been made in the security sector.

All these measures aim to enable Paris 2024, as well as sports and cultural event organizers more broadly, to meet their needs for private security agents and address the recruitment tensions and attractiveness deficit faced by this profession.

<sup>134</sup> <https://www.enseignementsup-recherche.gouv.fr/fr/3-000-missions-de-securite-pour-les-etudiants-l-occasion-des-jeux-de-paris-89224>

<sup>135</sup> <https://www.legifrance.gouv.fr/loda/id/JORFTEXT000045631922/>

<sup>136</sup> <https://www.francecompetences.fr/recherche/rs/6214/>

<sup>137</sup> <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000046727430>



### 3.2.12 TICKETING

#### CHALLENGES & KEY FIGURES

The Games would not be the same without the enthusiasm and support of the spectators who come to attend this unique event.

Spectators have the opportunity to purchase millions of tickets for all sporting events and all finals (except surfing), as well as the opening and closing ceremonies of the Games. The diversity of buyers will contribute to making this celebration a unifying and universal event.

#### PARIS 2024'S COMMITMENTS

Paris 2024 has the ambition to organize Games that are open and accessible to all audiences. In particular, the organizing committee wishes to facilitate access to the Games for people who are generally distant from major sporting and cultural events.

**To achieve this objective, Paris 2024 is committed to offering a diverse range of prices with a significant volume of affordable tickets:**

- The entry price is €24 for all Olympic sports and €15 for Paralympic sports;
- Nearly half of the tickets for the general public are €50 or less for the Olympic Games;
- Finals ticket prices start at €25 for the Paralympic Games and €50 for the Olympic Games;
- 80% of seats are €50 and under for the Paralympic Games.

In line with its ambition to open up the Games to as many people as possible, Paris 2024 has implemented other solidarity initiatives.

- The organizing committee has committed to funding the purchase of 100,000 tickets for priority audiences.
- At the launch of ticket sales, 1 million tickets were reserved for local authorities to support their social programs and engagement around the Games.
- Thanks to the solidarity ticketing system developed with the Secours Populaire Français and entrepreneur Alexandre Mars, each ticket buyer can make a €2 donation to allow people in precarious situations to experience the Games in person. The donations will cover the ticket price as well as travel expenses for the families, young people, seniors, and people with disabilities who benefit from this program.

#### UNIVERSAL ACCESSIBILITY OF GAMES TICKETING

In terms of digital accessibility, the ticketing sales tool meets the criteria of the international WCAG standard, with the addition of:

- A support service for deaf and hard of hearing people;
- Assistance via a chatbot, with staff trained to answer questions about accommodating people with disabilities;
- The competition schedule and ticketing guide accessible in an alternative version for the visually impaired.

Two types of seats are available to people with disabilities: reserved seating for people in wheelchairs (WCU) and easier access seating for people with disabilities who do not use wheelchairs. It is systematically possible to add a companion ticket. These seats represent 2% available for the Olympic and Paralympic Games.

As part of the ticketing for the Olympic Games, these seats were put on sale in a lottery draw. Since July 26, 2023, Paris 2024 has opened up the sale of remaining PFR and disability seating.

As part of the ticketing for the Paralympic Games, which opened on October 9, 2023, the proportion of tickets for WCU and disability seating goes beyond the standard French benchmarks and meets the accessibility benchmarks of the International Paralympic Committee for ticketing. On the one hand, tickets for people with disabilities offer unprecedented options compared to previous editions of the Games, notably to meet the diverse access needs of people with various disabilities. On the other hand, where the venues configuration allows, a significant volume of seating for people in wheelchairs has been configured for wheelchair sports.



## 3.3 HARNESSING EVERY SYMBOL OF THE GAMES

### 3.3.1 THE EMBLEM

For the first time, the emblem is shared between the Olympic and the Paralympic Games. A strong choice, embodying a humanistic and fraternal vision of the Games, reflecting Paris 2024's desire to contribute to changing perceptions of disability.

The emblem combines three iconic symbols - the gold medal, the flame, and Marianne - to depict the face of the 2024 Paris Games.

#### THE MEDAL, a symbol of sport.

By taking on the shape and color of the finest sporting award, the emblem expresses a key value of sport: self-transcendence. It is this same requirement that guides Paris 2024, in order to live up to the commitments made, to create different Games, more sustainable and inclusive.

#### THE FLAME, an icon of the Olympic and Paralympic Movement.

It is passed from edition to edition, linking nations and generations. The flame illustrates the unique energy of the Games, which unite and act as an catalyst for solutions.

#### MARIANNE, an image of France.

With her feminine features, the Paris 2024 emblem pays homage to one of the representations of France. Marianne embodies a mix of generosity, audacity and creativity that inspires the Games.



### 3.3.2 THE MASCOTS

Since their appearance, mascots have always held a special place. Extremely popular, they weave an emotional bond between the Games and their audiences. Inspired by the Phrygian cap<sup>138</sup>, the Olympic and Paralympic Phryges will accompany the French people on the path of the sports revolution, encouraging as many people as possible to practice sports daily.

#### INCLUSION

By choosing a Paralympic mascot with a visible disability, Paris 2024 reaffirms its ambition to give true visibility to people with disabilities, and to promote the values of inclusion of the Paralympic Games and sports.

Doudou & Compagnie - one of the two manufacturers of the Games' mascots - has invested in a specific production mold so that the Paralympic mascot's running prosthetic can reproduce the main characteristics of a carbon blade (soft touch and resilience). Under its sole, "Paris 2024" is inscribed in braille for greater accessibility.

<sup>138</sup> Also known as the liberty cap, the Phrygian cap was a traditional red hat worn by French revolutionaries.

<sup>139</sup> Waste & Resources Action Programme

#### LOCAL PRODUCTION

Thanks to the momentum of the Games, Doudou & Compagnie is taking up the challenge of relocating part of its production to France for Paris 2024: a major challenge to reindustrialize and develop stuffed toy know-how in France, including beyond the Games.

With nearly 400,000 stuffed toys to produce, the company has chosen:

- To expand its factory in Brittany (from a 1,000 sq.m. factory to 3,500 sq.m.) and increase its production capacity in France, recruiting and training 35 additional employees in sustainable jobs;
- To carry out 78% of the manufacturing (assembly, sewing, stuffing and finishing) in France for this part of their offering, with the preparation of parts being done upstream in its factories in China.

#### CIRCULAR ECONOMY

All official stuffed toys will be made from certified GRS recycled polyester, in a proportion ranging from 40% to 95% of the material depending on the model. Much less water and energy intensive, recycled polyester reduces GHG emissions by at least 30% compared to conventional polyester.<sup>139</sup> It is also very strong and durable.



### 3.3.3 THE TORCH

The torch is an iconic object of the Games. It is used to pass first the Olympic Flame, then the Paralympic Flame, from one torchbearer to another. A link between celebrations, the torch will spread a message of peace and unity along its path. Both a work of art and a technological object ensuring the flame remains lit, Paris 2024 has chosen to optimize torch usage to reduce the number needed.

**2 000 TORCHES PRODUCED,  
FIVE TIMES FEWER THAN IN PREVIOUS  
GAMES EDITIONS.**

#### DESIGN

The torch embodies the identity of each edition through its shape, color and inspirations. To create an object in the image of the 2024 Paris Games, French designer Mathieu Lehanneur drew inspiration from three strong markers:

- **Equality, the driving value of the Paris 2024 project.** It is anchored in the choice to organize - for the first time - gender-equal Olympic Games. The 2024 Paris Olympic and Paralympic Games also share the same torch design. A symbol of this equality, it plays with perfect symmetry, both horizontally and vertically;
- **Water will occupy a special place during the 2024 Paris Games.** Arriving by sea from the Mediterranean aboard the Belem, the Olympic torch will carry the flame across the Atlantic, Indian and Pacific oceans during the "Ocean Relay" to reach 5 overseas territories. The stage for the opening ceremony, the Seine is also the backbone of these Games;
- **Serenity, symbolized by the ideal of the Olympic Truce,** is at the heart of an age-old tradition. Since ancient Greece, the Olympic flame has thus carried a message of unity and peace to peoples and nations.

#### MANUFACTURING

The Paris 2024 torch is produced by ArcelorMittal, the world leader in steel and Official Partner of Paris 2024. For its production, ArcelorMittal utilized three of its French plants and carefully selected French contractors known for their excellence in craftsmanship. ArcelorMittal employed its expertise in low-carbon steel and produced 100% recycled steel for the torch, meeting design requirements.

#### SECOND LIFE

At the end of the Olympic and Paralympic Games, the Olympic Flame, then the Paralympic Flame, will be extinguished while all the torches will be reused.

#### FUEL

Unlike previous Games, the torches are reusable because they are rechargeable. The fuel used is French biogas.





### 3.3.4 THE TORCH RELAY

The Olympic Torch Relay, then the Paralympic Torch Relay, will engage the public throughout their journeys to celebrate the arrival of the Games, and will highlight the beauty of France's natural and cultural heritage. The torchbearers will be the faces of these "Forerunners' Relays": reflecting the diversity of society, they embody the Committee's desire to promote actors in sport who are committed on a daily basis throughout the country.

#### KEYS FIGURES

##### THE OLYMPIC TORCH RELAY

**10,000**  
TORCHBEARERS

**66 HOST CITIES**  
AND 450 CITIES CROSSED

##### THE PARALYMPIC TORCH RELAY

**1 000 TORCHBEARERS**  
50 CITIES PASSED THROUGH IN ALL THE MAINLAND  
REGIONS

#### PARIS 2024'S COMMITMENTS

**10 %** professional integration among staff recruited for the Torch Relay

**100 %** of the equipment and materials used will have a second life

**TARGET OF ZERO** impact on protected natural areas

#### INCLUSION

The selection of torchbearers participating in the relays reflects Paris 2024's commitment to inclusion. Two criteria were prioritized: gender equality and the inclusion of people with disabilities (PwD). The route of the Paralympic Torch Relay was also designed in collaboration with the French NPC (validated by the IPC) and showcases territories that are committed to greater inclusion in sport. All 64 celebration venues and 400 torchbearer centers are also accessible to people with disabilities.

#### STAKEHOLDER ENGAGEMENT

The Torch Relay celebrations will be organized by the host communities. For Paris 2024, it's an opportunity to share its vision for catering (promoting local products and expertise), which will be integrated into the operational implementation tools.

In collaboration with Ecologic (a non-profit association that organizes the collection, reuse and recovery of sports and leisure equipment nationwide), Paris 2024 will also offer a public awareness program at 47 celebration venues. Each stand will highlight best practices for extending the life of sports equipment and giving it a second life.

#### REDUCING THE CARBON FOOTPRINT

The Relays are itinerant events that involve travel. However, many choices have been made to minimize their carbon footprint:

- The logistics plan and accommodation plan have been optimized to reduce the distance traveled by the convoy.
- The production of the Torch Relay days in the overseas territories has been delegated as much as possible to local agencies to reduce travel.
- In line with its responsible procurement strategy, the service provider operating the Relays has chosen its suppliers (logistics, signage, laundry, platforms, etc.) taking into account their social and environmental commitments.
- Paris 2024's partners and the territories have also rallied to the opportunity. The BPCE group has provided 2 boats to transport the flame responsibly from Greece to Marseille and then from mainland France to the overseas territories.
- Communities hosting a Torch Relay celebration are primarily studying access points to the electrical grid to connect the event, whether on existing points for already equipped sites or new points to be created. For new points, some communities have explored the opportunity to install permanent grid access points for temporary events that will also serve for future events.



© Paris 2024 / Milos Bicanski / SIPA PRESS

#### CIRCULAR ECONOMY

All equipment and materials required for the proper running of the Relay will have a second life, whether through reuse (signage kits, etc.) or recycling (torch cartridges, etc.). Optimization work between the Olympic Relay and the Paralympic Relay has also been done to reuse vehicles, signage, equipment, materials, etc.

All the equipment and materials needed for the smooth running of the Relays will have a second life, whether through reuse (signage kits, etc.) or recycling (torch cartridges, etc.). Optimization work between the Olympic Relay and the Paralympic Relay was also done to reuse vehicles, signage, equipment, and materials, etc.

As a partner of the Relays, Coca-Cola will provide fountains for the distribution of drinks at the celebration venues, to avoid using of plastic bottles.

#### INTEGRATION

Paris 2024 aims for a professional integration rate of nearly 10% for services related to the Torch Relay. All the companies involved (project management, operations, services, signage, communication) are mobilizing to implement this objective, which represents more than 8,000 working hours. For example, Paris 2024 used companies from the local areas for staff lunch catering services. Among them, 10% are professional integration companies, adapted companies or work assistance centers (ESAT).

Collaborations have also been established with adapted companies or ESATs throughout France: 37 of them contribute to cleaning the staff uniforms, 2 manage the telephone relationship with the torchbearers and 1 handles the printing of route documents.

#### "

The Torch Relay is a formidable catalyst for the rise in energy of the territories of a nation concerning the hosting of the Olympic and Paralympic Games. The 2024 Torch Relay is set to be a powerful aggregator of people from all walks of life ahead of the Opening of the Games. The French NPC is working alongside Paris 2024 to make the Olympic and then Paralympic Relay the most representative of the diversity of French society. Athletes with disabilities will make up the collective relays while Paralympic athletes will feature prominently among the torchbearers through a route that highlights iconic venues for French Paralympic sport."

**ELIE PATRIGEON**  
CEO OF THE FRENCH PARALYMPIC AND SPORTS COMMITTEE



© CPSF

### 3.3.5 THE OPENING CEREMONIES

The Olympic and Paralympic Games are the biggest sporting celebration in the world. To mark their start, Paris 2024 wanted to offer exceptional opening ceremonies.

#### OLYMPIC GAMES OPENING CEREMONY

**+300,000**  
SPECTATORS EXPECTED

**OVER A HUNDRED BOATS**  
MOBILIZED (PARADE FLEET, RESERVE AND  
AUXILIARY)

**6 KM ROUTE**  
ALONG THE SEINE

#### PARALYMPIC GAMES OPENING CEREMONY:

**65 000**  
PEOPLE EXPECTED



The Paris 2024 Games organized around the river demonstrate what waterways can bring to the sustainable city of tomorrow. This is materialized by the ceremony with a fleet of more ecological boats, the implementation of a river logistics system for low-carbon construction of the Village, the development of a Seine branch to maintain river economic activities during the Games, and the future accommodation of new nautical activities. Through the agreement signed with Paris 2024, we reaffirm our commitment and determination to make the river one of the cornerstones of the success of this global event and thus enrich its legacy."

**CÉCILE RUEZARD**  
DIRECTOR GENERAL OF VOIES NAVIGABLES  
DE FRANCE

#### PROMOTING OPENNESS AND INCLUSION

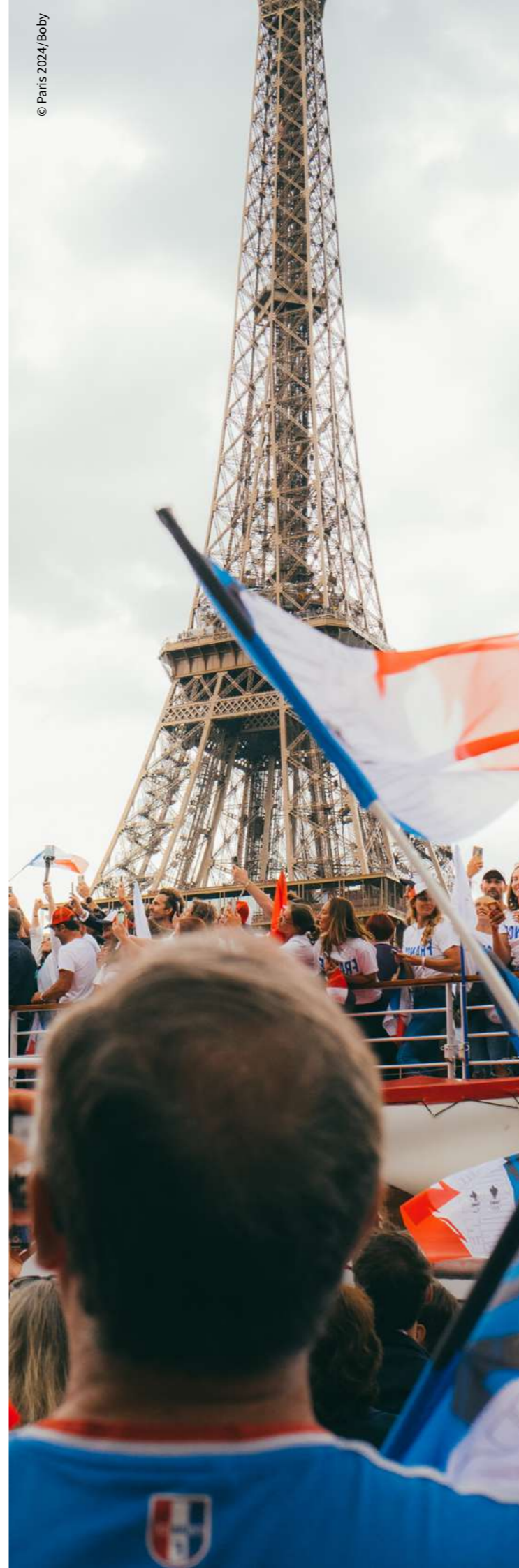
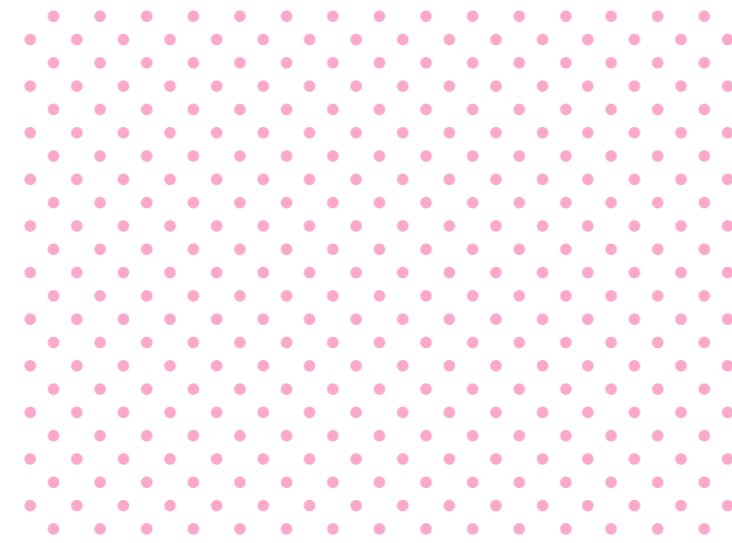
Organizing the opening ceremonies outside of a stadium, accessible to as many people as possible, is unprecedented in the history of the Games. For the Olympic Games ceremony, the athletes will parade along the river boats dedicated to the delegations. Spectators will be able to enjoy free access on the upper quays, while the lower quays (between the Pont d'Austerlitz and Pont d'Iéna) will be reserved for ticket holders. Paris 2024, the City of Paris and the competent authorities are working together to welcome people with disabilities (PwD) and wheelchair users (WCU) on the upper and lower quays, considering their needs.

The Opening Ceremony of the Paralympic Games will be held on the Place de la Concorde and along the lower part of the Champs-Élysées, offering a grand setting for Paralympic athletes and team officials a close to the public. Nearly 30,000 people will be able to access the lower part of the Champs-Élysées free of charge to celebrate athletes. Paris 2024 thus wishes to send a strong message to the world in favor of inclusion, which will be carried throughout the Games. The Committee has also worked closely with the International Paralympic Committee, the French NPC and the relevant authorities to best integrate universal accessibility principles and ensure that athletes, as well as spectators, can fully enjoy the experience.

#### ACCELERATING THE ECOLOGICAL TRANSFORMATION

An opening ceremony of the Olympic Games on the Seine is a unique opportunity to accelerate the the energy transition of boats navigating on the river. In this dynamic, Paris 2024 is collaborating with the two entities managing the Seine's public river domain - Voies Navigables de France and HAROPA PORT - who are also benefiting from financial support from the State and the coordinated action of the Regional Prefect..

- The two entities are contributing to the reduction of GHG emissions related to the Games by supporting the development of electric-powered boats. Thus, during the ceremony about thirty parade boats will be electrically propelled.
- HAROPA PORT is supporting the electrification of Parison port quays with a total of 78 charging points available ultimately.



The Seine, its quays, and ports are at the heart of the organization of the Paris 2024 Games: not only because the river will host the Olympic Games opening ceremony and several open-water events, but also because it will play a major role in river urban logistics. HAROPA PORT has thus been involved alongside Paris 2024 and the State services for nearly three years. Thanks to the Olympic and Paralympic Games, we have initiated the energy transition of the river fleet: all sightseeing boats, carrying nearly 9.5 million tourists annually, will operate with electric motors by 2037, in line with the Paris Agreement. This action, like all those we have undertaken in the context of the Paris 2024 Games – quay electrification, water quality restoration, swimmability – will benefit from the tremendous visibility that the Games will give to the Seine."

**STÉPHANE RAISON**  
CHIEF EXECUTIVE OFFICER OF HAROPA PORT

### 3.3.6 THE VOLUNTEER UNIFORMS

The volunteers are the face of the Paris 2024 Olympic and Paralympic Games. Through a multitude of roles, they participate in the smooth running of the event. 5,000 volunteers mean just as many unique individuals, with their own singularities and personal needs. All different but all united behind an identifiable, technical, and versatile uniform.

The challenge for Decathlon, Official Partner of Paris 2024; and the organizing committee was to design a range of products suited to each of them, visible and adapted to different weather conditions. A source of pride, this uniform is a hallmark for Paris 2024, reflecting the dynamic spirit of the Games through its style and practicality. Reflecting the look of Paris 2024, it also embodies the values upheld by the Committee.

**15** items make up the volunteer uniform, representing over 900,000 eco-designed pieces

**100%** of the t-shirts designed and produced in France, partly by social and solidarity economy companies

The uniform collection has been eco-designed to reduce its environmental impact:

- **100% of the items are certified Ecodesign;**
- **79% of the material (by mass) is eco-designed** (recycled material, less impactful dyeing, organic cotton, etc.);
- **The t-shirts are made from 100% recycled polyester** from plastic bottles and used textiles;
- **Unisex, suitable for all body types**, helping avoid surplus men's or women's stock;
- **The number of items was carefully studied** to meet volunteer needs while reducing unnecessary quantities;
- **The pattern of the range - the sailor shirt - was cut in a random rhythm, creating a unique gradient.** This process is part of an eco-responsible approach which helps avoid material waste.

#### ECONOMIC DEVELOPMENT AND INTEGRATION

By summer 2023, 53% of the uniform pieces had been manufactured in French factories and 2 social and solidarity economy companies had participated in the production of over 100,000 t-shirts, thus contributing to the professional integration of 33 people during the production year.



### 3.3.7 THE MEDALS

The medals embody Paris 2024's creativity with an exceptional concept: the encounter of the most coveted object of the Games with the iconic symbol of France and Paris, the Eiffel Tower. Each medalist will receive a piece of original Eiffel Tower iron, placed at the heart of their medal.

To ensure that the athletes' dream object is truly made for them and with them, Paris 2024 involved the Athletes' Commission, chaired by Martin Fourcade, in the creative choices for the medal design. They are also the result of French craftsmanship: designed with the artisans of the Maison de joaillerie of the LVMH group (Premium Partner), Chaumet, they were manufactured at the Hôtel de la Monnaie, while the ribbons were woven by looms in Saint-Étienne.

**5,084** medals produced for the Paris 2024 Games

**18** grams of Eiffel Tower insert per medal

**100%** recycled metals

Medals entirely designed and manufactured in France.

#### CIRCULAR ECONOMY

The integration of an original piece of iron from the Eiffel Tower, placed at the heart of the medals, is a powerful message for circular economy, through the reuse of the most iconic French metal. Indeed, some metal elements were permanently removed during renovation campaigns and precious preserved. For the Paris 2024 Games, the Eiffel Tower operating company allowed these true pieces of history to find a second glory.

As required by the IOC and the IPC, the gold and silver medals consist of solid silver, with a fineness of 925 thousandths. This silver, as well as the six grams of gold of the highest award of the Games, is certified 100% recycled by the Responsible Jewellery Council (RJC), one of the main certification bodies for good sourcing practices of gold and precious metals. The bronze medals are made of an alloy of copper, tin and zinc from the reuse of metal scraps from other productions of La Monnaie de Paris.

#### INCLUSION

Paris 2024 reaffirms its ambition to bring together the Olympic and Paralympic Games by giving the medals a common face, set with a piece of original Eiffel Tower iron. With each having their own story, two distinct narratives are written on the other side of the medals for the Olympic and Paralympic Games respectively.



3

4

5

***"KEEPING  
THE RACE GOING":  
A SHARED LEGACY***

## 4.1

PARIS 2024,  
AN ACCELERATOR FOR  
THE TRANSFORMATION  
OF EVENTS

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## 4.2

TRANSFORMING  
TERRITORIES

p.165

## 4.3

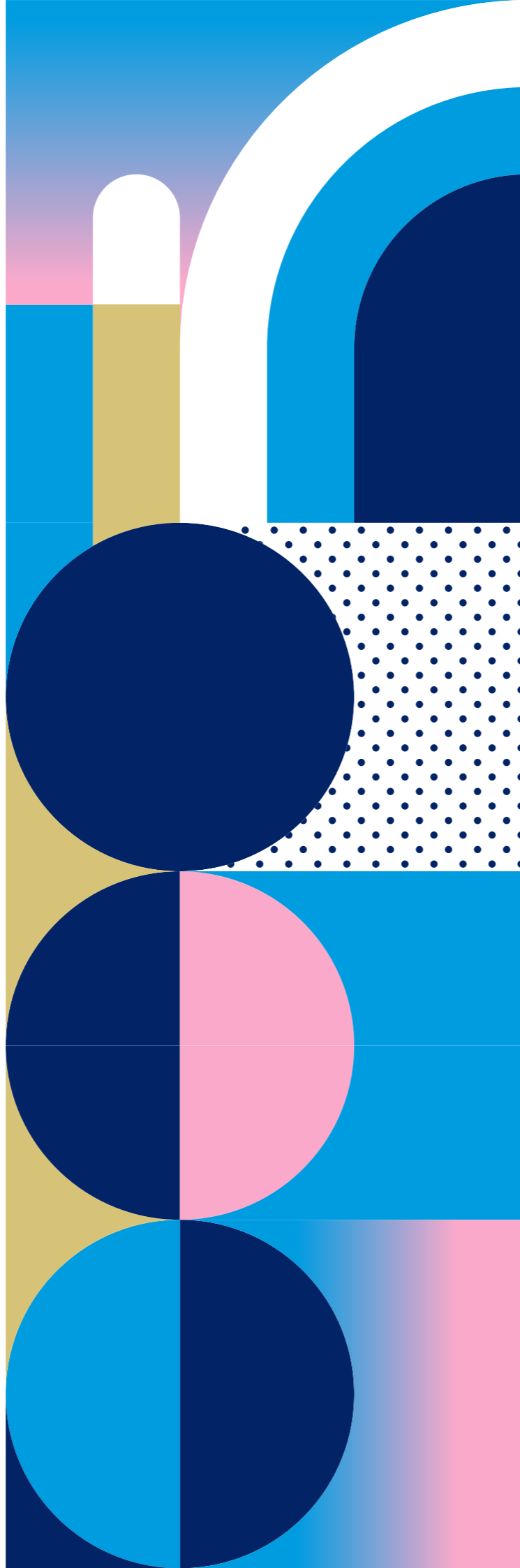
STRENGTHENING  
INTERNATIONAL  
LEGACY THROUGH  
COLLABORATION

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## 4.4

SUPPORTING BEHAVIOR  
CHANGE

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## 4.1 PARIS 2024, AN ACCELERATOR FOR THE TRANSFORMATION OF EVENTS

Paris 2024 aims to offer a new model for the Games, one that is more sustainable and in tune with contemporary challenges. The committee has designed methods, practical guides and new concrete solutions to change practices in the sector and behaviors turning these Games in a true experiment. Serving the ecological transition and socio-economic development, the significance of this work is to be passed on and serve as a baseline for others to continue in this direction. These efforts are also already contributing to creating momentum for transforming the world of sports and events, and should continue to inspire beyond 2024.

### METHODS

Paris 2024 has developed methods to deliver more sustainable Games, both socially and environmentally. These methods are based on innovative tools and stand out for their level of detail, permeating the entire project. From the climate strategy to responsible procurement, action plans for biodiversity preservation, circular economy, sustainable IT, or sustainable catering, all were designed so other actors and organizations could adopt them. This is already happening, as the IOC now requires future organizing committees to formalize the consideration of certain topics through dedicated strategies, such as biodiversity or sustainable IT.

### CLIMATE APPROACH

Breaking with usual event practices, Paris 2024 chose to set a target carbon footprint upstream of the Games, based on estimations. This represents a real model shift as it no longer operates on a post-measurement and impact compensation logic but anticipates and plans reduction measures. To develop its method, the organizing committee relied on the ARO approach - avoid, reduce, offset - to which it added two steps: anticipate emissions to better understand reduction and/or control margins, and mobilize its entire ecosystem in the fight against climate change, leveraging the power of the Games. Paris 2024 also developed a tool created by and for the organizing committee to monitor emission trends, prioritize choices, and guide its strategy.

### CIRCULAR ECONOMY APPROACH

With the material footprint, the organizing committee developed an unprecedented approach to estimate, reduce and monitor its resource consumption before, during and after the Games. The circular economy strategy is based on an estimate of this material footprint and anticipates resource management and second life and with a dedicated governance, contributes to mobilizing Paris 2024's ecosystem (event agencies, Games operators, etc.) around these challenges. This work, transmitted to the IOC, will serve as a valuable reference for future organizing committees. Tools - including guides and impact reports - have also been designed and made available to all Games stakeholders.

### BIODIVERSITY PRESERVATION

Paris 2024 developed a new method for analyzing the impact of temporary installations. It relies on a rigorous method, combining field analyses, bibliographic and cartographic analyses, to identify environmental issues and potential impacts on biodiversity and to formulate recommendations to avoid these impacts and/or reduce them. Solutions have thus been rolled out to avoid soil compaction, reduce light pollution, protect trees, etc. Placement choices have also been made to avoid certain areas and protect fauna and flora. Thus, Paris 2024 is helping to change the practices of the event industry regarding temporary infrastructures.

Paris 2024's approach to each of its issues is detailed in Section 3.1.

### BROADCAST WITHIN THE ECOSYSTEM

To ensure the best dissemination of these resources, members of the sustainability team have been regularly presenting the methods, tools and programs implemented since 2019:

- To all partners and service providers of the Games;
- To the host-cities, Terre de Jeux communities and territories hosting celebrations;
- To international delegations (National Olympic and Paralympic Committees);
- To the Ministry of Sports and French NOC's Sustainability Club, with CSR representatives from sports federations and their regional equivalents;
- To the club of signatories of the Ministry of Sports' event organisers 15-pledge charter for eco-responsibility;
- To international entities, including signatories of the "Sports for Climate Action" (UNFCCC) and "Sports for Nature" (UNEP and IUCN) initiatives;
- To students in universities;
- At events organized by project stakeholders (public actors, partners) and media.

<sup>142</sup> CFDT (French Democratic Confederation of Labour), CFE-CGC (French Confederation of Management - General Confederation of Executives), CFTC (French Confederation of Christian Workers), CGT (French General Confederation of Labour), FO (French Worker's Force), CPME (French General Confederation of Small and Medium Companies), MEDEF (Movement of the Enterprises of France), U2P (French organisation representing self-employed workers).

<sup>143</sup> <https://olympics.com/en/paris-2024/our-commitments/creating-jobs-and-economic-opportunities/social-charter>

<sup>144</sup> For more information, see Section 2.3. "Tools for Implementing the Legacy and Sustainability Strategy"

### ADEME

Paris 2024 has also signed an agreement with ADEME. Both organizations wanted to combine the mobilizing power of the Games with ADEME's detailed knowledge of ecological transformation. ADEME provided its expertise to several Paris 2024 projects, including the development of the Coach Climat Evénements and the eco-design support program for the Games' licensees.



The Paris 2024 Games can be a powerful accelerator for ecological transformation, bringing forth new solutions - whether methodological, behavioral, or technical - and being a mobilizing lever, especially for the general public. ADEME collaborates with the organizing committee in these legacy approaches to ensure these innovations spread beyond the Games."

### NADIA BOEGLIN

DIRECTOR OF ECOLOGICAL TRANSITION FOR MAJOR ACCOUNTS, ADEME AND MEMBER OF THE COMMITTEE FOR THE ECOLOGICAL TRANSFORMATION OF THE GAMES.

### The Paris 2024 Social Charter

From the candidacy phase, Paris 2024 wanted to organize Games that were both more responsible and inclusive from a social perspective. In order to uphold this commitment, Paris 2024 and the inter-professional organizations of employees and employers<sup>140</sup> signed a Social Charter<sup>141</sup> on June 19, 2018<sup>142</sup>. Beyond serving as a compass in the organization of the Games, this Social Charter will also leave a legacy for future sporting events, both those organized in France and those that will take place in other countries, including future editions of the Olympic and Paralympic Games.

### The Terrain d'Égalité Label

Paris 2024 has placed the organization of the Games within the methodological framework of the "Terrain d'Égalité" label, which reflects Paris 2024's Equality and Diversity strategy, a concrete commitment and a tool for monitoring actions implemented within the Organizing Committee. This label, which applies to all types of sporting events regardless of their size, is based on a set of 20 criteria concerning both the preparation for the event and its organizational phase. The commitments related to the "Terrain d'Égalité" label concern both the internal organization and the stakeholders of the events wishing to be labeled.

## PLATFORMS

### ↓ ESS 2024 PLATFORM

In 2018, Paris 2024, SOLIDEO, Les Canaux and the Yunus Centre teamed up to create the ESS 2024 program to encourage social and solidarity economy structures to bid for Games contracts. The ESS 2024 platform<sup>145</sup> provides resources, advice and training to maximize companies' chances of winning bids. The program also supports companies in responding to tenders: since its creation in 2018, over 750 companies have received individual support through this program.

As part of the ESS 2024 program, Paris 2024 has developed Impact Booklets. This tool allows Paris 2024 to list and promote social and environmental know-how, solutions and innovations in terms of circularity for furniture.<sup>146</sup> The methodology and tools deployed as part of ESS 2024 will constitute a tangible legacy from Paris 2024 for organizing economically responsible events.

### ↓ ENTREPRISES 2024

Entreprises 2024 was launched in 2018 by Paris 2024, SOLIDEO and MEDEF with the aim of opening up Games contracts to all companies, with particular attention paid to small and medium-sized enterprises (SMEs) and social and solidarity economy structures. The platform informs and advises companies wishing to bid on Games contracts. Entreprises 2024 now has over 19,850 registered companies.<sup>147</sup>

The platform is intended to continue beyond the Games to publicize calls for tenders related to the organization of future major sporting events in France. It is already a legacy for French economic players in this regard.

### ↓ PEXE: BRINGING TOGETHER THE SPORTS WORLD AND ECO-COMPANIES

The world of sport is aware of its impact and getting organised to embark on its transformation, but the various stakeholders in the public and private sectors sometimes struggle to identifying solutions that will match their ambitions. This is why Paris 2024, with the French Ministry of Sports, is supporting the national network of eco-companies (PEXE) and its ambition to bring eco-businesses and the sports world closer together, by facilitating access to solutions to accelerate the ecological transition of the latter. PEXE has created and promoted tools, organized a network of actors (creation representatives, dedicated spaces at PEXE events) to mobilize eco-companies in response to the challenges and needs of the sports world.

→ **3 ONLINE DIRECTORIES**<sup>148</sup> dedicated to “sustainable solutions for permanent and temporary infrastructure”, “circular economy in sustainable catering” and “solutions for responsible communication”. In total, 700 solutions are listed in these directories which had 4,000 consultations in 2023.

→ **30 SPORTS ACTORS** attended the latest national forums of eco-companies and were able to present their needs (e.g. “The golf industry facing the challenge of sustainable water management”).

### ↓ LA FABRIQUE DES JEUX

An innovative scheme to support VSE-SMEs and social and solidarity economy structures in bidding for Games contracts, the “Fabrique économique et solidaire des Jeux” is a relevant intermediation model that can be useful for many other projects.

Initiated by the Seine-Saint-Denis departmental council in 2021, this mutualized “Fabrique économique et solidaire des Jeux” scheme was extended in 2023 to all Île-de-France departments and the Bouches-du-Rhône region with support from the state. Thus, in these areas, companies are supported to seize market opportunities through business-to-business exchanges, training on public procurement and consortium logic, etc.

## RESOURCES FOR MORE SUSTAINABLE EVENTS

Beyond methods and online platforms, Paris 2024 has produced various tools to support all stakeholders involved in the delivery and organization of the Games. These tools are made available to event and sports industry professionals. The organizing committee goes a step further on certain themes and areas of expertise by designing dedicated strategies, particularly on sustainable IT and sustainable catering,<sup>149</sup> along with decision-making tools, such as:

- **PARIS 2024'S GUIDE FOR SUSTAINABLE EVENTS**<sup>150</sup>;
- **THE "ECO-DESIGN OF PACKAGING" GUIDE, IN COLLABORATION WITH CITEO**<sup>151</sup>
- **THE "VISUAL COMMUNICATION: TOWARDS MORE SUSTAINABLE MEDIA" GUIDE**<sup>152</sup>

<sup>145</sup> [ess2024.org](https://ess2024.org)

<sup>146</sup> For more information about the work done with les Canaux, in particular the Cahier d'impact and ESS 2024, see Section 3.1.7.

<sup>147</sup> For more information about Entreprises 2024, see Section 3.1.7.

<sup>148</sup> <https://sport.ecoentreprises-france.fr/SportDurable#/>

<sup>149</sup> <https://medias.paris2024.org/uploads/2023/03/Paris2024-BIL-230313-FOOD-VISION-Eng-BDEF2.pdf>

<sup>150</sup> <https://www.paris2024.org/fr/guide-evenements-plus-responsables/>

<sup>151</sup> [https://bo.citeo.com/sites/default/files/2021-12/2021\\_PARIS2024-GUIDE%20Ecoconception%20emballages.pdf](https://bo.citeo.com/sites/default/files/2021-12/2021_PARIS2024-GUIDE%20Ecoconception%20emballages.pdf)

<sup>152</sup> <https://medias.paris2024.org/uploads/2023/05/PARIS-2024-SUS-221004-GUIDE-Ecoconception-look-supports-BD1.pdf>



## THE COACH CLIMAT ÉVÉNEMENTS (CLIMATE COACH FOR EVENTS)<sup>153</sup>

With the support of the Ministry of Sports and the Olympic and Paralympic Games and the French National Olympic Committee (CNOSF), and with assistance from ADEME, Paris 2024 has developed the Coach Climat Événements: a free tool to enable every French event organizer to assess and reduce the carbon footprint of their events. This tool is adapted from the one used daily by the Paris 2024 teams to implement their commitments.

This tool facilitates access to carbon footprint estimation and reduction, particularly for stakeholders who may lack resources, by offering a free tool that is accessible without requiring specific expertise and is suitable for all France mainland sporting events, regardless of their size.

Organizers first input the characteristics and information of their event into 10 main categories (catering, accommodations, travel, infrastructure and energy, sports equipment, logistics, venue dressing, promotional items, IT and waste). The Coach Climat Événements then estimates the carbon footprint of the sporting event and allows the organizer to identify the major sources of emission. Like a sports coach, the tool creates a personalized program, suggesting a hundred concrete actions with their potential to reduce the event's carbon footprint, which organizers can adopt according to their means and possibilities. Hosted by the Ministry of Sports and the Olympic and Paralympic Games, it is accessible online and will remain as a legacy for the sports movement.

### RESULTS AS OF 31/03/2024:

- **924 EVENTS** have undertaken steps to reduce their impact;
- **62 DIFFERENT SPORTS** are represented among the organizers;
- **309 CARBON FOOTPRINTS** have been estimated by organizers of 62 different sports, representing a total of 2 million tons of CO<sub>2</sub>;
- **110 ACTION PLANS HAVE BEEN SAVED**, generating an average 24% reduction in emissions per event, a total of 16,000 tons of CO<sub>2</sub> avoided if these plans are implemented.<sup>154</sup>



© Paris 2024 / Cassandre Corvez



The Coach Climat Événements is the product of three years of fruitful cooperation with Paris 2024, the Ministry of Sports and the Olympic and Paralympic Games and ADEME. A concrete and visible legacy of the Games, this user-friendly and accessible tool will continue to support organizers of sporting events in their ecological transition."

**DAVID LAPPARTIENT**  
PRESIDENT OF THE FRENCH NATIONAL OLYMPIC AND SPORTS COMMITTEE



© CNOSF/KMSP



French sport world is fully mobilized, under the Ministry's impetus, to play its part in the ecological transition. The Coach Climat Événements tool, developed by Paris 2024 with the French NOC and the Ministry, enables the sports sector to assess and reduce the carbon footprint of their events in France. Through this tool, Paris 2024 is helping the entire sports movement to adapt their events in line with the Paris Agreement. With a few months to go before the Paris Olympic and Paralympic Games, which are halving their carbon emissions compared to previous editions, Paris 2024 is leaving a legacy to best support sports stakeholders in their ecological transition."

**AMÉLIE OUDÉA-CASTÉRA**  
MINISTER OF SPORTS AND THE OLYMPIC AND PARALYMPIC GAMES



## COLLABORATION WITH WWF FOR SUSTAINABLE SPORTING EVENTS<sup>155</sup>

Paris 2024 supports the work carried out by WWF France since 2016 to provide tools for different stakeholders in the sports world (event organizers, facility managers, local authorities, service providers, athletes, spectators) and conduct full-scale experiments. These efforts are structured around the following 3 areas:

- **SUPPORTING** the ecological transition of French sporting events. Paris 2024 has contributed to the evolution of the event organisers 15-pledge charter for eco-responsibility, created in 2017 and updated in 2021, by the Ministry of Sports and WWF France;
- **RAISING** awareness and supporting spectators to adopt more environmentally-friendly behaviors. A series of experiments have been conducted, including a collaboration with France TV and Mathieu Bastareaud, who lent his image for a spot to test the effectiveness of high-level athletes' voices in turning intention into action;
- **DEVELOPING** active mobility during sporting events. This effort resulted in the publication of a recommendation guide for organizers and territories in 2023.<sup>156</sup>

<sup>153</sup> <https://www.coachclimatevenements.org/.org>

<sup>154</sup> Chiffres de mars 2024.

<sup>155</sup> <https://www.wwf.fr/vous-informer/effet-panda/sport-des-ambitions-toujours-plus-vertes>

<sup>156</sup> [https://www.wwf.fr/sites/default/files/doc-2023-06/GUIDEMOBILITE\\_2023\\_WEB.pdf](https://www.wwf.fr/sites/default/files/doc-2023-06/GUIDEMOBILITE_2023_WEB.pdf)



## ACCELERATING PLAYERS IN THE INDUSTRY

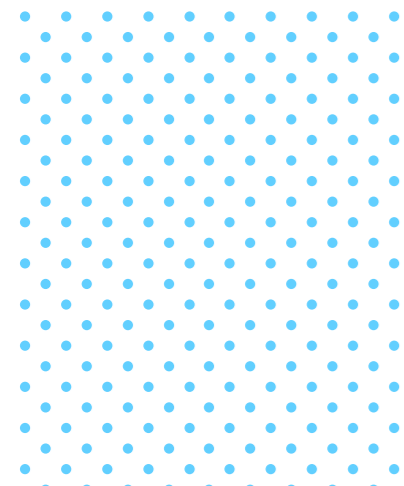
Through the design and development of new “ways of doing things” on carbon, circular economy and biodiversity, and the creation of tools and resources for stakeholders in the Games ecosystem, Paris 2024 aims to support players in the events and sports industry in the ecological transformation of their activities.

In the summer of 2023, the committee commissioned two consulting firms specialized in sustainable sports and event management to analyze Paris 2024’s contributions to accelerating the ecological transformation. The results are the following<sup>172</sup>:

- **By making the environment a prominent and media-focused aspect of the event and sparking debate** about the responsibility of sports and major event stakeholders, Paris 2024 helps to raise awareness about the importance of environmental issues among industry players, positioning the topic as essential;
- **Environmental criteria integrated** into Paris 2024’s procurement processes have encouraged direct suppliers to enhance their expertise on the subject, sometimes leading to a structural impact on the ambition level of the environmental actions planned by these suppliers and extended to their subcontractors. Some stakeholders are formalizing and systematizing their approach to CSR as a result of their work on the Games project, thus professionalizing their efforts;
- **Particularly notable programs of Paris 2024**, such as anticipating the second life of infrastructures and equipment, are being adopted by some stakeholders to develop their own strategies and action plans, thereby raising the level of environmental ambition across industries.

This leverage effect is twofold: on the one hand, Paris 2024 has served as a springboard for integrating CSR into the development strategies of companies bidding for its contracts. On the other hand, the contracts signed with Paris 2024 have had a ripple effect, prompting some suppliers to invest in sustainability topics in the longer term.

<sup>157</sup> Presented in the Interim Evaluation Report of Paris 2024’s Sustainability and Legacy Strategy, published in November 2023.



## TESTIMONIALS



The Paris 2024 Olympic and Paralympic Games are a real catalyst for strengthening Loxam’s CSR actions. Loxam is putting its know-how, organization and existing sustainability commitments to deliver sustainable Games. We also want to capitalize on this event to go further in creating a lasting legacy through proven practices. We have strengthened our Group CSR team to steer our sustainable commitments as part of our Paris 2024 contracts, and to support everyone in delivering our operations. Our main objectives, namely reducing our carbon footprint and promoting social inclusion, have been adopted by our teams as well as all our subcontractors, regardless of their size and level of maturity on these issues. With the support of Paris 2024, we are carrying out awareness-raising and training actions for all our employees and supporting all our stakeholders in this process. The Games are thus accelerating our efforts and broadening the impact of our CSR actions!"

**FLAVIE LE MOAL**  
SUSTAINABILITY PROJECT MANAGER AT LOXAM



The collaboration proposed as part of the delivery of the Paris 2024 Olympic and Paralympic Games has allowed our CSR approach to reach a new level. The group now has an identified CSR project manager responsible for coordinating the company’s CSR vision and upskilling the different departments on the subject. On the purchasing side, we have reworked our procedures to commit to a responsible purchasing approach that the certification of an approved body must consolidate. We have also approached social and solidarity economy actors and associations involved in the integration of people with disabilities in order to advance this issue in our HR policy. In short, the Games are a real laboratory for social and environmental innovations for us, with the aim of sustaining this approach well beyond 2024. "

**DELPHINE BENOIT-MAYOUX**  
CSR AND PURCHASING MANAGER FOR THE EVENT DELIVERY ENTITY OF FOOTBALL COMPETITIONS IN BORDEAUX, SAINT-ETIENNE, NANTES AND NICE, AND FIELD HOCKEY AT THE STADE VUES DU MANOIR



Organizing the Olympic Football games at the Marseille Stadium represents a unique opportunity for our company to place CSR issues at the heart of its strategy. Moreover, the format chosen by Paris 2024 to delegate the organization of certain events and competitions to specialized companies is ideal as it allows our organization to leverage its experience while engaging all its stakeholders around ecological and social issues. The legacy of the best practices from the 2024 Olympic and Paralympic Games will enable us to deliver more virtuous events in the future. As part of our continuous improvement, we have also recently started working with a specialized responsible event management firm to achieve ISO 20121 certification."

**MARTIN D'ARGENLIEU**  
MANAGING DIRECTOR OF THE EVENT DELIVERY ENTITY FOR THE FOOTBALL COMPETITION IN MARSEILLE

## 4.2 TRANSFORMING TERRITORIES

### 4.2.1 THE SOLIDEO PROJECTS

## THE CONCEPT OF THE PARIS 2024 GAMES RELIES ON 95% OF PRE-EXISTING OR TEMPORARY VENUES.

Paris 2024 is responsible for the temporary infrastructure related to the Games, while SOLIDEO is the public body in charge of the Olympic and Paralympic infrastructure that will remain as a legacy for the territories after the Games such as the Athletes' Village, the Aquatic Centre, or the renovation of the Yves-du-Manoir stadium.

Mindful of providing concrete responses to the immense challenges posed by climate disruption and resource depletion, both for the Games and for the broader urban and construction sectors, SOLIDEO has adopted an environmental excellence strategy. It is broken down into several flagship commitments, all with a 2050 horizon.

- Reducing the carbon impact to strive for carbon neutrality.
- Ensuring thermal comfort by taking climate projections into account.
- Making the city a support for biodiversity by promoting the continuity of ecological corridors.

### A STRUCTURED ENVIRONMENTAL STRATEGY

The environmental excellence strategy applies to all constructions projects, regardless of the project owner. SOLIDEO has overseen its implementation, from drafting the specifications during the design phase to execution and delivery phases. The support for companies included providing methodological tools, organizing workshops, and site visits. This support continues after the delivery of the projects to evaluate the achievement of the environmental goals that were set.

Aiming to build a legacy beyond 2024, SOLIDEO and all project owners have approached each project with a 2050 perspective, aiming to innovate and provide solutions to the major challenges cities will face. Collaborations with public organizations have also helped to consolidate and disseminate the methodologies implemented, contributing to building the intangible legacy of the projects.

### EFFICIENT MANAGEMENT OF PROJECTS

The issue of health and safety for all those working on the Olympic facilities, particularly the workers on the construction sites, have been central concerns for SOLIDEO. On the construction sites of the Athletes' Village and the Media Cluster, SOLIDEO implemented an Hygiene, Health, Environment charter, developed with OPPBTP<sup>158</sup>, the prevention and inspection bodies, and social partners grouped within the Social Charter Committee, aiming to collectively go beyond regulations on the subject. Sporting rituals have also been implemented since the beginning of the construction of the Olympic facilities. Built with Paris 2024, this system also includes training to allow workers to lead the rituals themselves. The measures put in place with all stakeholders are bearing fruit, as the construction sites of the Olympic infrastructure have four times fewer accidents than comparable sites.

### INNOVATIONS TAKING SHAPE ON THE GROUND AND OPENING NEW HORIZONS

To achieve these unprecedented ambitions in urban planning and construction, SOLIDEO established an Innovation and Ecology Fund in 2019, aiming to foster the emergence of innovative solutions for the city of tomorrow by subsidizing the additional costs related to experimentation phases. An Innovation Committee, composed of qualified personalities, with representation from Paris 2024 and the State, meets regularly to review grant application files. In total, the fund had €36 million to subsidize projects. To date, 34 projects are funded on the Olympic sites, 71% of which cover the theme of GHG emission reduction. This Fund helps demonstrate a replicable model of the city of tomorrow, a sustainable, accessible and comfortable city, by supporting, for example recycled plastic seats at the Olympic Aquatic Center.

### ↓ CARBON IMPACT AND CIRCULAR ECONOMY

As part of its environmental excellence ambition, SOLIDEO has developed stringent requirements, particularly in terms of reducing the carbon footprint throughout the buildings' lifecycle. All project owners have thus committed to minimize the carbon footprint related to the construction of permanent structures, and their subsequent use. A success for all is exemplified by the Athletes' Village, whose carbon footprint has been reduced by 30% per m<sup>2</sup> for the construction phases – compared to the reference scenario corresponding to current standards – and 47% when including the operation of the buildings over 50 years.

To meet this target, the design of the Olympic structures primarily relied on two levers: the use of low-carbon impact materials (wood, low-carbon concrete, etc.) and material savings, notably through the generalization of efficient construction methods and circularity processes (reuse of excavated and demolition materials, reversibility of structures).

### ↓ THERMAL COMFORT

SOLIDEO has also adopted a systematic approach to urban resilience over the entire life cycle of the neighborhood. The thermal comfort objectives for 2050 are achieved for the vast majority of structures, thanks to suitable measures for more intense and frequent heat waves (generalized sun protection, ventilation, etc.). Work has also been done to reduce urban heat island effects (suitable coatings, optimized water management, development of green areas).

### ↓ BIODIVERSITY AND GREENING

Various actions have been taken to promote the development of aquatic and terrestrial ecosystems by encouraging the creation of biodiversity supports in public spaces. The ecological continuities between these spaces have also been encouraged. The chosen vegetation and soil reconstitution strategies have also been designed with regard to climate issues by 2050, in order to ensure the sustainability of ecosystem services.

### ↓ PROFESSIONAL INTEGRATION AND TERRITORIAL DEVELOPMENT

As early as 2018, SOLIDEO developed a local employment and community development charter so that the opportunities linked to the Olympic construction sites would benefit as many people as possible. SOLIDEO and all its stakeholders committed to allocating 10% of the working hours to groups far from employment, apprentices or residents of priority neighborhoods. With 4,005 people<sup>159</sup> in professional integration on the Olympic construction sites, this objective was exceeded more than a year in advance. The construction sites of the Olympic facilities demonstrate that it is possible to reconcile an event of such magnitude with strong commitments in terms of economic and social inclusion.

These are unprecedented results in France, confirming the effectiveness of the measures put in place. As a lever for economic development for the region as well, the goal of making 25% of the contract value accessible to VSEs, SMEs and social and solidarity economy structures was also largely exceeded, since by March 2024, 36% of the total value of contracts awarded by SOLIDEO (€790 million) had been awarded to 2,505 VSEs and SMEs and 124 social economy structures.

### ↓ FOCUS ON UNIVERSAL ACCESSIBILITY

Universal accessibility has been the guiding thread of the Olympic works, taken into account at every stage of the project to meet the needs of all populations. The design of the Olympic and Paralympic facilities has thus been conceived to address the entire travel chain and enable continuity in the quality of use of spaces, raise awareness among all stakeholders, and leave a methodological legacy in terms of accessibility. The arrangements put in place at the Athletes' Village are detailed in the following section. SOLIDEO has notably developed an innovative project for inclusive and multi-sensory signage (present on the ground, in vertical signage and digitally)<sup>160</sup>, supported by its Innovation and Ecology fund.

<sup>158</sup> *Organisme Professionnel de Prévention du Bâtiment et des Travaux Publics*, organism that represents employees and employers of the civil engineering and construction sectors, and aims at bettering their working conditions.

<sup>159</sup> As of October 13, 2023, 3,780 people had been given access to an integration job, totalling 2,691,804 hours of work.  
<sup>160</sup> <https://www.youtube.com/watch?v=eo4dR2WwLus>

## THE ATHLETES' VILLAGE

Located on the banks of the Seine, in the cities of Saint-Denis, Saint-Ouen and l'Île-Saint-Denis, the Athletes' Village will offer optimal accommodation for athletes and delegations. Located in the immediate vicinity of the Stade de France, the Aquatic Center and a significant number of training venues, it constitutes a true city, offering multiple services. Its legacy after the Games was considered from the outset, to provide the inhabitants of Seine-Saint-Denis with a diverse, pleasant and multifunctional eco-neighborhood.

After the Games, the Village will be transformed into more than 2,800 new homes, all 100% accessible, with an average of 25% social housing. Numerous public facilities will be available: two daycare centers, two elementary and primary school groups, sports facilities, and a police station. A total of 6 hectares of green spaces are planned thanks to 2 parks and living areas connected by continuous green spaces leading to the Seine.

With the Athletes' Village, SOLIDEO and Paris 2024 wanted to propose a new model of construction, more sustainable and accessible, in line with the challenges of the city of tomorrow. The construction site had high social and environmental requirements. SOLIDEO has generally achieved the objectives it had set itself, while rolling out many innovations.



© SOLIDEO - Antoine Meyssonier



© SOLIDEO - Dronepresse



SOLIDEO and all project owners have met all expectations: deadlines met, budgets under control, ambitions achieved and even exceeded. We are proud to see our collective efforts materialize and to witness the legacy we will leave to the communities and residents of the territories concerned. The implementation of our environmental excellence strategy, particularly with a reduced carbon footprint ahead of regulations by ten years, has demonstrated know-how and accelerated the ecological transformation of the entire construction sector: project owners, architects, engineering firms, and companies. We have already met our objectives concerning professional integration hours, and we have built structures accessible to all, regardless of physical, sensory, intellectual, or cognitive abilities. Now, let the athletes take the stage, let the Olympic and Paralympic Games begin!"

**NICOLAS FERRAND**  
EXECUTIVE DIRECTOR GENERAL OF SOLIDEO

### MASSIVE USE OF LOW-CARBON MATERIALS

The Village is a showcase for low-carbon construction sites with:

- **Extensive use of wood** (a low-carbon biosourced material) with 16,000m<sup>3</sup> of wood used in the buildings and 100% of buildings under 28 meters incorporating wood in the structure (beams, posts, floors).
- **Use of low-carbon concrete and support for the development of ultra-low-carbon concrete funded** by SOLIDEO's Innovation and Ecology Fund. Low-carbon concrete emits 150 kg CO<sub>2</sub>/m<sup>3</sup> and ultra-low-carbon concrete less than 100 kg CO<sub>2</sub>/m<sup>3</sup>, compared to 250 kg CO<sub>2</sub>/m<sup>3</sup> for conventional concrete.

### MAINSTREAMING CIRCULAR ECONOMY

On this project, SOLIDEO has deployed an ambitious strategy for reusing materials from deconstruction.

- **94% of materials recovered** from deconstruction were reused.
- **31,600 tonnes of concrete** were reconditioned for reuse in road and ground construction.
- **900 tonnes of materials** such as sanitary ware or windows were resold as second-hand.

### KEY FIGURES

**15,000**  
ATHLETES ACCOMMODATED, INCLUDING 4,400  
PARALYMPIC ATHLETES

**THE WORLD'S LARGEST RESTAURANT**  
WILL MEET THE NUTRITIONAL NEEDS AND CULTURAL  
HABITS OF ATHLETES FROM 206 NATIONS, 24/7

**100 %**  
OF FAMILY HOUSING IN THE ATHLETES' VILLAGE  
ACCESSIBLE TO PEOPLE WITH REDUCED MOBILITY

### SUPPLYING CONSTRUCTION SITES BY WATERWAYS<sup>162</sup>

Thanks to the partnership between SOLIDEO and Voies Navigables de France, construction materials arrived at the Village construction site via the berth on l'Île-Saint-Denis and the port of Saint-Denis.

- **500,000 tonnes of rubble** from deconstruction were evacuated.
- **141 prefabricated wood modules were delivered**, equivalent to 140 avoided truck journeys.

### AN URBAN MORPHOLOGY ADAPTED TO THE 2050 CLIMATE

The neighborhood was designed to optimize the indoor temperature of buildings in the event of high heat: free air circulation between staggered buildings promoting natural cooling, cross-ventilated buildings with optimized natural ventilation, high-performance insulation, exterior protection such as blinds and shutters. This design, with its specific materials, insulated facades, cooling floors, green spaces (cooling islands), ensures a structural differential of at least 6°C compared to outdoor temperatures during the Games and comfortable housing for 2050.

### LOW-CARBON ENERGY SUPPLY

- **Hot-cold network supplied 65%** by geothermal energy, limiting the need for air conditioning.
- **15% of the future neighborhood's electricity consumption** will be covered by photovoltaic energy, thanks to solar panels installed on rooftops.

### MAKING THE CITY BIODIVERSITY SUPPORT

In line with thermal comfort for 2050, SOLIDEO worked to restore and/or create ecosystems at the Village while integrating biodiversity into the heart of urban design.

- **6 hectares of green spaces** (including 1.2 hectares of open ground) creating cooling islands and reducing building temperatures.
- **1,000 large trees and nearly 8,000 young trees** and shrubs from a mainly native plant palette.
- **Continuity of ecological corridors** ensured thanks to green roofs and redevelopment of the Seine riverbanks.

161 <https://www.vnf.fr/vnf/les-chantiers-du-village-des-athletes-approvisionnes-par-la-seine-les-chantiers-du-village-des-athletes-approvisionnes-par-la-seine/>



© Paris 2024 / Florian Hulleu



Games infrastructure is often their Achilles' heel: budgets that spiral out of control, works not completed on time or done in a rush at the last minute, 'white elephants' with no post-competition use, standing as long-term evidence of obvious waste... Paris 2024 has strived to avoid these risks from the start, with one of the key points of the bid being the use of existing venues and infrastructure, drastically reducing the need for new installations. For those necessary, like the two Athletes' and Media Villages, they have been built with the best low-carbon construction practices; innovations in the construction and 'operation' of these buildings will enrich the Games' legacy, replicable elsewhere in the coming years. All this within record time despite COVID and within budgets, soon welcoming residents in these new districts developed in urban renewal areas: these are already well-deserved 'first medals'!"

**MICHÈLE PAPPALARDO**  
CONSULTANT, CHAIR OF THE SRI LABEL COMMITTEE AND MEMBER OF THE COMMITTEE FOR THE ECOLOGICAL TRANSFORMATION OF THE GAMES

## THE ADOPT A TREE PROJECT<sup>162</sup>

Among the trees planted in the Village, 20 classes from the Plaine Commune area were able to adopt one.

## A MODEL LIVING NEIGHBORHOOD IN TERMS OF UNIVERSAL ACCESSIBILITY

After the Games, the Village will become a neighborhood that integrates all specific needs in public spaces (gentle slopes, adapted lighting and signage...) as well as in housing, in particular thanks to:

- **Accessible showers** without ledges or glass partitions, grab bars on the walls, an empty space under the sink for wheelchair users, and towel racks at waist and intermediate heights;
- **Wider doors and corridors and balconies** without ledges to allow wheelchair accessibility;
- **Electrical outlets 45 cm from the floor** for wheelchair users and electrical outlets and switches in a different color from the wall for the visually impaired.



The deadline of the Paris 2024 Games is an essential accelerator for the accessibility of our public spaces and infrastructure. The Athletes' Village is a remarkable example: exterior paths and interior layouts designed for all, including people with motor or sensory disabilities. It is a lasting legacy."

**FADILA KHATTABI**  
MINISTER DELEGATE FOR THE ELDERLY AND DISABLED

## AN OLYMPIC CONSTRUCTION SITE BENEFITING THE GREATEST NUMBER

As early as 2018, SOLIDEO developed an local employment and community development charter, adopted by its board of directors and ratified by all actors contributing to the construction of the Olympic facilities, so that the opportunities linked to the Games would benefit as many as possible. The results achieved at the Athletes' Village are significant in scope and exemplarity. All actors involved in the Village project are signatories of the charter.

As part of this charter, the construction site stakeholders committed to allocating 10% of working hours, or 1,333,064 hours for the Athletes' Village site alone, to groups far from employment: employees over 50, job seekers for over a year, welfare recipients, residents of priority neighborhoods or young people under 26 seeking employment without qualifications... At the Athletes' Village, 1,546,900 integration hours were ultimately carried out by 1,992 beneficiaries, or 11.6% of the hours worked on the site.

The construction of the Athletes' Village involved nearly 1,800 companies across France, making this project a real driver of economic dynamism. Among them, 1,361 were VSEs and SMEs, representing €372 million in contracts, or 35% of the contract value for the Athletes' Village, above the initial 25% target set in the community development charter.

Thanks to collaborations with local economic actors, meetings between contractors and VSE-SME and/or social economy structures (5 Meet-ups organized):

- **1 adapted company** worked on landscaping including planting 9,000 trees and shrubs.
- **3 social economy start-ups** contribute to the "Cycle" building (wastewater management and biowaste recovery).
- **1 SME** from the Loire Valley reuses ceramic offcuts for a wall in the Quinconces neighborhood.

Implementing socially exemplary construction sites constitutes the third major focus of the local employment and community development charter developed by SOLIDEO. With this in mind, SOLIDEO developed a health-safety charter to go beyond regulatory provisions and bring together all the best practices developed by major construction groups. The goal is to engage in risk prevention and sharing of best practices to continuously improve working conditions on all sites. The measures put in place with all stakeholders are bearing fruit, as the construction sites of the Olympic facilities have four times fewer accidents than comparable sites. Until all the facilities are delivered, SOLIDEO will continue its daily vigilance to ensure the workers' health and safety.

<sup>162</sup> This project is presented in more detail in the Interim Evaluation Report on the Social and Environmental Legacy of the Games, published in November 2023: <https://medias.paris2024.org/uploads/2024/03/Report-2023-web.pdf>

## THE ATHLETES' VILLAGE DURING THE GAMES

As a symbol of the Games and a central living space for athletes and delegations during the event, Paris 2024 worked to make the Village an embodiment of its environmental and social ambitions.

### RESPONSIBLE SPACE DEVELOPMENT FROM THE HANDOVER IN MARCH 2024

- Furniture from reuse or recycling, e.g. bean bags made from parachute fabric, tables made from badminton shuttlecocks, chairs and sofas from barriers.
- A second life planned for all furniture after the Games via recovery, resale or donation. For example, the Village's 16,000 mattresses and pillows will be donated to various beneficiaries (Emmaus, hotel school, Paris Opera ballet school, etc.) for reuse.
- A resale platform for secondary fixtures and fittings (partitions, floors, etc.) created and launched specifically for the event by the contractor carrying out this work. All the elements used to fit out the ground floors will thus be put up for resale on this platform created specifically to maximize reuse.

### THE WORLD'S LARGEST RESTAURANT, AT THE CITÉ DU CINÉMA (UP TO 40,000 MEALS PER DAY)

- Will be plastic bottle-free thanks to 200 drink fountains installed by Coca-Cola.
- Will showcase more responsible food highlighting French expertise and gastronomy: over 500 different recipes developed with Sodexo Live! to meet athletes' needs; 80% of products will be sourced from France with producers located just a few dozen kilometers from the Village, thanks to Carrefour's supply chain.

### ENERGY INNOVATIONS DEPLOYED BY EDF AND REUSED ELSEWHERE AFTER THE GAMES

- Installation of a 470m<sup>2</sup> floating solar plant on the Seine to cover the electricity needs of 94 apartments during the Games. This portable, easy-to-install and reusable plant: can be assembled and disassembled in 24 hours, with all pre-cabled panels fitting into a standard shipping container for optimized transport. The structure is reusable in various contexts (humanitarian, agriculture, events, etc.)
- Installation of a huge 1,250m<sup>2</sup> photovoltaic roof on the bus terminal to power the international delegations' welcome and information center with renewable electricity. This is equivalent to the daily needs of 132 apartments in the Athletes' Village during the Games. The structure is also entirely and easily reusable: produced and designed in France, this lightweight, flexible solar technology allows for easy transportation, installation and dismantling. The canopy can be used at other events as a legacy.

### SUPPORT FOR LOCAL EMPLOYMENT OF SOCIALLY EXCLUDED AND DISABLED PEOPLE

The reserved market for the Village laundry was awarded to 9 social and solidarity economy (SSE) structures (3 disability-friendly companies<sup>163</sup> and 6 professional integration companies)<sup>164</sup> located in Île-de-France. With support from ESS 2024 and professional integration networks, the contract was awarded to a consortium of 9 structures, combining integration and disability. This contract involves over 450 people.

## THE OLYMPIC AQUATIC CENTRE

Under the supervision of SOLIDEO, the Olympic Aquatics Centre is the only permanent sports facility built for the Paris 2024 Games. Beyond the Games, it was designed to benefit the Seine-Saint-Denis area and its inhabitants, who are particularly lacking in sports facilities. Its legacy will be twofold, as it will also be used by French swimming, which will now have a facility capable of hosting major national and international competitions. Connected to the nearby Stade de France by a walkway over the A1 motorway, it represents a significant public investment for the area.



The design and construction of the building are based on extremely innovative eco-construction solutions, making it a pioneering project in terms of environmental and social transformation under the management of the Métropole du Grand Paris, including:

- The priority use of bio-sourced materials such as its wooden frame and structure;
- A wooden frame, a true global innovation (90m span) with concave shape reducing the heated and ventilated interior volume by 30% compared to a flat roof (project supported by SOLIDEO's Innovation and Ecology Fund);
- An efficient carbon footprint, less than 30,000 tons of CO<sub>2</sub> equivalent;
- Photovoltaic panels covering nearly 5,000 m<sup>2</sup> of roofs, making it one of the largest solar farms on a public building in the Paris region and providing around 20% of the complex's electricity needs;
- Reduced environmental nuisances and impacts (outdoor air filtration, recovery of 50% of used water, 90% renewable or recovered energy supply);
- Manufacture of 3,000 grandstand seats by a social and solidarity economy company located in Aubervilliers, made from plastic bottles and caps (project supported by SOLIDEO's Innovation and Ecology Fund);
- Full-ground areas and 102 planted trees, creating ecological continuities within the Plaine Saulnier development zone, and around twenty refuge areas for wildlife.

<sup>163</sup> *Établissements et services d'aide par le Travail*, establishment that enables persons with disabilities to work while benefiting from medical and social support.

<sup>164</sup> *Structures de l'insertion par l'activité économique*, structures that provide support to people who are far from employment, facilitating their social and professional integration.



Thanks to the support of the networks and ESS 2024, we were quickly able to focus on the distribution of roles from the angle: what is the expertise and strength of each structure, and therefore on which aspect of the request is each structure relevant? This saved us precious time."

**ONE OF THE STRUCTURES THAT WON THE CONTRACT FOR ATHLETES' LINEN AT THE ATHLETES' VILLAGE**



The Olympic Aquatic Centre and the Plaine Saulnier development zone managed by the Métropole du Grand Paris embody all the ambitions we hold for the Paris 2024 Games and their legacy (sustainable urban development, energy and environmental performance, excellence and development of sports practise, universal accessibility, swimming lessons, etc.). Additionally, the Métropole du Grand Paris supports numerous projects and infrastructures such as the Prisme building, the swimming pool plan, and the cycling plan, which will sustainably transform the metropolitan area to contribute to a more resilient, balanced, and attractive metropolis, serving its 131 municipalities and over 7 million inhabitants."

**PATRICK OLLIER**  
PRESIDENT OF THE MÉTROPOLE DU GRAND PARIS

## 4.2.2 OTHER INFRASTRUCTURES AROUND THE GAMES

### THE INFRASTRUCTURES OF THE CITY OF PARIS

#### ARENA LA CHAPELLE

**8 000** seat arena dedicated to elite sports in Paris

**117,990** hours of professional integration achieved through the project (goal was 105,000), prioritizing the local population<sup>165</sup>

A facility open to local sports, with 2 gyms dedicated to local needs

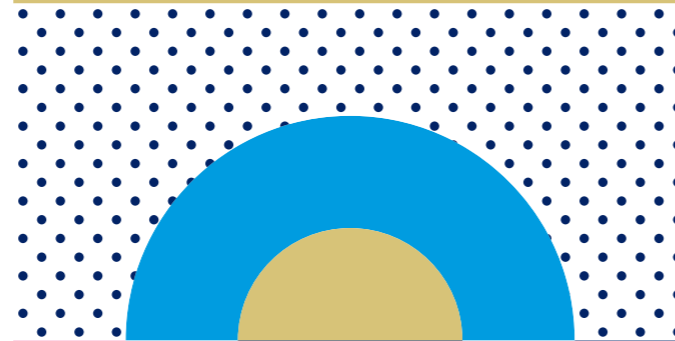
#### A model facility in terms of accessibility

The Arena strengthens Paris' capacity to host major sporting and cultural events. All its surroundings and access points have been renovated to create true living and walking spaces for residents and visitors, with the creation of a vast tree-lined plaza facilitating secure management of spectator flows to the Arena, and the redevelopment of the Porte and Rue de La Chapelle, from the entrance to Paris to Rue Marx Dormoy. An additional 2,600 m<sup>2</sup> program is also intended for leisure and commercial offerings oriented towards the neighborhood.

The Arena was designed to meet strong environmental ambitions for such a facility. From the construction phase, the City of Paris wanted to implement the highest standards, including:

- The use of 65% low-carbon concrete to reduce the building's carbon footprint;
- The use of bio-sourced materials (100% wood frames for one of the two gyms, wood-concrete composite floors, recycled cotton insulation for the main hall), allowing the Arena to achieve Level 2 bio-sourced materials certification;
- The recovery of construction waste - since the start in summer 2020 until February 2022, more than 900 tons have been recovered out of the 944 tons produced, over 95%;
- 6,900 m<sup>2</sup> of green roofing and 1,700 m<sup>2</sup> of planted terrace, with 80% of the facility's horizontal surfaces occupied by nature;
- The grandstand seats were made from plastic from 70 tons of recycled plastic waste;
- An energy mix composed of 100% renewable and recovered energies thanks to the urban cooling production plant using local geothermal energy, installed within the Arena.

The highest possible accessibility standards have been applied. They include easy access seating for wheelchair users and companions, undifferentiated public access, and the establishment of a "sensory room" for accommodating people with behavioral disorders or autism, a facility that does not currently exist in any venue in France. Representative associations for people with disabilities were involved throughout the construction process: a user consultation complementing the traditional project owner - architect partnership. This is also the first time that such a facility has received the Certivéa Accessibility label.



”

From the outset, we wanted the 2024 Olympic and Paralympic Games to leave a historic legacy for those who live here. With swimming in the Seine, the reserved lane on the ring road, the proliferation of cycling lanes and nature spreading everywhere, the Games have been a fantastic opportunity to accelerate the transformation of our city. We are ready to show the world that this great sports festival can combine spectacle, environmental preservation, and social justice."

**ANNE HIDALGO**  
MAYOR OF PARIS



<sup>165</sup> The recruitment process was carried out in conjunction with social integration structures, the town hall of the 18th arrondissement and EPEC (Ensemble Paris Emploi Compétences).

**FIVE RENOVATED SPORTS FACILITIES**

Five sports facilities in the City of Paris hosting athletes for their training during the Games have been renovated: Max Rousié Sports Center, Bertrand Dauvin Pool and Sports Center, Poissonniers Sports Center, Georges Vallerey Pool, and Pierre-de-Coubertin Stadium. These renovations, particularly concerning technical installations and thermal renovation of buildings, contribute to improving accessibility and public reception conditions after the Games.

**THE ENERGY INFRASTRUCTURES OF THE EPT<sup>166</sup> TERRES D'ENVOL**

The development of the Media Village has enabled the creation of a geothermal-heated district heating network. After a feasibility study conducted by EPT Terres d'Envol in 2019 and 2020, local elected officials decided to expand this system and develop an urban heating network in Dugny and Le Bourget. This network will help decarbonize the area, offering residents a lower heating price compared to fossil fuels. The network will be implemented in two stages: first with the installation of a temporary gas boiler and interconnection with the geothermal heating network in Blanc-Mesnil, followed by a geothermal plant in Dugny from August 2025.

**GOALS:**

- 90% renewable energy, including 62% from local deep geothermal sources;
- Ultimately, 15,600 tonnes of CO<sub>2</sub> equivalent will be avoided per year and 9,000 housing-equivalents will be supplied by this heating network.

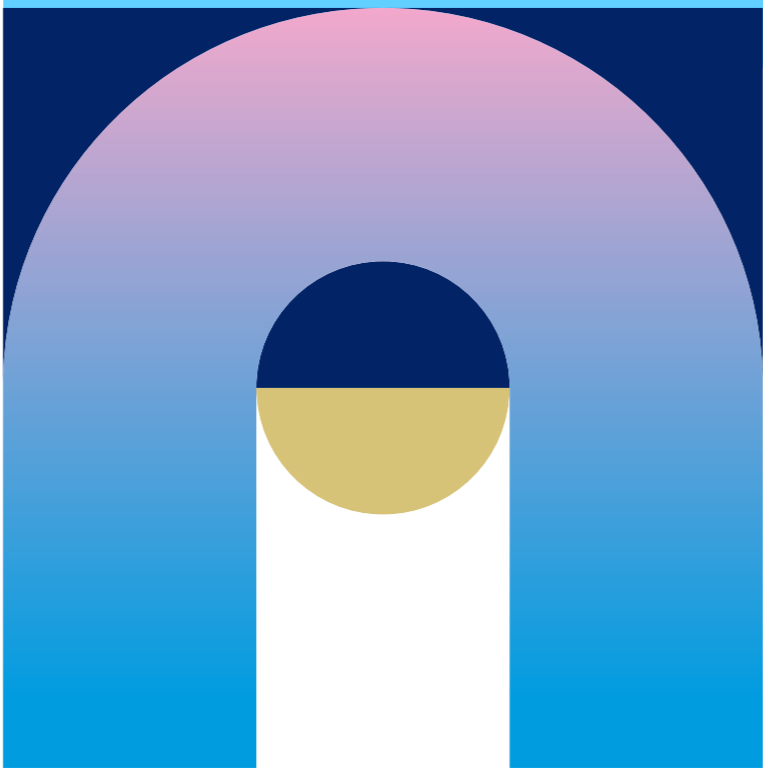


© José Tomas



The heating network that has been supplying the Media Village since November 2023 will expand to Dugny and Le Bourget by 2027. It will provide locally produced and renewable heat to residents. Residents will benefit from a competitive and stable price over time."

**BRUNO BESCHIZZA**  
PRESIDENT OF THE TERRES D'ENVOL EPT,  
MAYOR OF AULNAY-SOUS-BOIS.



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**THE TRANSFORMATION OF THE TERRAIN DES ESSENCES**

Formerly owned by the Ministry of Defense, the polluted and inaccessible Terrain des Essences has long been an enclave within Georges-Valbon Park. The Games provided an opportunity to decontaminate the site, but also to re-nature it with the planting of 4,000 trees to return it to the inhabitants of the department.

In 2021, the Department of Seine-Saint-Denis became the new owner of the Terrain des Essences, and is carrying out the works with €13 million in SOLIDEO funding.

After the Games, this area will expand the park by 13 hectares. This new area will be divided into 3 sectors with a first area serving as a wildlife refuge (public access limited by an elevated walkway), closed during breeding seasons. This "ecological reserve" will also be equipped with an observatory for viewing the site. A second part will have meadow and lawn areas for walking activities, as well as wildlife observation. Finally, the third area will offer facilities and landscapes conducive to relaxation, play and walking.

Currently undergoing re-naturation (since summer 2023), the site has seen work begin in February 2024 on the development of its future play and sliding areas. It is scheduled to open to the public in spring 2025.



Decontaminated, developed, and rewilded, the Terrain des Essences is a major legacy for Seine-Saint-Denis. It is further proof that the legacy of the Games in our region means a greener, more balanced, more peaceful living environment and increased green spaces."

**STÉPHANE TROUSSEL**  
PRESIDENT OF THE DEPARTMENT  
OF SEINE-SAINT-DENIS





### 4.2.3 SWIMMING IN THE SEINE

Restoring the quality of the Seine's water is a major ecological challenge that has been accelerated by the Paris 2024 Olympic and Paralympic Games, involving numerous public actors: the City of Paris, the State, the Regional and Interdepartmental Directorate for the Environment, Planning and Transport, the departmental councils, the municipalities of Greater Paris through their Territorial Public Establishments, the Greater Paris Metropolis, the Seine Normandy Water Agency, the Interdepartmental Syndicate for the Sanitation of the Paris Agglomeration, HAROPA PORT, and the French Waterways Authority.

As early as 2016, a water quality and swimming plan set out a timeline and was the base for the coordination of the many public actors involved to achieve this goal under the supervision of the Regional Prefecture and the City of Paris.

Swimming in the river is inherently linked to water quality, particularly from a bacteriological standpoint.<sup>167</sup> To reach the required quality levels and allow swimming, it is essential to eliminate wastewater discharges into the river and improve the wastewater treatment systems before they are returned to the river after treatment in wastewater treatment plants.

Achieving such water quality requires various types of work: the activation of disinfection of the discharges from the two wastewater treatment plants upstream of Paris on the Seine and the Marne at the beginning of summer 2023, progressive compliance work on incorrect building connections and boat hookups, etc.

The Austerlitz storage basin, a 50-meter diameter and more than 30-meter deep cylinder, can store more than 50,000 m<sup>3</sup> of water, the equivalent of 20 Olympic swimming pools. It improves the management of exceptional weather events by preventing wastewater discharges into the Seine in case of heavy rains. Thanks to this basin, excess water will now flow into the sewer system to be treated.

Other facilities will be operational before the Games: the structures planned for the Saint-Baudile stream basin - including a 30,000 m<sup>3</sup> storage basin - and for the combined sewer basin of the Montreuil slope by the Seine-Saint-Denis department, the VL 8 (a 10-kilometer large capacity collector between Essonne and Val-de-Marne) and the Val-de-Marne stormwater treatment plant, aimed, like the Austerlitz basin, at receiving rainwater and treating it before it is discharged into the natural environment. Finally all boats and floating establishments located upstream of the site will be connected to the sewers.

<sup>167</sup> Whether or not bathing will be open to the public mainly depends on the levels of presence of 2 human-derived bacterias, enterococci and Escherichia coli, which would indicate a contamination of the river.



© Joséphine Brueder



The 2024 Games celebrate the ecological recovery of the Seine with open water swimming events. Swimming in the Seine has been imagined by many before us. The Games have been a tremendous catalyst in making this ambition possible through a collective project. One year after the Olympic and Paralympic athletes, swimming in the Seine will once again become a reality for Parisians. From 2025, Parisians, like residents of the Paris region, will benefit from many new spaces to cool off in the Seine and Marne."

**PIERRE RABADAN**  
DEPUTY MAYOR OF PARIS IN CHARGE OF SPORTS, THE OLYMPIC AND PARALYMPIC GAMES AND THE SEINE



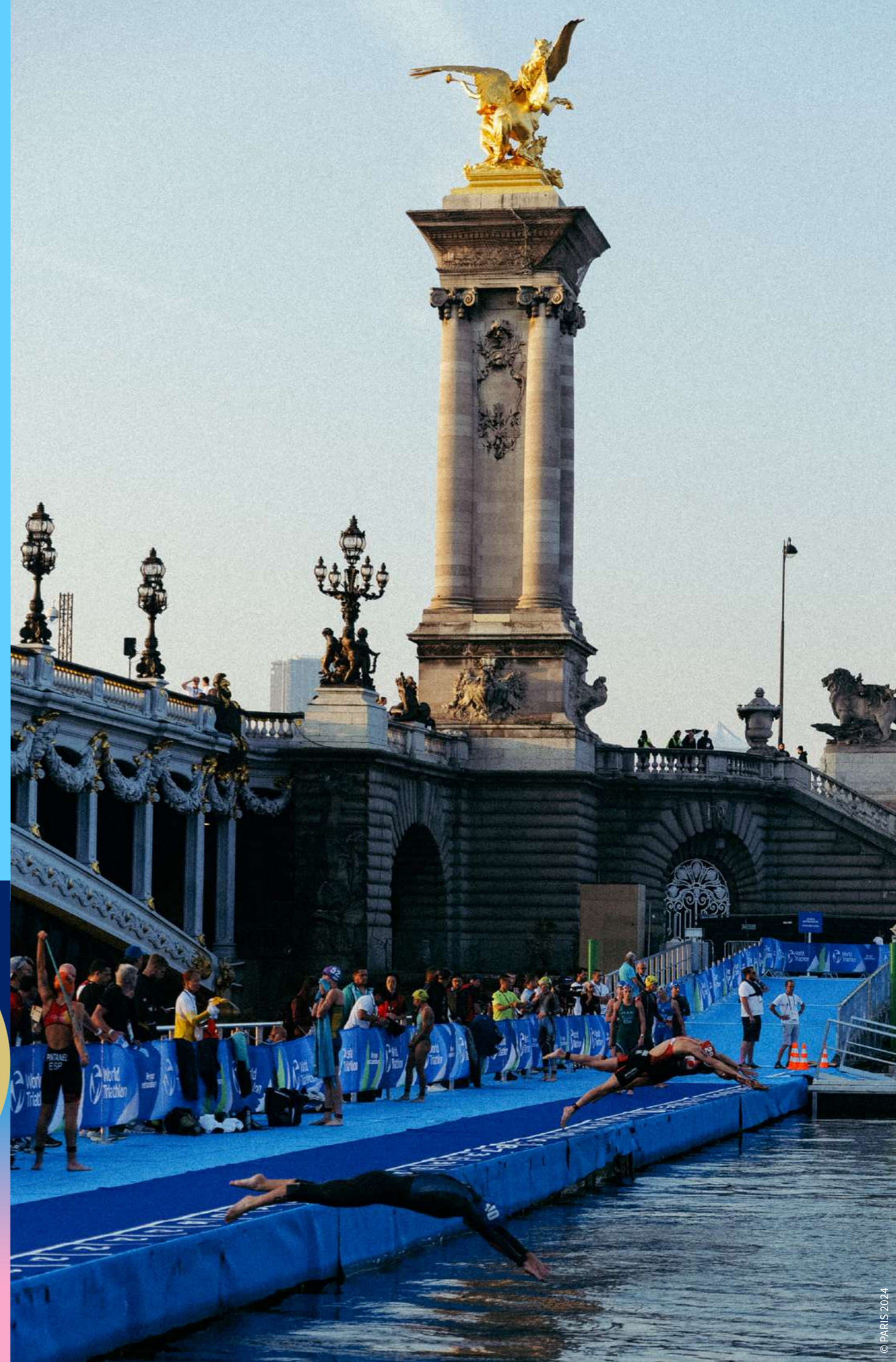
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After the Games, swimming opportunities are intended to become permanent. Following an initial call for expressions of interest, around twenty heritage swimming venues have been proposed in the Greater Paris region, with 3 sites in Paris starting in 2025.

**THE SEINE  
DURING THE GAMES**

**THE OPENING CEREMONY OF  
THE PARIS 2024 OLYMPIC AND  
PARALYMPIC GAMES WILL BREAK  
WITH PREVIOUS EDITIONS.**

For the first time in a summer Olympics, the opening ceremony will take place outside of a stadium, on the river. The parade will take place on dedicated boats for delegations. Sailing from east to west through Paris, the 10,500 athletes will make their way along a crossing that will end in front of the Trocadéro. The triathlon, paratriathlon and marathon swimming events will take place in the Seine, in the heart of the capital, at the Pont Alexandre III, at the foot of the Grand Palais and the Invalides.



### 4.2.3 INNOVATIONS IN EVENT ELECTRICITY SUPPLY

Paris 2024, the State and its various stakeholders (Enedis and the City of Paris) face a double regarding electrical connection. On the one hand, moving away from the model of powering major sporting events via generator sets usually powered by fossil fuels, by connecting all venues built or renovated for the Games to the electricity grid. On the other hand, ensuring the electrical connection of temporary venues, not currently supplied by the existing grid, thanks to permanent grid access points for temporary events.

#### DEVELOPMENT OF VENUE CONNECTION TO THE ELECTRICITY GRID WITH ENEDIS

- **100% OF VENUES CONNECTED** to the grid with Enedis;
- **8,000 OPERATIONS CARRIED OUT BY ENEDIS' TEAM OF FRANCE ÉLECTRIQUE AGENTS**, to reinforce, adapt and connect the Games' venues;
- **REDUCE CO<sub>2</sub> EMISSIONS BY 80% RELATED ENERGY SUPPLY** for the Games compared to using generators. This represents 12 tons of CO<sub>2</sub> equivalent avoided, or 70 Paris-Marseille car journeys.

Traditionally, stadium lighting and television broadcasts of major sporting events are connected to temporary electrical solutions powered by fossil fuels. By choosing to connect all venues hosting the public or Olympic and Paralympic events to the electricity grid, Paris 2024 and Enedis are paving the way for more sustainable sports events.

#### BEYOND THE GAMES

The Paris 2024 Games are an opportunity to accelerate the energy transition of the territories. The development, reinforcement and securing of the public electricity distribution network will benefit the greatest number. In Paris, the 5 million euros invested by Enedis in one of the source substations<sup>168</sup> to secure the network in view of the Games is already benefiting some 110,000 residents. The connections of the Stade de France and the Athletes' Village to the new source substation in the department of Seine-Saint-Denis, whose power has been increased, also leave a legacy in terms of efficiency and performance.

<sup>168</sup> A source substation is an electrical structure that connects the public electricity transmission network to the public electricity distribution network.



We want the ecological transition not to be reserved for some and that the work undertaken in Paris, the Paris region and territories for Paris 2024 to be a legacy of our action for all, everywhere in France."

**CATHERINE LESCURE**  
DIRECTOR OF COMMUNICATION AND CSR AT ENEDIS..

### ENEDIS' DEPLOYMENT OF PERMANENT GRID ACCESS POINTS FOR TEMPORARY EVENTS

Developed by Enedis and implemented for the City of Paris to allow temporary venues to benefit from access to the electricity grid, the permanent grid access points for temporary events - a real innovation that came about for the Games - are installed at strategic points regularly hosting events to significantly limit the use of diesel-powered generators. Installed under the pavement and retractable, they offer a temporary quick connection solution with significant power capacity, allowing the powering of both small and large events.

The Place de la Concorde and the Champ-de-Mars have been equipped respectively with 4 and 2 permanent grid access points for temporary events. The Place du Trocadéro is also equipped with them, while 2 high-power electrical connections will allow the connection of 2 temporary electrical points at Les Invalides. These devices will help to sustainably improve the environmental performance of future events and greatly reduce nuisance for local residents. Permanent grid access points for temporary events and high-power electrical connections are being deployed in other cities in France.



## 4.3 STRENGTHENING INTERNATIONAL LEGACY THROUGH COLLABORATION



### FINDINGS

#### AT THE GLOBAL LEVEL

The Olympic and Paralympic Games historically represent an exceptional moment for nations to come together. Beyond sporting events, the Games embody a popular and multicultural celebration that reaches out to the entire world.

Paris 2024 is determined to share its conviction that sport can offer solutions, with sport being recognized by the United Nations in the 2030 Agenda as an important contributor to the Sustainable Development Goals (SDGs). The committee has developed an unprecedented international legacy strategy, based on cooperation, guided by two main principles:

- It extends the priorities of the national strategy aimed at supporting sports for the benefit of health, education, environment, inclusion, equality, and civic engagement.
- It relies on innovative and enduring collaborations with stakeholders (the French NOC, the French Development Agency, the Ministry of Europe and Foreign Affairs) with international presence and expertise, all sharing the ambition of harnessing the energy of the Games for the benefit of all, in France and worldwide.

#### THE OLYMPIC TRUCE

In accordance with the fundamental principles of Olympism, Paris 2024 launched a program in 2023 to explore the role of sport for peace and fraternity, in line with the Olympic Truce. Inspired by an ancient tradition, its objective is to silence guns during the Games.

#### MODEL UNITED NATIONS

On June 12, 2023, after six months of work involving more than 600 middle school students, 120 delegates from 30 middle school classes in Seine-Saint-Denis and Paris took part in a simulation of negotiating and adopting the UN resolution on the Olympic Truce. A two-step project to mobilize youth on the transformative role that sport can play for peace, but also for equality, education, the fight against climate change and the integration of disability. 16 middle school students were then able to attend the United Nations General Assembly in New York for the adoption of the resolution on the Olympic Truce.



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Games wide open is also about taking action for committed Games, connected with their time, in line with the Sustainable Development Goals and the implementation of the Paris Agreement. With the support of Thomas Bach, [...] as well as that of all our public and private partners, Paris 2024 is committed first and foremost from an environmental perspective, with a halving of carbon emissions compared to previous editions. For the first time in history, our Olympic Games will be 100% gender-equal, and women will be particularly honored. Our Paralympic Games will also contribute to building a more inclusive society, to change perceptions of disability. [...] Today, we convey to you a strong message, a universal message in favor of peace, following the ancient Greek tradition of the Olympic Truce. [...] More than ever, sport has a role to play and can help us take a step towards a better world."

#### EXCERPT FROM THE SPEECH BY TONY ESTANQUET

PRESIDENT OF PARIS 2024, AT THE UN PODIUM DURING THE VOTE ON THE OLYMPIC TRUCE

### COLLABORATION WITH DAKAR 2026

In 2026, Dakar will host the fourth edition of the Youth Olympic Games (YOG). It will be the first time an Olympic event is hosted on the African continent. Paris 2024 has committed to providing support for the success of these YOG. An agreement was signed in 2019 between Paris 2024 and Dakar 2026, affirming the ties between the two organizing committees.

Several public actors are involved in this cooperation, forming the "Dioko Alliance" coordinated by Paris 2024, under the aegis of the IOC: AFD, the Ministry of Sports and the Olympic and Paralympic Games, the Ministry of Europe and Foreign Affairs, the City of Paris, the Île-de-France Region, INSEP, AIMF, the French NOC and national sports federations (tennis, judo, surfing, badminton). These actors commit to providing resources and expertise to help realize projects related to youth and development through sports, including:

- The rehabilitation of Olympic infrastructures to be used during the YOG and of local sports facilities to enhance access to sport for all, thanks to a €60 million loan from AFD to the Senegalese government;
- The deployment since 2022 of "Generation 2024" civic service volunteers with the Senegalese NOC and Dakar 2026, organized by Paris 2024 and the French NOC;
- The training of high-level executives and athletes through training courses and immersion internships at INSEP, contributing to the structuring of the Senegalese sports movement, with the support of €1.2 million from AFD;
- Sharing of expertise, training methods, etc. between the French Tennis Federation and its Senegalese counterpart;
- The creation of the Senegalese Badminton Federation in February 2022, thanks to the impetus of the French Badminton Federation. This support continues with assistance for the training of coaches and technical officials.

In collaboration with the IOC, Paris 2024 co-led the Dioko Alliance until November 2023. During its ninth meeting in Dakar, on the sidelines of the first "Dakar en Jeux" festival, Paris 2024 transferred the leadership of the Dioko Alliance to the Ambassador for Sport, Mr. Samuel Ducroquet.



© Paris 2024



© Paris 2024 / Rudy Waks



From the moment the Youth Olympic Games were awarded to Senegal, it seemed obvious to us to mobilize our stakeholders in France to support and draw inspiration from the first Olympic event in Africa. It now represents a crucial milestone in the international legacy of Paris 2024, thanks to the commitment of the members of the Dioko Alliance."

#### SOPHIE LORANT

DIRECTOR OF INTERNATIONAL RELATIONS AT PARIS 2024



The enthusiasm of the sports ecosystem worldwide, notably through the mobilization of the French diplomatic network, demonstrates Paris 2024's ability to unite. This international enthusiasm also stems from the fact that these Games reflect what France represents on the international stage: bold, responsible, and supportive. It is in this spirit of solidarity that the Dioko Alliance was created, initially led by Paris 2024 and the OCYOG Dakar 2026, bringing together ministries, local authorities, and major French sports actors to best support Senegal towards the success of the first Olympic Games on African soil, making sport a central axis of cooperation in the Franco-Senegalese relationship."

#### SAMUEL DUCROQUET

AMBASSADOR FOR SPORT AT THE MINISTRY OF FOREIGN AFFAIRS

## COOPERATION WITH INTERNATIONAL ORGANIZATIONS

Paris 2024 is also committed to climate, environmental, and ecological transformation in the world of sports internationally. The organizing committee:

- Became one of the first signatories and active members of the "Sports for Climate Action" initiative, led by the UNFCCC (United Nations Framework Convention on Climate Change) with the support of the International Olympic Committee, since 2018;
- Joined the global campaign "Race to Zero" in 2021, led by the UNFCCC;
- Became one of the first signatories and active members of the "Sports for Nature" initiative, led by UNEP, IUCN, and the IOC, since 2022. This initiative aims to implement transformative action for nature in all sports by 2030 and beyond.

## COOPERATION THROUGH SPORT FOR DEVELOPMENT

On February 6, 2020, Paris 2024 and the French Development Agency decided to join forces, sealing a collaboration between the development world and the sports movement by signing a cooperation agreement. This cooperation aims to be a true laboratory of ideas and evidence of solutions brought by sports as a tool for social impact for health and well-being, the environment, educational success, and youth civic engagement, as vectors of inclusion, equality, and solidarity.

The cooperation between Paris 2024 and AFD has two joint programs:

- The "Impact 2024 International" call for projects, which has funded and supported initiatives that use sport for development in Africa. It has supported 45 projects in 19 African countries, reaching 77,000 beneficiaries, thanks to co-financing of €1.4 million.
- The "Impact 2024 - Athlete Entrepreneurs" program, which aims to facilitate the career transition of athletes, but also to make them agents of change in France and Africa.

Support for some Impact 2024 international projects will be sustained beyond the Games, as the AFD has signed an agreement with the IOC and Paris 2024 to fund 10 Impact 2024 projects in a consolidation phase, as part of Olympism 365.<sup>169</sup>

Paris 2024 also participated in the "Sport and Decentralized Cooperation" call for projects program, with the Ministry of Europe and Foreign Affairs, to fund projects carried out by French local authorities and their foreign partners. Thanks to co-financing of €3.5 million, 35 projects were supported in 22 countries, to make sports a tool for sustainable development in local communities and to contribute to the fight against inequalities in access to sports. This momentum will continue beyond 2024 with a fourth project call.



I am delighted that we are jointly supporting sports development projects in Africa and the overseas territories, extending the legacy of the Paris 2024 Games beyond mainland France in the areas of education, health, gender equality and disability."

**REMY RIOUX**  
DIRECTOR GENERAL OF THE FRENCH  
DEVELOPMENT AGENCY



<sup>169</sup> With the Olympism 365 strategy, the CIO aims to reinforce the role of sports as an important partner for realizing the Sustainable Development Goals (SDGs) set by the United Nations.

## 4.4 SUPPORTING BEHAVIOR CHANGE

Delivering the Games is a unifying project that mobilizes an entire ecosystem around Paris 2024's commitments to organize a more sustainable event. However, this extensive work cannot be complete without the mobilization and engagement of the largest number: the millions of spectators, the approximately 15,000 athletes, and 45,000 volunteers. The Games can also serve as a lever to guide towards more responsible behaviors, whether it's reducing single-use plastics, adopting proper sorting practices, encouraging a low-carbon diet, or promoting active mobility. Public mobilization campaigns planned during the Games are an integral part of the framework deployed by the committee to support behavior change with a view to legacy. They will be presented in a report published after the Games.

### 4.4.1 SUPPORT THE PHASING OUT OF SINGLE-USE PLASTICS

Paris 2024 is committed to halving the amount of single-use plastic in the consumption phase in catering compared to previous editions. This is an operational challenge, as well as a great opportunity to improve practices. A key challenge of the circular economy strategy, this goal mobilizes Paris 2024's ecosystem.

For example, Coca-Cola will use nearly 700 beverage fountains, significantly reducing the use of plastic bottles; likewise, Danone will develop a plastic-free Yaourt&Co kiosk offering at several competition venues. Re-uz will also provide reusable food containers and cups available at all take-away sales points. All actions implemented by Paris 2024 partners are detailed in the catering section.

The City of Paris has expanded its network of free drinking water points with the installation of 70 new Mât-Source<sup>170</sup> fountains by Eau de Paris by the time of the Games, reaching a network of over 1,200 fountains in public spaces. Their presence has been prioritized around competition venues (Parc des Expositions, Bercy, Parc des Princes, Invalides, Champ-de-Mars). Existing infrastructure has also been modernized to adapt to climate change: 50 Wallace fountains have been equipped with misting systems for the summer. Finally, temporary fountains will be added along the spectators' route during the summer of 2024 and listed in the Games app to facilitate the reduction of plastic water bottle usage by visitors.

Inside Paris 2024 venues, water bottles will be allowed, and free water fountains will be available.

### 4.4.2 DEVELOP SORTING PRACTICES

To achieve the ambitious goal of avoiding or recovering 80% of waste during operational phases, it is essential to accompany spectators throughout their journey - from transport locations to competition venues - and offer a sorting practice "as at home." Paris 2024 also aims to play a role in accelerating the harmonization of sorting instructions everywhere. The organizing committee participated in a working group led by Citeo, bringing together mobility actors, host cities, and sports facility managers, to agree on harmonized communication and signage. It was then tested at several sporting events and improved for the Games, as detailed in the waste management section.

#### MOBILIZATION OF THE ÎLE-DE-FRANCE REGION

The Saint-Quentin-en-Yvelines urban community, in collaboration with Citeo and Paris 2024 and with financial support from the Île-de-France Region, implemented an experiment on out-of-home sorting at the Saint-Quentin-en-Yvelines velodrome, which will host the Olympic cycling events. The goal is to ensure continuity in sorting practices and consistent messaging for spectators throughout their journey. Two-stream bins, installed for the World Cycling and Para-cycling Championships, will be used during the Paris 2024 Games and beyond. They have also been rolled throughout the territory of Saint-Quentin-en-Yvelines.

170 New drinking water fountain model in Paris, easily accessible to all, children and people with disabilities alike.



**Sustainable and useful Games, that is our ambition. It is carried out by the Île-de-France Region and requires the mobilization of all expertise and best practices in environmental and social excellence in organizing them. More broadly, all actions and projects led by the Region are imbued with this sustainability commitment. This dynamic will be one of the pillars of the legacy of the Paris 2024 Games for future international events hosted in our territories."**

**VALÉRIE PÉCRESSE**  
PRESIDENT OF THE ÎLE-DE-FRANCE REGION

### 4.4.3 PROMOTE PUBLIC TRANSPORT AND ACTIVE MOBILITY

With the expected arrival of millions of spectators for the Games, designing an efficient transportation plan that favors public transport and soft mobility is a key lever to reduce GHG emissions related to the organization of the Games and change practices and behaviors.

The committee has engaged transport authorities, particularly in the Paris region, to achieve this, especially IDFM and RATP, as it is estimated that 70% of journeys will be made via a line operated by the group. SNCF has also been involved to meet the mobility needs of spectators and ensure the transport of athletes and officials between the co-host cities of the competitions. The organization of the Games has also accelerated the deployment of infrastructure to promote the development of active mobility, particularly cycling. The spectator transport plan and the stakeholders involved alongside Paris 2024 are detailed in the transport section.

An ambitious plan to develop the cycling network is supported and co-financed by the State and local authorities (City of Paris, Île-de-France Region, Métropole du Grand Paris, Seine-Saint-Denis department). In total, a network of 415 km of cycling lanes will connect Olympic venues in Île-de-France. Around the Olympic venues, these paths will be equipped with dedicated signage adorned with the pictograms and colors of the Paris 2024 Games. These major Olympic routes will complement a structuring network of cycling lanes planned for the Games. They will be preserved as a legacy after the Games to facilitate the daily lives of locals.

The EPT Plaine Commune aims to improve access to sport for audiences remote from sports practice with the "À vélo vers 2024" project. Spread over 3 cycles of 2 months of sports activities, it takes place in different cities of Plaine Commune. Learning or relearning sessions for cycling are offered with local sports movement actors during thematic days. Targeting particularly mothers, they are invited to reclaim public space, while sessions are simultaneously offered to children.

### 4.4.4 ENCOURAGING LOW-CARBON FOOD

While catering accounts for only a small part of the carbon budget of the Games, it nevertheless presents a unique opportunity to raise public awareness about healthier food for the body and the environment. In order to halve the carbon footprint of meals and snacks at the Games, Paris 2024 has chosen to increase plant-based food options, while adapting to the needs and expectations of each audience. Thus, 60% of meals sold at concession stands will be vegetarian (excluding stadiums hosting football events, where the minimum will be 40%), while the Urban Park at la Concorde site will offer a 100% vegetarian selection for spectators.

The commitments of the organizing committee regarding sustainable catering are detailed in the section dedicated to catering, alongside the actions implemented by Paris 2024 partners. Garden Gourmet will provide numerous plant-based options, while Sodexo Live! will ensure an exceptionally extensive catering offering at the Athletes' Village, while also strengthening the presence of a plant-based offering.



© Henry Perrot/Plaine Commune



**"A vélo vers 2024 is a project combining sport and sustainable development that targets an audience disconnected from cycling practice, women and children from underprivileged neighborhoods while encouraging active mobility. Sporting events are organized in a familiar setting to overcome barriers to practice."**

**MATHIEU HANOTIN,**  
PRESIDENT OF PLAINE COMMUNE

# ***APPENDICES***

# 5

## APPENDIX 1 GLOSSARY

<i>Acronym</i>	<i>Definition</i>
<b>ADEME</b>	Agence de l'environnement et de la maîtrise de l'énergie, french Agency for Ecological Transition
<b>ADN TOURISME</b>	Fédération nationale des organismes institutionnels du tourisme. Merger of the three historical federations of French institutional tourism actors: Tourist Offices of France, Tourism & Territories and Destination Regions
<b>ADP</b>	Aéroports de Paris, French company that develops and manages airports
<b>REFE</b>	Agence pour l'enseignement français à l'étranger, Agency for French Education Abroad
<b>RFAQ</b>	Association française pour l'amélioration et le management de la qualité (AFNOR group), French association that certifies and assesses management systems
<b>AFD</b>	Agence française de développement, French Development Agency
<b>AFDAS</b>	Assurance formation des activités du spectacle, an insurance fund that manages the national system of professional training courses in the cultural, leisure and performing arts sectors
<b>AFNOR</b>	Association française de normalisation, French standardization association
<b>AGEC</b>	Loi Anti-gaspillage pour une économie circulaire, Anti-waste for a Circular Economy Law
<b>AGEFIPH</b>	Association nationale de gestion du fonds pour l'insertion professionnelle des personnes handicapées, French association that supports the employability and professional integration of persons with disabilities
<b>AIMF</b>	Association internationale des maires francophones, association of French-speaking mayors
<b>RKTO</b>	Organisation that manages training and helps companies of the services sector develop their employees' skills
<b>ANS</b>	Agence nationale du sport, National Sports Agency
<b>APEC</b>	Association pour l'emploi des cadres, French association that assists and advises executives throughout their careers, and helps companies optimize their recruiting processes
<b>ARCEP</b>	Autorité de régulation des communications électroniques, des postes et de la distribution de la presse, French Regulatory Authority for Electronic Communications, Postal Affairs and Press Distribution
<b>ARCOM</b>	Autorité de régulation de la communication audiovisuelle et numérique, French Regulatory Authority for Audiovisual and Digital Communication
<b>CCI</b>	Chambres de commerce et d'industrie, French Chambers of Commerce and Industry
<b>CDES</b>	Centre de droit et d'économie du sport, Centre for Law and Economics of Sport
<b>CDFAS</b>	Centre départemental de formation et d'animation sportives, Departmental Sports Training and Activity Center

<i>Acronym</i>	<i>Definition</i>
<b>CFDT</b>	Confédération française démocratique du travail, French Democratic Confederation of Labour
<b>CFE-CGC</b>	Confédération française de l'encadrement - Confédération générale des cadres, French Confederation of Management – General Confederation of Executives
<b>CFTC</b>	Confédération française des travailleurs chrétiens, French Confederation of Christian Workers
<b>CGFI</b>	Contrôle général économique et financier, a public organism that depends on the French Ministry of Finances and undertakes financial, economic and budgetary control of various public and parapublic organisms
<b>CCT</b>	Confédération générale du travail, French General Confederation of Labour
<b>CHEOPS</b>	Conseil national Handicap & Emploi des organismes de placement spécialisés, organisation that supports the professional training and employability of persons with disabilities
<b>CQP</b>	Certificat de qualification professionnelle, Professional Qualification Certificate
<b>CMA</b>	Chambres de métiers et de l'artisanat, group of public administrative establishments dedicated to supporting craftsmanship professions
<b>CNAPS</b>	Conseil national des activités privées de sécurité, public establishment responsible for the implementation of private security regulation
<b>CNIL</b>	Commission nationale de l'informatique et des libertés, French Data Protection Authority
<b>CNOSF</b>	Comité National Olympique et Sportif Français, French National Olympic and Sports Committee
<b>CO<sub>2</sub></b>	Carbon dioxide
<b>CO<sub>2</sub>EQ</b>	Carbon dioxide equivalent
<b>COP 24</b>	24th Conference of the Parties to the UNFCCC
<b>COVID</b>	Coronavirus disease
<b>CPME</b>	Confédération des petites et moyennes entreprises, French General Confederation of Small and Medium Companies
<b>CPSF</b>	Comité Paralympique et Sportif français, French Paralympic and Sports Committee
<b>CRAIF</b>	Centre de ressources autisme d'Île-de-France, center with resources, information and guidance related to autism for the Île-de-France department
<b>CRAMIF</b>	Caisse régionale d'assurance maladie d'Île-de-France, social security organization for the Île-de-France department, part of the Assurance Maladie network
<b>CRESS</b>	Chambres régionales de l'économie sociale et solidaire, regional associations of unions, federations and major companies of the social economy
<b>CSE</b>	Comité social et économique, Business and Social Council
<b>CSR</b>	Corporate Social Responsibility
<b>DIJOP</b>	Délégation interministérielle aux Jeux Olympiques et Paralympiques, Interministerial Delegation for the Olympic and Paralympic Games
<b>DNA</b>	Deoxyribonucleic Acid
<b>DRIETS</b>	Direction régionale interdépartementale de l'économie, de l'emploi, du travail et des solidarités, an interdepartmental regional department for economy, employment, work and solidarity



<b>Acronym</b>	<b>Definition</b>
<b>EA</b>	Entreprise adaptée, disability-friendly company
<b>EDEC</b>	Engagement pour le développement de l'emploi et des compétences, national or territorial level agreements allowing the State to aid various professional branches or interprofessional organisations, in order to develop the employment and skills of the beneficiaries
<b>EDF</b>	Electricité de France, state-owned company that produces and supplies electricity
<b>EGALIM</b>	Loi pour l'équilibre des relations commerciales dans le secteur agricole et alimentaire et une alimentation saine, durable et accessible à tous, French law for the balance of commercial relations in the agricultural and food sector and for a healthy, sustainable and accessible food for all
<b>EPT</b>	Établissement public territorial, inter-council public establishments
<b>ESAT</b>	Établissement de service d'aide par le travail, establishment that enables persons with disabilities to work while benefiting from medical and social support
<b>FDJ</b>	Française des Jeux, historical and unique lottery operator in France
<b>FNE</b>	France Nature Environnement, French federation of associations that promotes the protection of nature and the environment
<b>FO</b>	Force ouvrière, Worker's Force, a French labour union confederation
<b>GBSV</b>	Gender-based and sexual violence
<b>GHG</b>	Greenhouse gas
<b>GOLD STANDARD</b>	Certification standard for carbon contribution projects
<b>GRI</b>	Global Reporting Initiative
<b>GRS</b>	Global Recycled Standard label
<b>HR</b>	Human Resources
<b>HTML</b>	HyperText Markup Language
<b>I4CE</b>	Institute for Climate Economics
<b>IBC</b>	International Broadcasting Centre
<b>ICPE</b>	Installation classée pour la protection de l'environnement, Installations classified for environmental protection
<b>IDDRI</b>	Institut du développement durable et des relations internationales, research institute for sustainable development and international relations
<b>IDFM</b>	Île-de-France Mobilités, the brand name of the Syndicat des transports d'Île-de-France, the organisation authority that controls and coordinates the different transport companies operating in the Paris-area public transport network and in the rest of the Île-de-France region
<b>INSEP</b>	Institut national du sport, de l'expertise et de la performance, France's National Institute of Sport, Expertise, and Performance
<b>IOC</b>	International Olympic Committee

<b>Acronym</b>	<b>Definition</b>
<b>IPC</b>	International Paralympic Committee
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>ISO</b>	International Standardization Organisation
<b>IT</b>	Information Technology
<b>IUCN</b>	International Union for the Conservation of Nature
<b>LED</b>	Light-Emitting Diode
<b>LGBTQIA+</b>	Lesbian, Gay, Transgender, Queer, Intersex, Asexual and others
<b>LNG</b>	Liquefied Natural Gas
<b>LPO</b>	Ligue pour la protection des oiseaux, Birdlife France
<b>MEDEF</b>	Mouvement des entreprises de France, Movement of the Enterprises of France, the largest employer federation in France
<b>NATURA 2000</b>	Network of protected European areas recognized for their natural heritage
<b>NGO</b>	Non-governmental Organisation
<b>NOC</b>	National Olympic Committee
<b>OCOG</b>	Organising Committee for the Olympic and Paralympic Games
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>OPPBTP</b>	Organisme Professionnel de Prévention du Bâtiment et des Travaux Publics, organism that represents employees and employers of the civil engineering and construction sectors, and aims at bettering their working conditions
<b>ORAH</b>	Outil de recensement des actions d'héritage, tool developed to inventorize Paris 2024's actions related to the legacy of the Games
<b>OREE</b>	Organisation pour le respect de l'environnement par l'entreprise, association that promotes corporate respect for the environment
<b>PEFC</b>	Program for the Endorsement of Forest Certification
<b>PET</b>	Polyethylene terephthalate
<b>PEXE</b>	Partenariat pour l'excellence des éco-entreprises, National association of business clusters and professional associations in the environment, energy, and circular economy sectors that aim to deploy concrete actions to serve SMEs and Intermediate Sized Companies in the ecological transition
<b>PFR</b>	Plateforme d'accompagnement et de répit, platforms providing support for caregivers of elderly people, and of people suffering from chronic illness and disability
<b>PLIE</b>	Plans locaux pluriannuels pour l'insertion et l'emploi, schemes set up by local and regional authorities in order to individually assist people who are far from employment in their social and professional integration
<b>PRBC</b>	Paris Region Business Club

<b>Acronym</b>	<b>Definition</b>
<b>PRM</b>	Person with Reduced Mobility
<b>PRSE</b>	Plan régional de formation sécurité, a scheme set up by the Île-de-France Region and Pôle Emploi, aimed at financing training in security professions
<b>PVC</b>	Polyvinyl chloride
<b>PWD</b>	Person with a Disability
<b>QAA</b>	Quartiers d'accessibilité augmentée, "enhanced accessibility neighbourhoods"
<b>RATP</b>	Régie autonome des transports parisiens, Paris transport authority
<b>RCP</b>	Responsabilité civile professionnelle, professional indemnity insurance
<b>RER</b>	Express train lines serving the Paris region
<b>RGAA</b>	Référentiel général d'accessibilité pour les administrations, French General Accessibility Framework for Administrations
<b>RJC</b>	Responsible Jewellery Council
<b>RPET</b>	Recycled PET
<b>RQTH</b>	Reconnaissance de la qualité de travailleur handicapé, recognition of the status of worker with a disability. This recognition makes certain workers with disabilities entitled to certain benefits to increase their employability.
<b>RTE</b>	Réseau de transport d'électricité, France's transmission system operator
<b>SAF</b>	Sustainable Aviation Fuels
<b>SDG</b>	Sustainable Development Goals
<b>SIAE</b>	Structures de l'insertion par l'activité économique, structures that provide support to people who are far from employment, facilitating their social and professional integration
<b>SMB</b>	Small and Medium-sized Businesses
<b>SME</b>	Small and Medium-sized Enterprises
<b>SMS</b>	Sustainability Management System
<b>SNB</b>	Stratégie nationale biodiversité 2030, French National Biodiversity Strategy 2030
<b>SNCF</b>	Société nationale des chemins de fer français, French state-owned rail company
<b>SOLIDEO</b>	Société de livraison des ouvrages olympiques, the organisation tasked with delivering the Games facilities
<b>SRI</b>	Label Investissement socialement responsable, Socially Responsible Investment label
<b>SSE</b>	Social and Solidarity Economy
<b>TIH</b>	Travailleur indépendant handicapé, independent worker with a disability status

<b>Acronym</b>	<b>Definition</b>
<b>TOP</b>	The Olympic Program
<b>VAT</b>	Value-added tax
<b>VSE</b>	Very Small Enterprise (or very small business)
<b>UN</b>	United Nations
<b>UNEP</b>	United Nations Environment Program
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UFOLEP</b>	Union Française des Œuvres Laïque d'Education Physique, French multisports federation
<b>U2P</b>	Union des entreprises de proximité, French organisation representing self-employed workers
<b>VCS</b>	Verified Carbon Standard
<b>VIF</b>	Vélo Île-de-France, network of bicycle lanes connecting the Île-de-France region
<b>W3C</b>	Usagers en fauteuil roulant
<b>WCAG</b>	Web Content Accessibility Guidelines
<b>WCU</b>	Wheelchair User
<b>WWF</b>	Worldwide Fund for Nature
<b>YOG</b>	Youth Olympic Games
<b>YOGOC</b>	Youth Olympic Games Organisation Committee



## APPENDIX 2 COMPOSITION OF THE COMMITTEE FOR THE ECOLOGICAL TRANSFORMATION OF THE GAMES

### EXPERTS

**GILLES BŒUF**  
**BIODIVERSITY EXPERT – PRESIDENT**  
Professor at Sorbonne and AgroParisTech

**BENOIT LEGUET**  
**CLIMATE EXPERT**  
Managing Director I4Ce  
(Institute for Climate Economics)

**LOLA VALLEJO**  
**CLIMATE EXPERT**  
Director of IDDRI's climate program

**NATHALIE BOYER**  
**CIRCULAR ECONOMY EXPERT**  
Director of OREE

**PASCALE DALIX**  
**SUSTAINABLE CONSTRUCTION EXPERT**  
Managing Partner of agence Chartier Dalix

**THIERRY MARX**  
**SUSTAINABLE CATERING EXPERT**  
Chef

**VINCENT COURBOULAY**  
**SUSTAINABLE IT EXPERT**  
Scientific Director of Institut Numérique  
responsable, French institute  
for sustainable IT

**MICHÈLE PAPPALARDO**  
**RESILIENCE EXPERT**  
Consultant, President of the Committee of the  
Investissement socialement responsable  
(Socially responsible investment) label

### REPRESENTATIVES OF THE PARIS 2024 ECOSYSTEM

**MARIE DORIN**  
**REPRESENTATIVE OF THE ATHLETES' COMMISSION**

**NADIA BOEGLIN**  
**REPRESENTATIVE OF ADEME**

**FRANÇOIS CROQUETTE**  
**REPRESENTATIVE OF THE PARIS CITY COUNCIL**

**HUGHES RAVENEL**  
**REPRESENTATIVE OF THE INTER-MINISTERIAL  
DELEGATION FOR THE OLYMPIC AND PARALYMPIC  
GAMES (DIJOP)**

**JEAN ZOUNGRANA**  
**REPRESENTATIVE OF THE FRENCH NATIONAL  
OLYMPIC AND SPORTS COMMITTEE (CNOSF)**

**NICOLAS ROLLAND**  
**REPRESENTATIVE OF THE GREATER PARIS  
METROPOLITAN REGION**

**CYRIL MORE**  
**REPRESENTATIVE OF THE FRENCH PARALYMPIC AND  
SPORTS COMMITTEE (CPSF)**

**FANTINE LEFEURE**  
**REPRESENTATIVE OF THE ÎLE-DE-FRANCE REGION**

**LAURE BATTALA**  
**REPRESENTATIVE OF THE MINISTRY OF SPORTS AND  
THE OLYMPIC AND PARALYMPIC GAMES**

**ARI BRODACH**  
**REPRESENTATIVE OF THE DEPARTMENTAL COUNCIL  
OF SEINE-SAINT-DENIS**



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## APPENDIX 3 LIST OF MATERIAL SUSTAINABILITY ISSUES

*To determine the priority legacy and sustainability issues for its activities, Paris 2024 conducted a “double materiality” analysis.*

As early as the bid phase to host the Olympic and Paralympic Games, Paris 2024 organized a consultation involving 250 personalities from the Olympic movement, the business world, NGOs, civil society and institutional partners. This process identified an initial list of environmental, social and economic issues that were of high expectation from stakeholders in the Games ecosystem. This list was then cross-checked and supplemented with the issues included in the ISO 20121 and ISO 26000 standards.

The issues arising from this initial materiality analysis were then assessed by the Paris 2024 teams, according to several criteria: the urgency of the issue in light of the global context, the compliance requirement with respect to this issue, and Paris 2024's level of control over implementing actions to address this issue. This second materiality analysis helped to consolidate the final list of priority issues to be addressed by Paris 2024 in the development of its various thematic strategies: legacy, sustainability, accessibility, human rights, etc., and in the implementation of the ISO 20121 sustainable management system.

## PARIS 2024 TAKES INTO ACCOUNT 17 ISSUES



## APPENDIX 4 LABELS AND CERTIFICATIONS RECOGNIZED FOR APPROVED SUPPLIERS IN FRANCE

**FOR ITS OBJECTIVE REGARDING THE SOURCING OF CERTIFIED SUSTAINABLE FOOD PRODUCTS, PARIS 2024 USES THE LABELS RECOGNIZED IN THE FRENCH EGALIM LAW, WHICH SETS A TARGET FOR PUBLIC COLLECTIVE CATERING TO SOURCE 50% OF THEIR PRODUCTS “DE QUALITÉ ET DURABLE” (FROM HIGH QUALITY AND SUSTAINABLE SOURCES) BY JANUARY 1, 2022.<sup>171</sup>**

A quality and sustainable product as defined by the EGAlim law, must have earned one of the following labels:

- Organic farming (Label Agriculture biologique)
- Plant-based products labeled “en conversion” (“in transition”)
- French Label rouge
- Designation of origin (AOC/PDO)
- Protected Geographical Indication (PGI)
- Traditional specialty guaranteed (STG)
- From a farm with the “High Environmental Value” mention (HEV + level 2)
- Sustainable fishing ecolabel
- Ultra Peripheral Regions of the European Union (RUP) logo- products from 9 outermost regions of the EU
- Mention “fermier” (“farmer”) ou “produit de la ferme” (farm product) ou “produit à la ferme” (produced at a farm)
- Fair-trade products
- Products acquired using methods that take into account the costs of environmental externalities associated with the product during its life cycle (production, processing, packaging, transport, storage, use).
- Products acquired primarily on the basis of their performance in environmental matters and direct sourcing
- Products equivalent to products benefiting from these signs, mentions or labels

Paris 2024 also includes MSC and ASC labels for sustainable fishing in France and around the world.

Paris 2024 wishes to fully engage with French food industry dynamics by 2024. This list may be modified according to changes in recommendations from the Ministry of Agriculture and Food or the French food ecosystem.



# APPENDIX 5 PROGRESS UPDATE ON THE MAIN SUSTAINABILITY AND LEGACY COMMITMENTS UNDER THE “DELIVERING MORE RESPONSIBLE GAMES” STRATEGIC PILLAR

Commitment	Indicator	Progress as of May 2024	Correspondence with existing frameworks
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**HALVE GHG EMISSIONS AND SUPPORT CLIMATE CONTRIBUTION PROJECTS THAT WILL AVOID OR CAPTURE AS MUCH CO<sub>2</sub> AS THE GAMES WILL HAVE EMITTED**

**ESTIMATED CARBON TARGET**

**FINAL CARBON FOOTPRINT**

**CLIMATE CONTRIBUTION PROJECTS (EMISSIONS OFFSET tCO<sub>2</sub>e)**

**COMMITMENTS**

- Halve the average greenhouse gas emissions related to the organization and staging of the Games (compared to the average of the London and Rio Summer Games editions);
- Support climate contribution projects that will avoid or capture as much CO<sub>2</sub> as the Games will have emitted.

**INITIAL RESULTS**

**Carbon footprint 2018-2023: Since 2023, the carbon footprint of the Games stands at around 476,000 tCO<sub>2</sub>e.**

- The carbon footprint of activities related to the preparation of the Games is nearly 127,000 tCO<sub>2</sub>e (27% of the total), which corresponds to purchases of services (consulting, engineering, etc.) and material goods (IT equipment, textiles, catering, etc.). This is followed by travel related to Paris 2024 (visitors, service providers, employees).
- The construction of permanent infrastructure (all under SOLIDEO management and which will remain as a legacy after the Games) accounts for over 73% of emissions since 2018. The Athletes' and Media Villages and the Olympic Aquatic Centre on their own account for nearly 70% of this impact. The use of wooden frames, low-carbon concrete and recycled materials has reduced GHG emissions at the Athletes' Village by more than 30% per m<sup>2</sup> compared to a conventional project.

**Projection for the 2024 carbon footprint:** GHG emissions related to infrastructure and activities under the direct control of Paris 2024 are expected to be in line with the objectives set. The 2024 carbon footprint will be calculated in September 2024, once data from the actual event is available, and which will include the number, origin and mode of transport chosen by spectators.

**Climate contribution: Paris 2024 is also working to make a climate contribution commensurate with emissions that cannot be avoided (including those related to spectator transportation), and is already supporting:**

- Climate contribution projects (reforestation, mangrove preservation, renewable energy, etc.) meeting the highest international certification standards (Gold Standard and VCS);
- “Label bas-carbone” (“Low-carbon label”) projects in France.

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 2 – Zero Hunger
- SDG 7 – Affordable and Clean Energy
- SDG 9 – Industry, Innovation and Infrastructure
- SDG 11 – Sustainable Cities and Communities
- SDG 12 – Responsible Consumption and Production
- SDG 13 – Climate Action

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY:**

- Commitment 1 – Sustainable Food
- Commitment 2 – Sustainable Mobility
- Commitment 5 – Preservation of Water and Energy Resources

**GRI STANDARDS**

- GRI 305 EMISSIONS 2016

**Commitment**

**Indicator**

**Progress as of May 2024**

**Correspondence with existing frameworks**

**PROVIDING 100% RENEWABLE ENERGY DURING THE GAMES**

**PERCENTAGE OF RENEWABLE ENERGY IN THE ENERGY MIX OF THE GAMES (%)**

**COMMITMENTS**

- 100% of competition and non-competition venues grid-connected, limiting the use of generator sets
- When certain areas of the venues cannot be connected to the power grid (as is the case for some temporary infrastructure at the Versailles, Vaires-sur-Marne, Golf National, Elancourt hill and Vélodrome National venues), Paris 2024 seeks sustainable and innovative energy supply solutions without fossil fuels (first and second generation biofuels, battery packs, solar panels, hydrogen generators).
- Operational and/or regulatory constraints may require occasional use of diesel generators.
- 100% venues powered with renewable energy via the grid

**INITIAL RESULTS**

- Operations carried out with Enedis to reinforce, adapt and connect the Games venues
- Contracts signed with EDF for 100% of renewable French electricity thanks to solar and wind electricity
- Installation of permanent on-site solar production (Olympic Aquatic Centre roof, Athletes' Village roofs, Paris 2024 headquarters...) and temporary on-site solar production (floating barge on the Seine at the Village, shade structure at the Village Transport Mall...)
- Work in progress to minimize the use of fossil fuels to power backup generators (within the limits of applicable regulations)
- Inclusion of the energy model of Paris 2024 among the measures of the state's sports energy sobriety plan, to be sustained after the Games.

- SUSTAINABLE DEVELOPMENT GOALS**
- SDG 7 – Affordable and Clean Energy
  - SDG 9 – Industry, Innovation and Infrastructure
  - SDG 12 – Responsible Consumption and Production
  - SDG 13 – Climate Action

- 2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**
- Commitment 5 – Preservation of Water and Energy Resources

- GRI STANDARDS**
- GRI 305 EMISSIONS 2016

**PROMOTE ACCESS TO CLEAN AND ACTIVE MOBILITY FOR ATHLETES, DELEGATIONS, MEDIA, ORGANIZERS, AND SPECTATORS**

**PERCENTAGE OF ELECTRIC, HYBRID OR HYDROGEN LIGHT VEHICLES FOR THE OLYMPIC AND PARALYMPIC FAMILY (%)**

**COMMITMENTS**

- 100% electric, hybrid, or hydrogen light vehicles for the transportation of the Olympic and Paralympic family

**INITIAL RESULTS**

- Fleet confirmation: number and type of vehicles in line with commitments
- Reduction of 37% in the number of light vehicles made available to accredited populations compared to London 2012, thanks to the "Transport Connect" system (pooling of shared vehicles)

- SUSTAINABLE DEVELOPMENT GOALS**
- ODD 9 – Industrie, innovation et infrastructure
  - SDG 7 – Affordable and Clean Energy
  - SDG 9 – Industry, Innovation and Infrastructure
  - SDG 11 – Sustainable Cities and Communities
  - SDG 13 – Climate Action

- 2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**
- COMMITMENT 2 – Sustainable Mobility

- GRI STANDARDS**
- GRI 305 EMISSIONS 2016

**Commitment**

**Indicator**

**Progress as of May 2024**

**Correspondence with existing frameworks**

**PROMOTE ACCESS TO CLEAN AND ACTIVE MOBILITY FOR ATHLETES, DELEGATIONS, MEDIA, ORGANIZERS, AND SPECTATORS**

**PERCENTAGE OF VENUES SERVED BY PUBLIC TRANSPORT AND ACCESSIBLE BY ACTIVE MOBILITY (%)**

**COMMITMENTS**

- All competition venues are served by public transport
- All competition venues in the Île-de-France region are accessible by active mobility
- Reception services for delegations and other Games clients are set up by Paris 2024 at major rail stations, notably Gare Montparnasse, Gare de Lyon, Gare du Nord and Gare de l'Est

**INITIAL RESULTS**

- The competition venues chosen in the Paris 2024 Games model are all served by public transportation.
- 3 out of 4 venues in the Île-de-France region are located 500 meters or less from a public transport stop open to the public and/or dedicated to the needs of the Games
- A 415 km cycling network connects Olympic venues in the Paris region.
- All competition venues in the Île-de-France region have supervised bicycle parking for spectators and there is ongoing work with host communities regarding bicycle parking for competition venues in other regions, for a total of 20,000 temporary bike parking spaces operated by Paris 2024
- Work in progress with host cities on signage and pedestrian pathway security around competition venues
- A reception at Parisian transport stations for accredited individuals is planned at the stations mentioned above as well as at Gare d'Austerlitz

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 7 – Affordable and Clean Energy
- SDG 9 – Industry, Innovation and Infrastructure
- SDG 11 – Sustainable Cities and Communities
- SDG 13 – Climate Action

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**

- Commitment 2 – Sustainable Mobility

**GRI STANDARDS**

- GRI 305 EMISSIONS 2016

**PRESERVE AND ENHANCE BIODIVERSITY AT PARIS 2024 VENUES**

**PERCENTAGE OF NATURAL AREAS AND GREEN SPACES USED THAT ARE PRESERVED (%)**

**COMMITMENTS**

- Goal of zero trees impacted and of 100% of areas with proven floristic and wildlife interest preserved

**INITIAL RESULTS**

- Environmental analysis conducted on 100% of competition venues, from the initial design phase and iteratively as plans evolve, to identify environmental issues, assess the effects of Paris 2024 installations with regards to these issues, and develop an operational action plan to avoid and/or reduce these effects
- Contractual clauses with penalties in case of damage to natural sites and green spaces have been integrated into the contracts of the relevant service providers.
- Implementation of avoidance and protection plans for each of the more than 50 heritage species identified during the ecological assessments of the venues
- Implementation of avoidance (distancing) and protection measures for trees present on the venues
- 100% of venues with proven environmental issues benefit from support by an ecologist
- More than 35 files submitted by Paris 2024 teams relative to the French Environmental Code (case-by-case, Classified Installation for Environmental Protection (ICPE), Natura 2000 impact studies, the French Law on Water) and more than 55 files submitted related to other regulations such as the French Heritage Code.
- Publication of a Sustainable Event Site Construction Charter, an associated guide and an operational checklist for monitoring the charter on venues

**OBJECTIFS DE DÉVELOPPEMENT DURABLE**

- SDG 2 – Zero Hunger
- SDG 6 – Clean Water and Sanitation
- SDG 9 – Industry, Innovation and Infrastructure
- SDG 11 – Sustainable Cities and Communities
- SDG 14 – Life Below Water
- SDG 15 – Life on Land

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**

- Commitment 4 – Natural Sites, Green Spaces and Biodiversity

**GRI STANDARDS**

- GRI 304 Biodiversity 2016



## Commitment

**DEPLOY A CIRCULAR ECONOMY FOR THE GAMES AND REDUCE, REUSE, RECYCLE THE USED RESOURCES**

## Indicator

**PART (IN € AND TONS) OF PRODUCTS RENTED FOR THE NEEDS OF THE GAMES (%)**

**PART (IN € AND TONS) OF PRODUCTS PURCHASED FOR THE NEEDS OF THE GAMES WHOSE SECOND LIFE HAS BEEN ANTICIPATED, WHICH WILL BE REUSED, REUSED AND/OR RECYCLED AFTER THE GAMES (%)**

**PART (IN € AND T) OF PURCHASED PRODUCTS THAT WERE ECO-DESIGNED (PRODUCTS IN THEMSELVES OR PACKAGING) (%)**

**PART OF INFRASTRUCTURE THAT WILL BE REUSED, REPURPOSED OR RECYCLED IN FRANCE (%)**

## Progress as of May 2024

**COMMITMENTS**

- 100% of second life for temporary structures and infrastructure
- 100% of second life for furniture and equipment
- 75% of IT equipment is rented and 100% of equipment purchased as part of the fleet deployed during the Games will have a second life afterwards (reconditioned or reuse)
- 90% of look and signage products reused, repurposed or recycled
- 100% of licensees have access to a tailor-made eco-design support program
- Halve the amount of single-use plastic in the consumption phase
- 100% of kitchen equipment will have a second life

**INITIAL RESULTS**

- 95% of venues are temporary or already existing structures
- 100% of contracts awarded by Paris 2024 integrate second life and 90% of assets deployed on venues (sports equipment, uniforms, symbolic objects, etc.) already have a second life that is contractually guaranteed
- Development and deployment of a Paris 2024 second life strategy to manage the life of material assets after the Games
- 3/4 of sports equipment is rented or provided. The remaining quarter is acquired by Paris 2024 (with financial support from the National Sports Agency) and can be given as a legacy to the sports movement
- 90% of licensees are French SMEs and 1 in 2 licensees offer Made In France products
- Licensee support program: in 2022 and 2023, 7 workshops were deployed to over 130 participants, representing 50 suppliers of official licensed products

**Focus on alternatives to single-use plastic in catering:**

- Allowing water bottles at venues entrances, especially for spectators and access to free water fountains on all venues.
- 700 beverage fountains (water and soda) deployed by Coca-Cola to greatly reduce the use of plastic bottles, including 200 in the Athletes' Village and public refreshment stands.
- 15% of beverages served in consigned glass bottles, particularly in hospitality areas. This system will rely on the Coca-Cola plant in Clamart to ensure and secure the consignment of bottles (local logistics).
- Consigned and reusable cups provided by Re-Uz.
- 100% recycled PET (rPET) bottles in refreshment stands that cannot accommodate a fountain. The bottles will be retained at the source. Coca-Cola will collect and recycle 100% of rPET bottles.

## Correspondence with existing frameworks

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 8 – Decent Work and Economic Growth
- SDG 9 – Industry, Innovation and Infrastructure
- SDG 11 – Sustainable Cities and Communities
- SDG 12 – Responsible Consumption and Production
- SDG 14 – Life Below Water

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY:**

- Commitment 3 – Waste Reduction
- Commitment 6 – Responsible Purchasing

**GRI STANDARDS**

- GRI 301 MATERIALS 2016

## Commitment

## Indicator

## Progress as of May 2024

## Correspondence with existing frameworks

**DEPLOY A CIRCULAR ECONOMY FOR THE GAMES AND REDUCE, REUSE, RECYCLE THE USED RESOURCES**

**CHARACTERISTICS, VOLUMES AND WASTE TREATMENT MODES FOR CONSUMER WASTE DURING THE GAMES PERIOD**

**COMMITMENTS**

- 80% of waste produced during the operational phase of the Games avoided or recovered (excluding energy recovery).
- 100% of biowaste recovered.

**INITIAL RESULTS**

- Identification of the main waste production hubs during the Games, to determine waste volumes and their technical characteristics.
- Development, of an Eco-Design Guide for Packaging and a Catering Packaging Guide, with the help of Citeo, in order to share best practices and prevent waste production.
- Participation in the working group led by Citeo to harmonize out-of-home waste sorting instructions.

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 8 – Decent Work and Economic Growth
- SDG 9 – Industry, Innovation and Infrastructure
- SDG 11 – Sustainable Cities and Communities
- SDG 12 – Responsible Consumption and Production
- SDG 14 – Life Below Water

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**

- Commitment 3 – Waste Reduction
- Commitment 6 – Responsible Purchasing

**GRI STANDARDS**

- GRI 301 MATERIALS 2016

**OFFER SUSTAINABLE CATERING SERVICES**

**PART OF SUSTAINABLE FOOD SERVED BY PARIS 2024 DURING THE GAMES (%)**

**COMMITMENTS**

- Halve the carbon footprint of meals and snacks at the Games, notably through the adoption of plant-based food offerings.
- Source 100% certified food (produced in France and/or carrying a sustainable label depending on the supply chain).

**INITIAL RESULTS**

**Ongoing work with service providers and partners to increase plant-based offering for different audiences:**

- Spectators: minimum 60% of sandwiches, hot and cold dishes sold at concession stands will be vegetarian (excluding football venues, where the minimum will be 40%), for the Urban Park at La Concorde, Paris 2024 will offer, for the first time in the history of the Games, a 100% vegetarian offering to spectators.
- Volunteers, staff, service providers, media, Olympic and Paralympic family: on average 50% vegetarian meals with some days 100% vegetarian meals for staff, volunteers and service providers.
- Athletes and officials: increased and promoted vegetarian options available at the Village.

**After analyzing the available seasonal food offerings (quality and volumes), and in accordance with Paris 2024's public procurement and partnership rules, the organizing committee has mobilized its service providers and partners to achieve the following objectives:**

- 80% of food sourced from France and 25% sourced locally around competition venues (less than 250km); 0 air freight imports.
- 80% of food carrying a sustainable label as defined by the EGALIM law, including 30% from organic or agriculture in conversion.
- 100% of French regions represented at the Village and/or competition venues.

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 2 – Zero Hunger
- SDG 12 – Responsible Consumption and Production
- SDG 13 – Climate Action

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**

- Commitment 1 – Sustainable food
- Commitment 3 – Waste Reduction

**GRI STANDARDS**

- GRI 305 EMISSIONS 2016

**Commitment**

**Indicator**

**Progress as of May 2024**

**Correspondence with existing frameworks**

**OFFER SUSTAINABLE CATERING SERVICES**

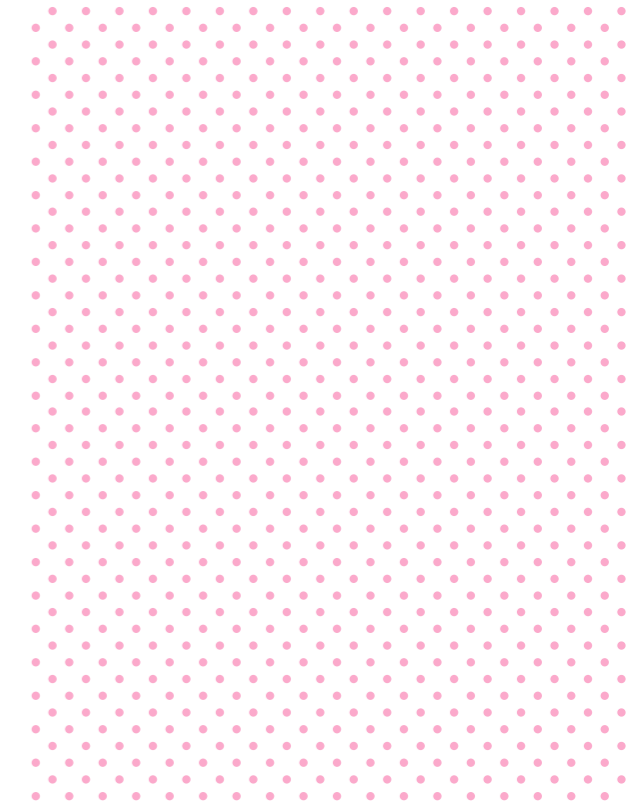
**FOOD WASTE AVOIDED BY PARIS 2024**

**COMMITMENTS**

- Avoid food waste and recover 100% of unconsumed food resources

**PREMIERS RÉSULTATS**

- Detailed diagnosis of potential sources of waste
- Signing of an agreement between associations specializing in food collection (Les Restos du Coeur, La Fédération des Banques Alimentaires, Le Chainon Manquant) and the catering provider for all venues offering catering services
- For what cannot be redistributed, waste service providers are responsible for waste-to-energy valorization



**SHARED GAMES, BRINGING OPPORTUNITIES FOR ALL**

**NUMBER AND SHARE OF GAMES CONTRACTS AWARDED TO SMES, SOCIAL AND SOLIDARITY ECONOMY ORGANIZATIONS**

**COMMITMENTS**

- Facilitate access for SMEs, SSE organizations, and the adapted sector to Games markets

**INITIAL RESULTS (AS OF 12/31/2023)**

- 75% of SMEs by number and 1/3 by value amount (ex-VAT amounts invoiced by SMEs excluding foreign suppliers)
- + 500 social economy structures mobilized for the Games (all sponsors combined) including 284 by Paris 2024 and 124 by SOLIDEO
- More than 6,000 organizations referenced (42% from the social economy) on the ESS 2024 platform
- 28 EAs, ESATs or TIHs already mobilized and 17 reserved contracts
- Over 750 companies have received individual support from ESS 2024 to bid for a contract, with almost a third in 2023 (289 companies)

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 1 – No Poverty
- SDG 4 – Quality Education
- SDG 8 – Decent Work and Economic Growth
- SDG 9 – Industry, Innovation et Infrastructure
- SDG 10 – Reduced Inequalities

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY:**

- Engagement 6 – Responsible Purchasing
- Engagement 9 – Contribution to a more Inclusive Society

**GRI STANDARDS**

- GRI 201 Economic Performance 2016
- GRI 203 Indirect Economic Impacts 2016
- GRI 204 Procurement Practices 2016
- GRI 404 Training and éducation 2016
- GRI 413 Local Communities 2016

**PARIS 2024 SOCIAL CHARTER**

- Commitments 3, 4 and 6

**SHARED GAMES, BRINGING OPPORTUNITIES FOR ALL**

**NUMBER AND SUSTAINABILITY OF JOBS (TOTAL AND FTE) MOBILIZED AS PART OF THE GAMES, PARTICULARLY THOSE OCCUPIED BY PEOPLE IN INTEGRATION IN FRANCE AND BY TERRITORY**

**COMMITMENTS**

- Ensure that the Games benefit everyone, especially people distant from employment

**INITIAL RESULTS (AS OF 31/12/2023)**

**181,100 jobs directly mobilized by the Paris 2024 Games according to the updated job mapping in 2022/2023.**

- 30,000 jobs in the construction sector.
- 61,800 jobs in the tourism sector
- 89,300 jobs in the organization sector

**Concernant les emplois du secteur de l'organisation, une répartition territoriale prévisionnelle telle que suit :**

- Île-de-France: 73,625 jobs
- Marseille: 3,590 jobs
- Lille: 2,240 jobs
- Lyon: 1,905 jobs
- Bordeaux: 1,660 jobs
- Nice: 1,660 jobs
- Saint-Etienne: 1,535 jobs
- Nantes: 1,525 jobs
- Châteauroux: 1,325 jobs
- Tahiti : 595 jobs

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 1 – No Poverty
- SDG 4 – Quality Education
- SDG 8 – Decent Work and Economic Growth
- SDG 9 – Industry, Innovation et Infrastructure
- SDG 10 – Reduced Inequalities

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**

- Commitment 6 – Responsible Purchasing
- Commitment 9 - Contribution to a more Inclusive Society

**NORMES GRI**

- GRI 201 Economic Performance 2016
- GRI 203 Indirect Economic Impacts 2016
- GRI 204 Procurement Practices 2016
- GRI 404 Training and éducation 2016
- GRI 413 Local Communities 2016

**PARIS 2024 SOCIAL CHARTER**

- Commitments 3, 4 and 6

**RATE OF POSITIVE EXITS AFTER 1 YEAR FOR BENEFICIARIES OF SPORTS INTEGRATION ACTIONS WITHIN THE FRAMEWORK OF THE IMPACT & LEGACY STRATEGY**

**COMMITMENTS**

- Support people furthest from employment, orienting them towards professions related to the Games and sustainable employment

**INITIAL RESULTS (AS OF 31/12/2023)**

**Regarding the “Impact 2024 – From Stadium to Employment” operation, the results are particularly significant according to a study conducted by France Travail:**

- Over 36,000 jobseekers benefited from the program
- Over 6,400 companies were mobilized
- Beneficiary individuals were further removed from the job market than “typical” jobseekers (lower education level, more often receiving income support, residing more often in Priority Urban Areas)
- Higher positive exit rates for beneficiaries of the “From Stadium to Employment” job dating events than for typical jobseekers: 11% for beneficiaries vs 8% after 1 month; 47% at 6 months for beneficiaries vs 34% for typical jobseekers
- Increased access to training and longer training programs for “From Stadium to Employment” beneficiaries: 16% at 6 months for beneficiaries vs 11% for typical jobseekers; training averaging 267 hours vs 161 hours for typical jobseekers

**Commitment**

**Indicator**

**Progress as of May 2024**

**Correspondence with existing frameworks**

**SHARED GAMES, BRINGING OPPORTUNITIES FOR ALL**

**NUMBER AND SUSTAINABILITY OF JOBS (TOTAL AND FTE) MOBILIZED AS PART OF THE GAMES, PARTICULARLY THOSE OCCUPIED BY PEOPLE IN INTEGRATION IN FRANCE AND BY TERRITORY**

**COMMITMENTS**

- Integrate professional integration clauses in priority and strategic purchasing categories for the Paris 2024 contracts

**INITIAL RESULTS**

- For priority purchasing categories in terms of professional integration (security, catering, cleaning), Paris 2024 has integrated a professional integration clause of 10% of the hours worked under the contract into its contracts

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 1 – No Poverty
- SDG 4 – Quality Education
- SDG 8 – Decent Work and Economic Growth
- SDG 9 – Industry, Innovation et Infrastructure
- SDG 10 – Reduced Inequalities

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY:**

- Engagement 6 – Responsible Purchasing
- Engagement 9 – Contribution to a more Inclusive Society

**GRI STANDARDS**

- GRI 201 Economic Performance 2016
- GRI 203 Indirect Economic Impacts 2016
- GRI 204 Procurement Practices 2016
- GRI 404 Training and éducation 2016
- GRI 413 Local Communities 2016

**PARIS 2024 SOCIAL CHARTER**

- Commitments 3, 4 and 6

**STRENGTHEN THE SYSTEM FOR WELCOMING PEOPLE WITH DISABILITIES AND ENSURE A SMOOTH AND COMFORTABLE EXPERIENCE FOR THEM**

**PERCENTAGE OF PARIS 2024 EMPLOYEES WHO HAVE COMPLETED AT LEAST ONE TRAINING MODULE ON UNIVERSAL ACCESSIBILITY TOPICS (%)**

**COMMITMENTS**

- Guarantee full participation and a barrier-free experience at the Games for all people, regardless of their condition;
- Leave a material legacy for the benefit of residents and visitors with specific needs, in the territories hosting the events;
- Leave an intangible legacy for the benefit of the greatest number, particularly people with disabilities or specific needs, in France and around the world, whether in the form of new best practices or a “universal accessibility” reflex for the organization of future events.

**INITIAL RESULTS**

- 100% of Paris 2024 employees made aware of the accessibility vision during the onboarding process for new hires
- Ongoing work to produce training to have 100% of Paris 2024 employees, volunteers (including volunteers from host communities), and employees of partners and service providers trained in welcoming people with disabilities and accessibility.

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 8 – Decent Work and Economic Growth
- SDG 9 – Industry, Innovation et Infrastructure
- SDG 10 – Reduced Inequalities
- SDG 11 – Sustainable Cities and Communities

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**

- Commitment 9 - Contribution to a more Inclusive Society
- Commitment 11 – Accessibility for People with Disabilities

**SHARE OF VOLUNTEERS THAT ARE TRAINED TO WELCOME PEOPLE WITH A DISABILITY (%)**

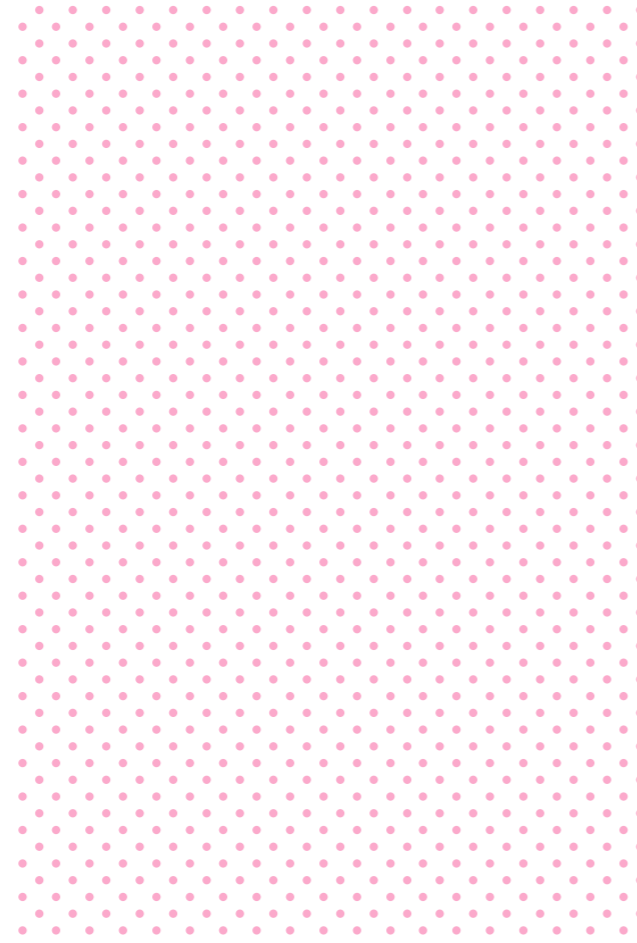
**Commitment**

**Indicator**

**Progress as of May 2024**

**Correspondence with existing frameworks**

**MAKING THE GAMES A PLATFORM FOR GENDER EQUALITY AND INCLUSION, AND FIGHTING AGAINST ALL FORMS OF DISCRIMINATION**



**COMMITMENTS**

- Promote equality and fight against discrimination, particularly related to gender.

**INITIAL RESULTS**

- Paris 2024 obtained a score of 93% on the Index for Professional Equality and Balanced Representation between Women and Men
- For the sporting events, the Paris 2024 Games will be the first ever gender-equal Olympic Games with an equivalent number of female and male athletes
- Integrating the issue of sexist, sexual and discriminatory violence into the training program for employees and volunteers
- Development of protocols with all stakeholders with regards to reporting information related to sexist, sexual or discriminatory violence and a guide for Paris 2024 staff and delivery entities
- The event program has been designed to ensure better representation of women's sports
- Creation of a charter for inclusive health for medical teams

**OBJECTIFS DE DÉVELOPPEMENT DURABLE**

- SDG 5 – Gender Equality
- SDG 8 – Decent Work and Economic Growth
- SDG 10 – Reduced Inequalities

**2024 EVENT ORGANISERS 15-PLEDGE CHARTER FOR ECO-RESPONSIBILITY**

- Commitment 9 – Contribution to a more Inclusive Society
- Commitment 10 – Promotion of Gender Equality
- Commitment 11 – Accessibility for People with Disabilities

**GRI STANDARDS :**

- GRI 405 Diversity and Equal Opportunity 2016

**ENSURE THAT PARIS 2024 AND ALL ITS EMPLOYEES ARE AWARE OF THE REGULATIONS AND COMMITMENTS OF THE ETHICS CHARTER FROM THE TIME OF THEIR INTEGRATION**

**PERCENTAGE OF EMPLOYEES MADE AWARE OF OR TRAINED IN ETHICAL BEST PRACTICES (%)**

**INITIAL RESULTS (AS OF END OF 2023)**

- 75% of Paris 2024 employees have been made aware of or trained in ethical best practices
- 65 audit missions (internal and external) conducted between the creation of Paris 2024 and the end of December 2023, 6 of which were outsourced
- 0 referrals to the National Data Protection Commission

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 8 - Decent Work and Economic Growth

**GRI STANDARDS:**

- GRI 401 Employment 2016
- GRI 403 Occupational Health and Safety 2018
- GRI 404 Training and Education 2016

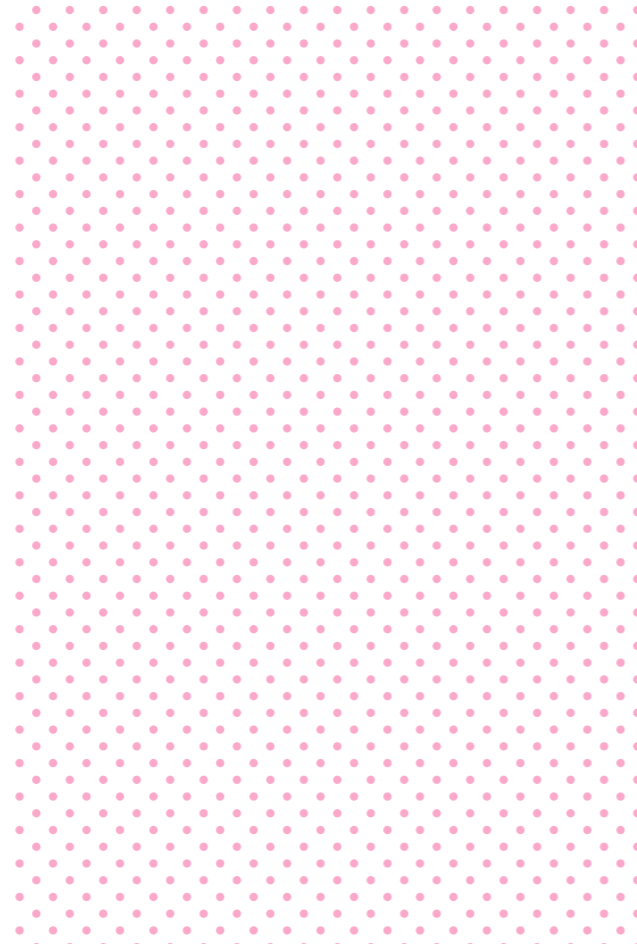
**Commitment**

**Indicator**

**Progress as of May 2024**

**Correspondence with existing frameworks**

**ENSURE THE BEST EMPLOYEE EXPERIENCE IN TERMS OF ENGAGEMENT, RECOGNITION AND QUALITY OF LIFE AT WORK.**



**2023 RESULTS**

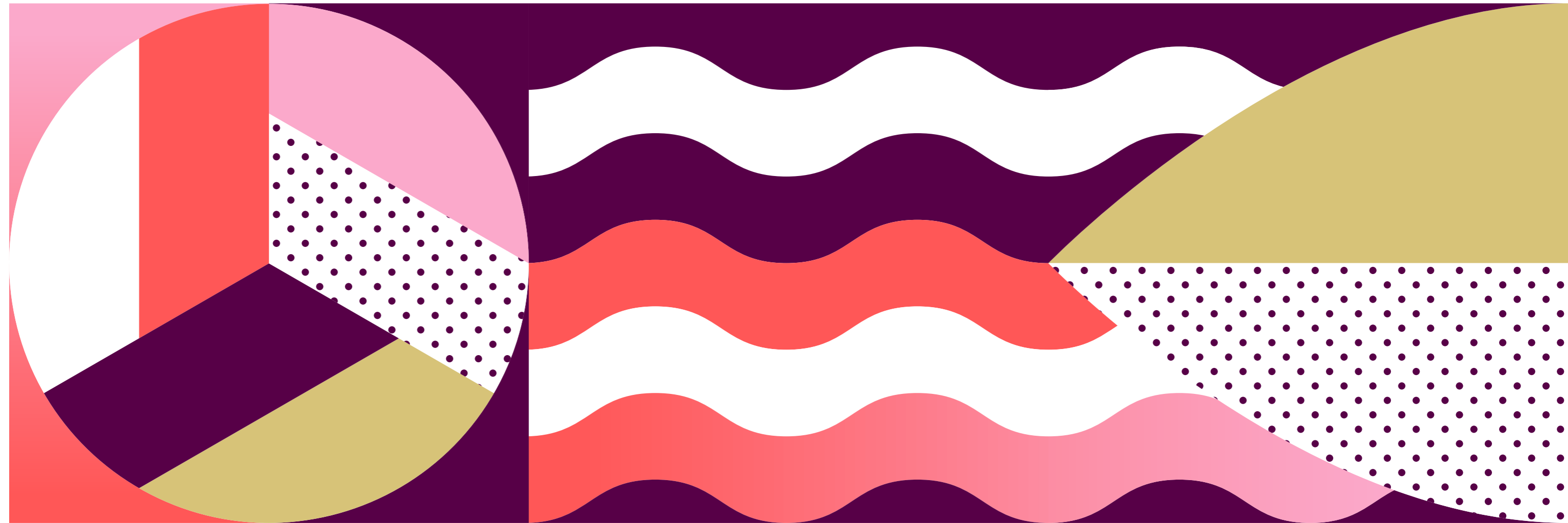
- Turnover (sum of departures for the year n / average monthly workforce for year n - permanent and fixed-term contracts only): 4.4%
- Absenteeism rate (total number of days absent / total number of days worked - permanent and fixed-term contracts only): 1.81%
- Number of ordinary meetings with the CSE: 12
- Organization of 63 internal events in 2023 to promote employee engagement and well-being at work

**SUSTAINABLE DEVELOPMENT GOALS**

- SDG 8 - Decent Work and Economic Growth

**GRI STANDARDS**

- GRI 401 Employment 2016
- GRI 403 Occupational Health and Safety 2018
- GRI 404 Training and Education 2016



## APPENDIX 6 ECONOMIC IMPACT INDICATORS FROM OECD GUIDES FOR CULTURAL, SPORTS AND COMMERCIAL EVENTS

### ECONOMIC

### MAIN

#### **TOTAL NET ECONOMIC IMPACT (DIRECT, INDIRECT AND INDUCED IMPACT ON THE HOST TERRITORY'S ECONOMY)**

Three scenarios were established to assess the economic impact of the Paris 2024 Games on the Île-de-France region over the entire lifecycle period (2018-2034):

- **Low scenario:**  
€6,707M including €6,387M in primary (direct) impact and €320M in secondary (indirect and induced) impact
- **Intermediate scenario:**  
€8,990M including €7,192M in primary impact and €1,798M in secondary impact.
- **High scenario:**  
€11,145M including €7,430M in primary impact and €3,715M in secondary impact

### ADDITIONAL

#### **INCREASE IN NUMBER OF VISITORS AFTER THE EVENT**

#### **TOTAL NUMBER OF JOBS CREATED OR SUPPORTED**

181,100 jobs directly mobilized by the Paris 2024 Games:

- 30,000 in the construction sector
- 61,800 in the tourism sector
- 89,300 in the organization sector

#### **MARKET SHARE OF LOCAL SUPPLIERS, SMEs AND SOCIAL AND SOLIDARITY ECONOMY COMPANIES**

As of 03/30/2023:

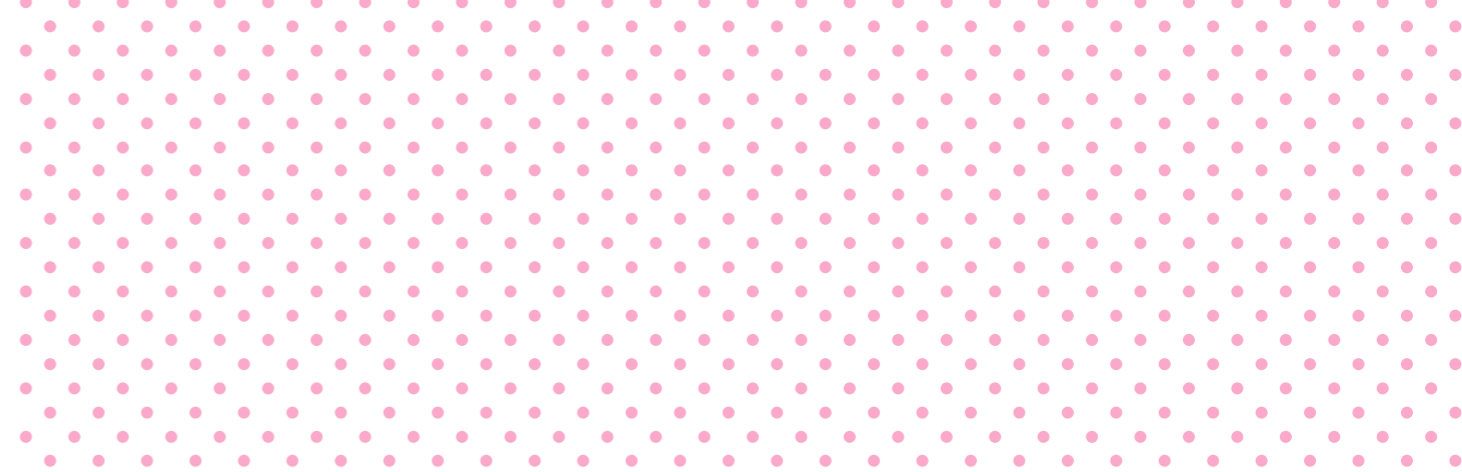
- 90% of Paris 2024 suppliers are French.
- 75% are SMEs representing 1/3 of invoiced amounts (invoiced amounts excl. VAT by SMEs excluding foreign suppliers)
- +500 social and solidarity economy structures mobilized for the Games (all project owners combined) including 284 by Paris 2024 and 124 by SOLIDEO.

#### **NUMBER OF PEOPLE TRAINED IN NEW SKILLS THROUGH EVENT-RELATED PROGRAMS**

Number of interns trained in 2023 within the Paris 2024 Organizing Committee:

- Number of interns (in the sense of vocational training): 2,177 interns (1,036 men and 1,141 women)
- Number of interns (in the sense of vocational training): 12 executives, 2,038 managers, 127 employees, technicians and supervisors

#### **NUMBER OF UNUSED SQUARE METERS REDEVELOPED FOR EVENT-RELATED ACTIVITIES**





## APPENDIX 7 METHODOLOGY OF THE 2018 - 2023 CARBON FOOTPRINT

### CARBON FOOTPRINT METHODOLOGY

The study was conducted based on the IOC's carbon footprint method published in 2018, which is aligned with the GHG Protocol methodology, to assess direct and indirect greenhouse gas (GHG) emissions over several years of activity. This method accounts for the GHG emissions generated by all the physical processes required for the organization's activities. The calculation of GHG emissions is done by multiplying a physical activity data point (kWh consumed, km traveled, etc.) or monetary data (in €) and an emission factor from ADEME's database (kg CO<sub>2</sub>e/km traveled, kg CO<sub>2</sub>e/kWh consumed, etc.).

For data related to infrastructure, accounting emissions in this category relies on specific E+C- methodologies.

### OPERATION OF THE ORGANIZING COMMITTEE

Data collection for the operation of the Organizing Committee was carried out in collaboration with several entities of the organization, including the finance department. Part of the data corresponds to physical data (energy consumed, km traveled), another part of the impact was measured with monetary data, in particular for the purchase of equipment (IT equipment and materials, office supplies, furniture, etc.) or services (consulting, security, cleaning, etc.). As the impacts based on monetary data present a higher level of uncertainty, they will be more precise in the context of the final carbon footprint report.

### PERMANENT INFRASTRUCTURE

The scope taken into account to measure the carbon footprint of infrastructure is based on the IOC's recommendations in its carbon methodology for the Games. Thus, it recommends including the construction of permanent venues and all related urban and transport infrastructure specifically required for the Games, which would not otherwise have been built and/or completed during the Games period (Athletes' Village, Media Village, Olympic Aquatic Centre, etc.). On the other hand, construction projects that were already previously planned, that were accelerated due to the Games and which are not necessary for operational needs, or urban embellishment and modernization projects in anticipation of the Games are not included in the scope (renovation of gyms, Arena Porte de la Chapelle, etc.).

## APPENDIX 8 THE PARIS 2024 SOCIAL CHARTER

**Organizing more socially responsible and inclusive Games was established during the candidacy phase as a major objective for Paris 2024. This ambition received a very favorable response from the main trade unions and employers' organizations and materialized, a few weeks after the constitution of the Organizing Committee, with the signing of a Social Charter setting the collective objectives to be achieved to deliver responsible Games.**

### GENERAL PRESENTATION AND OBJECTIVES

The origin of the Paris 2024 Social Charter dates back several years and more particularly to Paris' candidacy to host the 2012 Olympic and Paralympic Games (ultimately awarded to the city of London) for which the establishment of a Social Charter had already been considered. A few years later, when building the Paris bid file for the 2024 edition, the idea of including a Social Charter for the 2024 Games re-emerged, a project that was fully taken into account by Tony Estanguet and Bernard Lapasset.

After winning the Games at the Lima vote (September 2017), the stakeholders, foremost among them the trade unions of employees and employers, decided to make this ambition a reality for the organization of the Paris 2024 Games. Thus, the Paris 2024 Social Charter was signed on June 19, 2018 by the Paris 2024 Organizing Committee, SOLIDEO and the inter-professional organizations of employees and employers: CFE-CGC, CFTC, CFDT, CGT, CPME, FO, MEDEF and U2P.

The involvement of the social partners was therefore an original and innovative approach for the organization of a major international sporting event with, on the one hand, employees' organizations concerned with respect for workers' rights and quality of employment for those involved and, on the other hand, employers' organizations involved in the preparation, organization and legacy of the Games and not only as funders (through the sponsorship program) or executors (through service contracts). This approach makes the economic and social movement a true stakeholder in the Games, on an equal footing with the sports movement.

## THE PARIS 2024 SOCIAL CHARTER THUS DEFINES 4 MAJOR OBJECTIVES

1

ESTABLISH GOVERNANCE AND STEERING TO ENSURE THE SOCIAL EXEMPLARITY OF THE GAMES;

2

PLACE QUALITY EMPLOYMENT AND WORKING CONDITIONS OF EMPLOYEES AT THE HEART OF THE SOCIO-ECONOMIC IMPACT OF THE GAMES

3

PROMOTE SKILLS DEVELOPMENT AND SECURE THE CAREER PATHS OF EMPLOYEES AND VOLUNTEERS INVOLVED IN ORGANIZING THE GAMES

4

MAKE SPORT, THROUGH THE ORGANIZATION OF THE GAMES, THE DRIVING FORCE BEHIND SOCIALLY INCLUSIVE AND SUPPORTIVE ECONOMIC DEVELOPMENT

**These 4 strategic objectives are broken down into 16 commitments that constitute “a reference in social matters regarding the involvement of Paris 2024, SOLIDEO, companies and communities mobilized in the preparation and organization of the Games”.**

These commitments cover the preparation phase of the Games, their operational phase and their legacy. They aim to ensure that procedures are put in place and behaviors adopted to deliver socially responsible Games that respect the rights and well-being of employees, whoever they are, and benefit professional organizations of all sizes.

Although it has no legal status (in the sense of labor law) and may appear to be a shared political ambition, the Paris 2024 Social Charter has materialized through numerous concrete initiatives. The monitoring of these commitments was thus entrusted to a dedicated committee (constituted as an association from December 2020) co-chaired by a representative of an employees' union (Bernard Thibault, CGT and member of the Governing Body of the International Labour Organization) and an employers' union (Dominique Carlac'h, MEDEF) and assisted in its mission by Céline Micouin as Secretary General.

## MAIN ACHIEVEMENTS

The stakeholders have worked extensively to ensure that the commitments made at the signing of the Paris 2024 Social Charter were fulfilled. Several initiatives have thus been launched over the last 6 years in order to achieve the goal of organizing socially exemplary Games. The following sections present the main achievements, with details provided in Table 1.

### **OBJECTIVE 1** Establish governance and steering to ensure the social exemplarity of the Games

All of these commitments have been implemented from the very first weeks of the Games preparation phase and have been ramped up until today.

The establishment of a Social Charter Committee, from the launch of the Games organization phase and as of December 3, 2020, in the form of an association, made it possible to fulfill Commitment No. 1. This monitoring committee aimed to ensure that the commitments made as early as 2018 were not just promises but, on the contrary, were effectively implemented. The office, composed of 15 members from employee and employer organizations, meets 4 times a year. Monthly follow-up meetings are also organized with representatives from each organization.

The presence of representatives from employee and employer organizations within the governance of Paris 2024 and SOLIDEO had been identified as a major issue through Commitment No. 2. This was achieved with the presence of Bernard Thibault (employees) and Geoffroy Roux de Bézieux (employers) on the Board of Directors of Paris 2024 and Bernard Thibault and Dominique Carlac'h on that of SOLIDEO. The Social Charter Committee is also represented on the Strategic Orientation Committee of the Paris 2024 Academy, whose purpose is to enable all members involved in organizing the Games to have the knowledge and skills to fully contribute to the success of this event.

Commitments No. 3 and No. 4 have also been fulfilled and have materialized in various ways, including the implementation of the Entreprises 2024 platform by MEDEF during the candidacy phase, the signing of the partnership agreement between Paris 2024, SOLIDEO and the Yunus Centre, and SOLIDEO's Charter for Employment and Integration. Thus, various actions or programs have enabled the integration of issues related to integration through economic activity and the specificities of SMEs or social and solidarity economy structures in the various services provided by the Organizing Committee and SOLIDEO.

**Through its Charter for Employment and Territorial Development, SOLIDEO has set various ambitions, including:**

- 10% of the hours worked to be reserved for professional integration (people far from employment, trainees or residents of priority urban policy neighborhoods).
- The desire to make 25% of the contract amount accessible to SMEs and social and solidarity economy structures.
- The objective of having socially exemplary construction sites by combating illegal work, anti-competitive practices or discrimination and by guaranteeing quality working conditions.

**Paris 2024 has also made numerous commitments and launched several initiatives at different levels:**

- The implementation of a responsible procurement strategy that is based on 5 priority commitments: the circular economy; reducing the carbon footprint and preserving the environment, social innovation, including people, workers and users with disabilities, creating value for local areas. Through this strategy, Paris 2024 ensures inclusive and accessible sourcing to all, including social and solidarity economy structures. The Organizing Committee has also integrated inclusion clauses into its contracts for security, catering, cleaning and waste management services.
- The implementation of the Entreprises 2024 platform in partnership with SOLIDEO and MEDEF. As the main entry point, this platform allows companies to obtain information on Games-related contracts. As of March 2024, Entreprises 2024 has more than 19,850 registered companies that receive real-time information on published contracts as well as advice to be able to respond to them. By the end of 2023, 70 presentation tours had been carried out across all regions, reaching 7,400 companies.
- The work carried out in partnership with Les Canaux, the Yunus Centre and SOLIDEO around the ESS 2024 platform. A gateway between the Games organizers and the world of the social, solidarity and circular economy, ESS 2024 informs and supports committed companies so that they are at the heart of the Games organization. This translates into the dissemination of targeted information to companies, advice, training, and the provision of resources to respond to Games contracts and present sustainable and innovative solutions to SOLIDEO, Paris 2024, its operators and partners. Thus, more than 500 social, solidarity and circular economy companies are mobilized as part of the Games, across all contracting authorities, including 284 by Paris 2024 and 124 by SOLIDEO.

**Other actors have also committed to this objective of the Social Charter and contributed to the achievement of certain commitments, such as:**

- The City of Paris and its system of insertion clauses in its contracts, which enabled the realization of 290,000 hours of insertion for 346 beneficiaries, but also mobilized 8 work integration social enterprises (SIAEs) for more than 31,000 hours.
- The Île-de-France region with its “Meet-up” program, part of which was dedicated to the Games contracts, with the objective of informing all companies (micro-enterprises, SMEs, social and solidarity economy sector) that are members of the Paris Region Business Club network about the economic opportunities offered by the organization of the Games.
- The Departmental Council of Seine-Saint-Denis, a priority department in terms of the economic and social legacy of the Games, which implemented numerous initiatives, particularly within the framework of the “Games Factory” aimed at supporting micro-enterprises, SMEs and social and solidarity economy organizations in the department to be able to respond to the Games contracts, or by listing the job offers for Paris 2024.
- Paris Terres d'Envol, which organized numerous monthly webinars for local stakeholders to disseminate: information on the economic opportunities of the Games, the reception of public contracts related to the Games, and the sourcing of local companies that could potentially participate.
- The BPCE group, which launched an “Entreprendre 2024” initiative to support its micro-enterprise, SME and social and solidarity economy customers in securing the Games contracts by facilitating their access to information.

### Commitment n°1

Establish an advisory committee bringing together employee and employer trade unions and local authorities to monitor and implement the Paris 2024 Social Charter and measure its impacts.

### Commitment n°2

Ensure the presence of representatives of employee and employer trade unions in the governance bodies of Paris 2024 and SOLIDEO.

### Commitment n°3

Encourage public procurement that will take into account integration through economic activity, integrate social and environmental responsibility clauses into calls for tenders, taking into account the specificities of small and medium-sized enterprises.

### Commitment n°4

Guarantee access to information on public and private calls for tenders related to the Paris 2024 Games for French small and medium-sized enterprises aimed at developing local employment and the economic fabric.

**OBJECTIVE 2** Place quality employment and working conditions for employees at the heart of the socio-economic impact of the Games

### Commitment n°5

Prevent all forms of discrimination in access to employment and during employment, encourage diversity in the occupations involved in the organization of the Games

### Commitment n°6

Anticipate the skills needs of companies for the proper organization of the Games; promote access to employment for groups far from employment (youth in priority areas, workers with disabilities, long-term unemployed, seniors, etc.) through the mobilization of all stakeholders (State, local authorities, companies)

### Commitment n°7

Commit to protecting the health and safety of employees as well as their working conditions, particularly during the work required for the organization of the Games

### Commitment n°8

Ensure compliance with international labor standards and in particular “decent work” as defined by the ILO among subcontractors and suppliers

### Commitment n°9

Pay particular attention to posted workers in order to facilitate their access to information and respect for their rights, in particular by supporting employers

**Regarding commitment n°5**, Paris 2024 has placed the organization of the Games within the methodological framework of the “Equal Opportunity Field” label, which reflects Paris 2024’s Equality and Diversity strategy, a concrete commitment and a tool for steering the actions implemented within the Organizing Committee. This label, which is aimed at all types of sporting events regardless of their size, is based on a set of 20 criteria relating to both the preparation for the event and the actual organizational phase. The commitments relating to the “Equal Opportunity Field” label concern both the internal organization and the stakeholders of events wishing to obtain the label. Paris 2024 has applied for the label for 2024 and has set itself three main objectives: “Exemplarity”, “National and International Influence” and “Advocacy”.

In addition to this labeling, Paris 2024 has also implemented various initiatives aimed at preventing and/or reporting acts of harassment through awareness-raising/information actions for different categories of the Games’ audience. Among them, the employees of the Paris 2024 Organizing Committee have been trained or made aware through various systems: awareness-raising actions during onboarding, designation of “sexist and sexual violence and discrimination” referents, internal communication campaigns, awareness-raising actions for all Directors by Mozaik RH, and mandatory training for the Organizing Committee’s employees. More broadly, Paris 2024 has obtained a score of 93% on the Professional Equality and Gender Balance Index. Gender parity among the Organizing Committee’s employees is perfectly respected, despite the mobilization of human resources in certain sectors with low female representation.

**Commitment n°6 led to the realization of the mapping of jobs directly mobilized by the Paris 2024 Games in 2019 and its update in 2022/2023.** Through this work, Paris 2024 and its stakeholders sought to evaluate well in advance of the Games the volume of jobs required for the organization of the event, to identify as precisely as possible the main occupations mobilized and the challenges attached to them (particularly in terms of recruitment difficulties due to sectors under strain), and finally to work on the implementation of training, employment support or integration actions to address the identified difficulties. This action carried out by Paris 2024 led to numerous other cascading actions that could be implemented by the public employment and vocational training stakeholders, whether the Ministry of Labor, the Île-de-France region or local actors (Departmental Council of Seine-Saint-Denis, public territorial establishments, etc.).

#### This commitment was also reflected in:

- The implementation of the “Jobs 2024” platform in collaboration with France Travail and the Games partners. This constantly updated job board lists job offers in various sectors directly or indirectly related to the Games and the sports sector, and provides information on vocational training to prepare for the Games occupations. At the beginning of 2024, more than 4,000 positions were listed;
- The signing by Paris 2024 of a Commitment Pact with the State, Pôle emploi and local authorities to closely monitor recruitment and integration commitments of contract awardees. 130 insertion clause facilitators were mobilized in Île-de-France, 122 Pôle emploi agencies and an operational support group meets weekly to monitor insertion clauses in Paris 2024 contracts. This allows each company to benefit from a “single point of contact” who supports them in their recruitment needs (sourcing candidates, particularly from integration programs, mobilizing all stakeholders in a territory, monitoring needs, etc.).

**Commitment n°7 has so far been particularly implemented and monitored at the level of SOLIDEO, which is responsible for the construction and renovation of sports and non-sports facilities required for the Games. Numerous actions have been taken to prevent workplace accidents (notably the “active construction sites” system).** The results are relatively positive, with a particularly low number of workplace accidents on the Games construction sites. Thus, only 178 workplace accidents, 29 of which were serious, had been recorded on the construction sites. By comparison, this represents a volume 4 times lower than on similar construction sites outside the Games.

SOLIDEO has implemented an HSE (health, safety, environment) approach in partnership with OPPBTP (Professional Building and Public Works Prevention Organization) and involving the main project owners of the Athletes’ Village and the Media Cluster. As it prepares to enter the operational delivery phase of the Paris 2024 Games, the Organizing Committee has also implemented a number of initiatives, including the definition of a typical prevention organization on sites during the setup and operational phases, in order to ensure the best possible anticipation of potential risks.

**Commitment n°8 was accompanied by various achievements. On SOLIDEO’s construction sites, cooperation with public authorities and representatives of the Social Charter led to the regularization of several dozen so-called “undocumented” workers who can now carry out their activities legally. On Paris 2024’s side, a social and environmental annex was drafted for direct contract awardees and delivery entities, allowing for the inclusion in contracts of:**

- A section outlining the company’s commitments under the five pillars of the Responsible Procurement Strategy.
- A preamble on compliance with regulations in force regarding labor standards, health and safety, ethics and anti-corruption.

The issue of posted workers, identified as a sensitive issue at the time of the development of Paris 2024’s Social Charter, turned out to be less significant than imagined. Nevertheless, commitment #9 was still monitored and resulted in concrete achievements. SOLIDEO acted on two levels: firstly, by supporting project owners to implement an action plan against

illegal work; secondly, at its own level by systematizing administrative regularity checks. For its part, Paris 2024 met with the Regional Directorate for the Economy, Employment, Labor and Solidarity (DRIEETS) in order to anticipate the entry into the operational phase of the Games by identifying the stakeholders involved and potential risks.

### **OBJECTIVE 3** Promote skills development and secure professional paths for employees and volunteers involved in the organization of the Games

**Commitment n°10** led to various initiatives allowing for the proposal of apprenticeship contracts, both from SOLIDEO and Paris 2024. The Organizing Committee used apprenticeships as a strategic recruitment lever during the ramp-up phase of its workforce (60 apprentices in 2021, 90 in 2022 and 150 in 2023) with a particularly high rate of conversion of these contracts into fixed-term or permanent contracts (from 46% in 2021 to 60% in 2023).

**Commitment n°12** resulted in various actions. Paris 2024 notably implemented the Open Badge system to allow for the recognition of skills used by all those participating in the Games, including volunteers. A collective approach was thus deployed by associating stakeholders (AFDAS, the State, social partners, the sports movement, commercial partners, etc.) in order to offer a widely recognized system, notably by potential employers, and to enhance all or part of the cross-functional skills acquired through the Games experience. A collaboration with Caisse des Dépôts, an Official Partner, is also underway to make the Volunteers badge compatible with the 4.0 Operational Directory of Professions and Jobs (ROME), and thus be able to include it in the skills passport currently being developed by Caisse des Dépôts.

**Commitment n°13** is particularly important insofar as the Paris 2024 Organizing Committee will be dissolved relatively quickly after the end of the Games. Paris 2024 implemented very upstream awareness-raising actions with its partners on the topic of reclassifying its employees. Conferences were organized with employees as well as monthly meetings for all employees (permanent, fixed-term, apprentices, interns). Negotiations took place at the end of 2023 with social partners in order to define the employee support system.

#### **Commitment n°10**

Support young audiences through professionalization or apprenticeship pathways in order to optimize their long-term access to employment.

#### **Commitment n°11**

Support the development of skills through reinforced training programs by industry and facilitate entry into emerging professions throughout the period of organizing the Games.

#### **Commitment n°12**

Value the personal commitment of mobilized volunteers through the validation of acquired experience or certification.

#### **Commitment n°13**

Favoriser le reclassement professionnel des salariés qui auront travaillé à l'organisation des Jeux.

### **OBJECTIVE 4** Making sport, through the organization of the Games, the driver of economic, social and solidarity-based development

**Commitment n°14** was anticipated by the stakeholders. The Athletes' Village will be requalified after the Games and will provide 117,000 m<sup>2</sup> of business, office and service space and 2,000 m<sup>2</sup> of local shops in Saint-Ouen-sur-Seine and Saint-Denis, as well as 2 office buildings and 1,850 m<sup>2</sup> of offices on Île-Saint-Denis. These operations should allow for the reception of 6,000 new employees after the Games. The Village's requalification in the legacy phase will also allow for the construction of 2,800 new housing units (25% to 40% social housing depending on the municipality), accommodating 6,000 new residents by 2025.

**Commitment n°15** materialized through the implementation of various actions integrated into Paris 2024's "Move More at Work" strategy. The most emblematic action concerns the launch of the #GoFor30 challenge proposed to Paris 2024 partners. It aims to encourage the Games' partners to implement various initiatives (active breaks, internal challenges, etc.) for their respective employees to ensure they engage in at least 30 minutes of daily physical activity. To this end, Paris 2024 provided them with an active design guide for the workplace. In total, over 100,000 Games employees have been made aware through this action so far. Additionally, the State contributed through the publication of a decree<sup>172</sup> exempting companies from social security contributions on expenditures incurred to promote employee physical activity - such as the construction or rental of a gym, and the funding of group classes, in-person or online - up to an annual limit equal to 5% of the monthly social security ceiling multiplied by the company's workforce.

**Commitment n°16** also led to various initiatives such as the "Impact 2024 - Paris 2024 x AFD Athlete Entrepreneurs" incubator, which aims to implement the entrepreneurial projects of athletes in France and Africa. In particular, this action took the form of supporting French and African athletes by providing them with tailored, both individualized and collective support: defining the business model, mentoring sessions, meetings with inspiring personalities, group workshops, support for tool deployment, evaluation of the social and environmental impact of their action. Other actions were implemented to strengthen the achievements of this 16th commitment:

- The establishment of an "Impact 2024 International" call for projects to fund and support initiatives that put sport at the service of development in Africa.
- Paris 2024's participation in the "Sport and Decentralized Cooperation" call for projects program with the Ministry of Europe and Foreign Affairs to fund projects led by French local authorities and their foreign partners.

#### **Commitment n°14**

Ensure an exemplary reconversion of the Athletes' Village around a social housing and innovative urban planning program integrated into an ecosystem combining residence and local economic activities in connection with local authorities, after the Games.

#### **Commitment n°15**

Jointly promote with the State, local authorities, the sports movement and employees' and employers' unions, the development of workplace sport, notably through a partnership with staff committees.

#### **Commitment n°16**

Implement international solidarity actions in the field of sport.

**TABLE** Objectives, Commitments and Achievements of the Paris 2024 Social Charter

OBJECTIVES	COMMITMENTS	ACHIEVEMENTS	INDICATORS
<p><b>OBJECTIVE 1</b></p> <p><b>ESTABLISH GOVERNANCE AND STEERING TO ENSURE THE SOCIAL EXEMPLARITY OF THE GAMES</b></p>	<p><b>Commitment 1</b></p> <p>Establish an advisory committee bringing together employees' and employers' trade unions and local authorities for the monitoring and implementation of the Paris 2024 Social Charter and the measurement of impacts</p>	<p>→ The Paris 2024 Social Charter Monitoring Committee was established on December 3, 2020</p>	
	<p><b>Commitment 2</b></p> <p>Ensure the presence of employees' and employers' trade unions within the governance of Paris 2024 and SOLIDEO</p>	<p>→ Bernard Thibault and Geoffroy Roux de Bézieux sit on the Board of Directors of Paris 2024</p> <p>→ Bernard Thibault and Dominique Carlac'h sit on the Board of Directors of SOLIDEO</p> <p>→ The Social Charter Committee is a member of the Strategic Orientation Committee of the Paris 2024 Academy</p>	
	<p><b>Commitment 3</b></p> <p>Encourage public procurement that will take into account integration through economic activity, integrate social and environmental responsibility clauses in calls for tenders, taking into account the specificities of small and medium-sized enterprises</p>	<p>→ Agreement between Paris 2024, SOLIDEO and Yunus Centre</p> <p>→ SOLIDEO's Employment and Territorial Development Charter: 10% integration hours; 25% of contract amount reserved for micro, small and medium-sized enterprises (SMEs), social and solidarity economy (SSE) structures</p> <p>→ ESS 2024 platform</p> <p>→ Responsible procurement strategy for Paris 2024</p> <p>→ Paris 2024 social clauses for catering, security, cleaning and waste management contracts</p> <p>→ Inclusion clauses of the City of Paris</p>	<p>→ More than 6,000 companies registered on the SSE 2024 platform</p> <p>→ 2,488,513 integration hours achieved by SOLIDEO through 3,507 people, exceeding initial target (100.6%)</p> <p>→ €693 million in contracts awarded to 2,054 SMEs and 107 SSE structures, exceeding initial target (129%)</p> <p>→ More than 500 social, solidarity and circular enterprises mobilized for the Games across all contracting authorities, including 284 by Paris 2024 and 124 by SOLIDEO</p> <p>→ City of Paris: 290,000 integration hours achieved for 346 beneficiaries and 8 integration enterprises mobilized for 31,987 hours</p> <p>→ 90% of Paris 2024 licensees are French SMEs</p> <p>→ As of 30/03/2024, 75% SMEs by number and 1/3 by amount among Paris 2024 suppliers (ex-URT amounts invoiced by SMEs excluding foreign suppliers) and 284 SSE structures</p>

## OBJECTIVES

## COMMITMENTS

## ACHIEVEMENTS

## INDICATORS

## OBJECTIVE 1

**ESTABLISH GOVERNANCE AND STEERING TO ENSURE THE SOCIAL EXEMPLARITY OF THE GAMES**

## Commitment 4

Ensure access to information on public and private calls for tenders linked to the Paris 2024 Games for small and medium-sized French companies aiming to develop local employment and the economic fabric

- Entreprises 2024 Platform
- Île-de-France Region Meet-up
- Seine-Saint-Denis Departmental Council's Fabrique des Jeux
- BPCE Group's Entreprendre 2024

- 70 trips and 7,400 companies reached during promotional tours aimed at raising awareness of the economic opportunities linked to the Games
- 19,850 companies registered on the Entreprises 2024 platform as of 12/31/2023
- More than 2,400 companies reached through the Entreprendre 2024 program

## OBJECTIVE 2

**PLACING QUALITY EMPLOYMENT AND EMPLOYEE WORKING CONDITIONS AT THE HEART OF THE SOCIO-ECONOMIC IMPACT OF THE GAMES**

## Commitment 5

Prevent all forms of discrimination in access to employment and during employment, encourage diversity in the occupations practiced for the organization of the Games

- "Terrain d'Égalité" (Equal Opportunities) certification for the Paris 2024 Games Organizing Committee
- Gender parity of staff within the Paris 2024 Games Organizing Committee
- Implementation of training/awareness-raising actions for Paris 2024 employees on the topic of gender-based violence, sexual violence, and discrimination
- Promotion of diversity and inclusion commitments to commercial partners through the HR community

- Obtaining the Terrain d'Égalité label by the Paris 2024 Games Organizing Committee
- Score of 93% on the professional equality index for the Paris 2024 Games Organizing Committee

## Commitment 6

Anticipate the skills needs of companies for the proper organization of the Games; promote access to employment for those furthest from the job market (youth in priority areas, workers with disabilities, long-term unemployed, seniors, etc.) through the mobilization of all stakeholders (State, local authorities, companies)

- Mapping of jobs directly mobilized by the Games in 2019 at the initiative of Paris 2024, then updated in 2022/2023 as part of an EDEC ("Major Sporting and Cultural Events")
- Launch of the Emplois 2024 platform in partnership with France Travail.
- ESS 2024 reporting on contracts awarded to integration structures

- A job mapping identifying 181,100 jobs mobilized by the Games in 3 main sectors: 89,300 jobs in the events industry, 61,800 jobs in the tourism industry, 30,000 jobs in the construction industry.
- Creation of job profiles to highlight the jobs mobilized by Paris 2024, and identification of training pathways to access these jobs.
- Early 2024, more than 4,000 positions listed and available on the Emplois 2024 platform

## Commitment 7

Commit to protecting the health and safety of employees as well as their working conditions, particularly during the work required to organize the Games

- "Active Worksites" and "Olympic and Paralympic Tuesdays" programs by Paris 2024.
- Implementation of an HSE approach by SOLIDEO in partnership with OPPBTP and involving the main project owners of the Athletes' Village and Media Cluster
- Definition by Paris 2024 of a standard organization for risk prevention on sites during the installation and operational phases to ensure the best anticipation of potential risks

- 419 warm-up sessions conducted on the Games' construction sites
- 18 Olympic and Paralympic Tuesday sessions
- 6,600 direct beneficiaries of the "Active Worksites" program on Games contracts
- 178 workplace accidents, 29 of which were serious, on SOLIDEO construction sites. This represents 4 times fewer accidents compared to similar non-Games construction sites.

## OBJECTIVES

## COMMITMENTS

## ACHIEVEMENTS

## INDICATORS

## OBJECTIVE 2

**PLACING QUALITY EMPLOYMENT AND EMPLOYEE WORKING CONDITIONS AT THE HEART OF THE SOCIO-ECONOMIC IMPACT OF THE GAMES**

**Commitment 8**

Ensure compliance with international labor standards and in particular “decent work” as defined by the ILO among subcontractors and suppliers

Drafting by Paris 2024 of a social and environmental annex for its contracts (direct contract awardees & Delivery Entities) composed of:

- A section outlining the commitments of the selected company on the 5 pillars of the Responsible Procurement Strategy
- A preamble on compliance with regulations in force (on labor standards, health and safety, ethics and anti-corruption)
- Cooperation with public authorities on SOLIDEO construction sites

**Commitment 9**

Pay particular attention to posted workers to promote their access to information and respect for their rights, particularly through support for employers

- SOLIDEO initiated momentum among all Olympic project owners by deploying an action plan to combat illegal labor
  - Systematic administrative compliance checks on construction sites where SOLIDEO acted as project owner
- When SOLIDEO supervised project owners:
- Awareness-raising of other project owners in conjunction with competent DRIETS services
  - Quarterly reporting of actions taken in this area by project owners
  - Monthly meeting with DRIETS to ensure overall monitoring and discuss topical issues related to labor inspections, among others
- Collaboration between Paris 2024 and DRIETS to anticipate the operational phase of the Games, by identifying the stakeholders involved and potential risks

**Commitment 10**

Support young audiences through professional or apprenticeship pathways to optimize their long-term access to employment

- Use of apprenticeships as a strategic recruitment lever by Paris 2024
  - Promotion of apprenticeships as part of commitments to integration
  - Development of innovative selection methods aimed at eliminating bias: recruitment without CUs, collective simulations
  - Valuing apprentices in applications for fixed-term and permanent contracts with the organizing committee:
  - Mobilization of training and integration stakeholders in the region to find candidates
  - Integration of apprentices into post-Games preparation programs (invitation to conferences and forums with partners)
- 60 apprentices in 2021, 90 in 2022 and 150 in 2023
  - Increasing transformation rate to 60% (vs. 46% end of 2021).

## OBJECTIVES

## OBJECTIVE 3

**FOSTER THE DEVELOPMENT OF SKILLS AND SECURE CAREER PATHS FOR EMPLOYEES AND VOLUNTEERS ENGAGED IN THE ORGANIZATION OF THE GAMES**

## COMMITMENTS

**Commitment 10**

Support young audiences through professional or apprenticeship pathways to optimize their long-term access to employment

- Use of apprenticeships as a strategic recruitment lever by Paris 2024
- Promotion of apprenticeships as part of commitments to integration
- Development of innovative selection methods aimed at eliminating bias: recruitment without CVs, collective simulations
- Valuing apprentices in applications for fixed-term and permanent contracts with the organizing committee:
- Mobilization of training and integration stakeholders in the region to find candidates
- Integration of apprentices into post-Games preparation programs (invitation to conferences and forums with partners)

## INDICATORS

- 60 apprentices in 2021, 90 in 2022 and 150 in 2023
- Increasing transformation rate to 60% (vs. 46% end of 2021).

**Commitment 11**

Support through enhanced training programs the development of skills by professional sector and integration into emerging professions throughout the period of organizing the Games

**Commitment 12**

Valorize the personal commitment of volunteers mobilized through the validation of acquired experience or certification

- Development by Paris 2024, the State, AFDAS, social partners and sponsors of the Organizing Committee of the Open Badge system to allow recognition of the skills implemented by all those participating in the Games, including volunteers
- Implementation of a pilot program, centered around employees and aimed at recognizing inclusive management, has been developed with Sodexo and Carrefour and already endorsed by AGEFIPH and Orange
- Collaboration with Caisse des Dépôts, an Official Partner, is also underway to make the Volunteer badge compatible with the Operational Directory of Professions and Jobs 4.O, in order to be able to include it in the skills passport currently being developed by Caisse des Dépôts

**Commitment 13**

Facilitate professional reclassification of employees who will have worked on organizing the Games

- Raising awareness by Paris 2024 of its commercial partners on the issue of reclassifying its employees
- Organization of a monthly meeting for all employees of the Paris 2024 Organizing Committee (permanent, fixed-term, interns and trainees)
- Negotiation of the social plan (end of 2023) in order to define with the social partners the support system for employees



## OBJECTIVES

## COMMITMENTS

## ACHIEVEMENTS

## INDICATORS

## OBJECTIVE 4

**PROMOTING SPORTS, THROUGH THE ORGANIZATION OF THE GAMES, AS A DRIVER FOR SOCIAL AND SOLIDARITY-BASED ECONOMIC DEVELOPMENT**

**Commitment 14**

Ensure an exemplary reconversion of the Athletes' Village around a program of social housing and innovative urban planning integrated into an ecosystem combining residences and local economic activities in connection with local authorities, after the Games

→ Redevelopment of the Athletes' Village into 117,000 m<sup>2</sup> of business, office and service space and 2,000 m<sup>2</sup> of local shops in Saint-Ouen-sur-Seine and Saint-Denis, as well as 2 office buildings and 1,850 m<sup>2</sup> of offices on Île-Saint-Denis

→ 2,800 housing units to accommodate 6,000 residents, with 25% to 40% social housing depending on the municipality, as well as 6,000 new jobs

**Commitment 15**

Jointly promote with the State, local authorities, the sports movement, and employees' and employers' unions, the development of sports in companies, particularly through a partnership with staff committees

→ "Move More at Work" program of the Paris 2024 "Legacy & Sustainability" strategy. Launch of the #CoFor30 challenge offered to the Organizing Committee's partners.

→ 100,000 employees of the Games' partners made aware

→ State decree allowing companies to be exempted from social security contributions on expenses incurred to encourage their employees' sports practice, up to an annual limit equal to 5% of the monthly social security ceiling multiplied by the company's workforce

**Commitment 16**

Implement international solidarity actions in the field of sports

→ "Impact 2024 - Paris 2024 Athlete Entrepreneurs x AFD" incubator

→ 52 athletes supported from 14 countries in carrying out a social and environmental impact project since 2021.

→ Implementation of an "Impact 2024 International" call for projects to fund and support initiatives that leverage sports for development in Africa

→ 32 projects in Africa

→ €1.4M funding for 45 projects in 19 African countries for 77,000 beneficiaries

→ Participation of Paris 2024 in the "Sport and Decentralized Cooperation" call for projects program with the Ministry of Europe and Foreign Affairs to fund projects led by French local authorities and their foreign partners

→ Funding for 35 projects in 22 countries for €3.5M as part of the "Sport and Decentralized Cooperation" program

## INITIAL EVALUATION ELEMENTS

While it is still too early to fully assess the results and impact of the Social Charter, it is nonetheless possible to take stock of the approach. This evaluation was carried out on the basis of interviews and a working group with members of the Social Charter Monitoring Committee.

### REASONS FOR SATISFACTION TO BE CONFIRMED IN “DELIVERY” FORMAT

The members of the Social Charter Monitoring Committee have almost unanimously welcomed the fact that the Social Charter, due to its very early signing in the Games organization process, allowed a virtuous approach to be initiated in terms of social ambition. From a general point of view, it has enabled the creation of synergies and the bringing together of stakeholders, first and foremost the employee and employer unions, around a common objective of delivering socially responsible Games. This collaborative approach has thus made it possible to implement numerous initiatives and programs in order to uphold the 16 initial commitments made with a view to making the Games “a great collective project and a laboratory for social and economic innovation”. Ultimately and so far, the members of the Social Charter Monitoring Committee have not reported any major disagreements or dissensions. On the contrary, the dynamic initiated around issues related to the Games has demonstrated that collaborative work focused on an objective is possible.

More concretely, the members of the Social Charter Monitoring Committee also expressed their satisfaction with how the preparation phase of the Games went, on different levels.

The overall collaboration developed with SOLIDEO was perceived very positively. The preventive actions put in place, the very precise and regular reporting, and the cooperation with SOLIDEO were thus highlighted as real successes. Several indicators support this feeling:

- A proportionally lower number of workplace accidents on Games construction sites than on comparable non-Games sites;
- Exceeding the objectives in terms of hours of job integration and the amount of contracts from which SMEs and SSE structures were able to benefit;
- The low number of issues dealt with concerning posted workers;
- The effective fight put in place against illegal work;
- The establishment of an inter-site committee for the Athletes’ Village.

More broadly, the members of the Social Charter Monitoring Committee expressed their satisfaction at seeing that the dynamic initiated around the Paris 2024 Games had already borne fruit by extending to other sporting events organized in France, in particular the 2023 Rugby World Cup in France or, with a view to the future, the 2030 Winter Games. The members see this movement as an already concrete legacy of the Paris 2024 Social Charter.

It was also underlined that, while this approach may have initially disrupted project managers, the fact of committing to the objectives of the Social Charter may have led them to question their responsibility towards their subcontractors. However, this will need to be monitored to ensure the sustainability of these positive effects beyond the Games.

All these reasons for satisfaction during the preparation phase of the Games will of course need to be confirmed in the delivery phase, for which the stakes will be multiple. This monitoring will be the subject of a dedicated post-Games evaluation.

### AREAS FOR IMPROVEMENT AND VIGILANCE

Although the assessment of what has been implemented so far is generally positive, the members of the Social Charter Monitoring Committee nevertheless highlighted some points that could have been better addressed, or expressed their vigilance on a number of issues.

First, the role and place of the State in the Social Charter was perceived as an area for future improvement. The State itself is not a signatory to the Charter and has ultimately had little involvement in the work of the Social Charter. This non-engagement of the State explains why meetings with the various ministries concerned with economic and social issues related to the Games were only set up belatedly, or even prompted some controversies when certain political decisions

were made (professional certification for private security; opening stores on Sundays; working hours). One area for improvement would thus be to ensure much greater involvement of the State.

The members of the Monitoring Committee also consider that the issues around private security could have been better addressed. They are thus concerned that the initiatives taken to address the recruitment difficulties in this historically strained sector could lead to a less satisfactory situation. The ambition of using the Games to structure this sector, transform it, and make it more attractive seems to have been missed.

The members of the Monitoring Committee believe that more could have been done to promote “Made in France”. While the Games could obviously not contribute to reviving the French industry on their own, more anticipated collaboration between public authorities and industrialists could have allowed for a higher proportion of products manufactured in France than will ultimately be the case.

While the number of accidents on Games construction sites was proportionally lower than on other sites, the members of the Social Charter Monitoring Committee fear that this may have been achieved by reallocating resources at the level of the Labour Inspectorate. Thus, out of the 431 sections in the Paris region, there would be 124 vacant ones. The members therefore believe that some sections may have been reduced in order to increase those covering the Games. This has led them to stress that it would be necessary for the State to increase its investment in this area.

The members of the Social Charter Monitoring Committee indicated that great vigilance will be required during the delivery phase on many issues, including:

- Respect for weekly rest;
- Compliance with legal provisions relating to working hours for employees during the Games;
- The impact of traffic restrictions in Paris on the economic life of companies. Many issues are still under discussion on this front.

Finally, the social partners stress that while the preparation, organization, and delivery phases are important, the legacy phase is just as important. It is not a matter of “turning off the lights” once the closing ceremony of the Paralympic Games has taken place. The commitments must be pursued throughout the delivery phase, whether by the Paris 2024 Organizing Committee or SOLIDEO. The prospect of the 2030 Winter Games lends particular emphasis to this ambition. Thus, the effectiveness of the Social Charter will have to be considered with this assessment at the end of 2025.

173 THIBAUT Bernard, Dans les coulisses des JO. Mon engagement pour des Jeux socialement exemplaires (“Behind the scenes at the Olympic Games. My commitment to socially exemplary Games”), L’Atelier Editions, 2024.  
174 DAVOUST Jean-François & MARTINACHE Igor, Travaillleur.e.s faites vos Jeux (“Workers, Make Your Games”), Arcan 17 Editions, 2023.



### FOR FURTHER READING

The reader may consult two books written by two members of the Social Charter Monitoring Committee:

The first, written by Bernard Thibault co-Chair of the Social Charter Monitoring Committee<sup>173</sup>

The second written by Jean-François Davoust member of the Social Charter Monitoring Committee<sup>174</sup>

A website is also available [www.comitechertesociale.org](http://www.comitechertesociale.org)

## APPENDIX 9 INDEX OF CORRESPONDENCE WITH GLOBAL REPORTING INITIATIVE (GRI) STANDARDS

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 2 GENERAL DISCLOSURES 2021</b>	<b>1. THE ORGANIZATION AND ITS REPORTING PRACTICES</b>		
	<b>2-1. Organizational details</b>	Foreword	7,
		Section 2.1.2 – Compliance	43,
Section 2.2.4 – Attention to Quality of Life at Work and Social Dialogue		49	
		The headquarters are located in the "Pulse" building at 46 rue Proudhon, 93210 Saint-Denis, France.	
	<b>2-2. Entities included in the organization's sustainability reporting</b>	The only entity included in the sustainability reporting is the Paris 2024 Organising Committee for the Olympic and Paralympic Games.  Paris 2024 does not have audited consolidated financial statements or other financial information filed in a public register, apart from its annual activity reports. Furthermore, there is no difference between the entities included in the sustainability reporting and those included in the annual activity reports.  The Paris 2024 organization is a single entity.	
	<b>2-3. Reporting period, frequency and contact point</b>	By default, the reporting period runs from September 2018 (the year Paris 2024 was created) to April 2024. If this period is different, it is specified, for each disclosure, in the corresponding section of the report.  In accordance with IOC requirements, Paris 2024 must publish 3 Sustainability and Legacy reports.  The first Sustainability and Legacy report was published in August 2021.  With just a few months to go before the Games, this second report details the Organising Committee's achievements to date in integrating sustainability and legacy objectives into decision-making, and thus transforming the Games' professions and symbols.  A third report will be published after the Games.  Lastly, a report dedicated to Paris 2024's legacy will be published 5 years after the Games, in 2029.  The financial reporting is done annually (January – December). The sustainability reports are published according to the IOC calendar.  This report will be published on June 3, 2024.  The contact points for questions regarding the sustainability reporting are Georgina Grenon (Sustainability Director) and Marie Barsacq (Impact & Legacy Executive Director).	

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 2 GENERAL DISCLOSURES 2021</b>	<b>2. ACTIVITIES AND WORKERS</b>		
	<b>2-4. Restatements of information</b>	There are no restatements of information between the present period of reporting and the previous reporting periods. As the reporting period begins in 2018, when the Organising Committee was created, there was no previous reporting period.  During the reporting period, the commitment "Guarantee carbon-neutral Games and support projects that have a positive impact on the climate" taken by Paris 2024 and included in the first sustainability report published in August 2021 (Section 2, page 49) was restated. In line with the ADEME recommendations on the matter ( <a href="https://librairie.ademe.fr/changement-climatique-et-energie/5941-ademe-position-paper-carbon-neutrality.html">https://librairie.ademe.fr/changement-climatique-et-energie/5941-ademe-position-paper-carbon-neutrality.html</a> ), Paris 2024 decided to reformulate this commitment to "Reduce the climate impact [of the Games] and support climate contribution projects".  These changes in terminology have no effect on Paris 2024's environmental and social ambitions.	
		<b>2-5. External assurance</b>	Paris 2024 is working together with two external consulting firms to develop the reporting and the sustainability report.  Paris 2024 is accompanied by an external firm trained in the Bilan Carbone® method, that produces an annual report of the direct and indirect emissions in accordance with an international reference standard - the GHG Protocol - and in line with the IOC's carbon methodology.  At this stage, Paris 2024 has not decided to have the elements presented in this report or a selection of indicators audited by a third-party verifier.
	<b>2-6. Activities, value chain and other business relationships</b>	Section 1.1 – The Paris 2024 Games Section 1.3.3 – A Collective Mobilisation Section 2.3.2 – A Responsible Purchasing Strategy Section 3.1.6 – Economic and Social Inclusion  Paris 2024 annual activity reports <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/annual-reports">https://olympics.com/en/paris-2024/committee/our-responsibilities/annual-reports</a> Paris 2024 Website – Sustainable purchasing <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/sustainable-purchasing">https://olympics.com/en/paris-2024/committee/our-responsibilities/sustainable-purchasing</a> Paris 2024 Website - Partners <a href="https://olympics.com/en/paris-2024/committee/games-stakeholder/partners">https://olympics.com/en/paris-2024/committee/games-stakeholder/partners</a> Paris 2024 did not undergo any significant changes in disclosures 2-6-a, 2-6-b and 2-6-c in between and during the reporting periods.	21, 35, 52, 83

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
GRI 2 GENERAL DISCLOSURES 2021	<b>2-7. Employees</b>	Section 2.2.1 – The Paris 2024 Team Section 2.2.2 – A Team that Mirrors Society	
		Paris 2024 annual activity reports <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/annual-reports">https://olympics.com/en/paris-2024/committee/our-responsibilities/annual-reports</a>	
		For disclosure 2-7-a, the breakdown by gender and region for the total number of employees is omitted.	
		For disclosure 2-7-b, the following information is omitted: - Total number of non-guaranteed hours employees and the breakdown by gender and region - Total number of part-time and full-time employees and a breakdown by gender and region - Total number of temporary employees and the breakdown by gender and region	
		These disclosures are omitted because the information is unavailable.	
		The numbers are reported in headcount and are from December 2023.	
	<b>2-8. Workers who are not employees</b>	Section 2.2.1 – The Paris 2024 Team Section 3.1.6 – Economic and Social Inclusion	
		The numbers are reported in headcount and are from December 2023.	45, 83
		Disclosures 2-8-a and c (total number of workers who are not employees and fluctuations) are omitted because the information is unavailable.	
	<b>3. GOVERNANCE</b>		
	<b>2-9. Governance structure and composition</b>	Section 1.2.1 – The Roles and Responsibilities of the Organising Committee	
		Section 1.2.2 – The Stakeholders Involved in the Organisation of the Games	27, 28,
		Section 2.1.2 – Compliance	43,
		Section 2.3.1 – A Sustainable Management System	51,
		Annexe II – Composition of the Committee for the Ecological Transformation of the Games	197
		Paris 2024 Sustainability report (August 2021) <a href="https://medias.paris2024.org/uploads/2022/01/PARIS-2024-210831-Rapport-Durabilite-et-Heritage-VENG_compressed.pdf">https://medias.paris2024.org/uploads/2022/01/PARIS-2024-210831-Rapport-Durabilite-et-Heritage-VENG_compressed.pdf</a>	
	<b>2-10. Nomination and selection of the highest governance body</b>	Disclosure 2-10 is omitted because of confidentiality constraints.	

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
GRI 2 GENERAL DISCLOSURES 2021	<b>2-11. Chair of the highest governance body</b>	Paris 2024 annual activity reports <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/annual-reports">https://olympics.com/en/paris-2024/committee/our-responsibilities/annual-reports</a>	28, 43
		Section 1.2.2 – The Stakeholders Involved in the Organisation of the Games Section 2.1.2 – Compliance	
	<b>2-12. Role of the highest governance body in overseeing the management of impacts</b>	Section 1.2.1 – The Roles and Responsibilities of the Organising Committee Section 1.2.2 – The Stakeholders Involved in the Organisation of the Games Section 2.3.1 – A Sustainable Management System	
		Paris 2024 Website – The board of directors <a href="https://olympics.com/en/paris-2024/committee/games-stakeholder/board-directors">https://olympics.com/en/paris-2024/committee/games-stakeholder/board-directors</a>	
		The Board of Directors comprises representatives of the French sporting movement (CNOSF, CPSF, Olympic and Paralympic federations, figures from the sporting world etc.), and of the international sporting movement (IOC), representatives of public bodies (Paris City Council, Greater Paris region, Government representatives, SOLIDEO, etc.), and representatives of the civil society (trade union and employer representatives, and other representatives from civil society, the business world and NGOs).	27, 28, 51
		Paris 2024's Board of Directors has approved: - The Sustainability and Legacy Strategy - The Sustainability and Legacy Management System - The Universal Accessibility Strategy - The Climate Strategy - The Responsible Purchasing Strategy - The Food Vision - The Circular Economy Strategy	
		The presidents of the Ecological Transformation Committee of the Games and of the Paris 2024 Social Charter Monitoring Committee are members of the Board of Directors.	
	<b>2-13. Delegation of responsibility for managing impacts</b>	Section 1.2.2 – The Stakeholders Involved in the Organisation of the Games Section 2.3.1 – A Sustainability Management System	
		Paris 2024 Sustainability report (August 2021) <a href="https://medias.paris2024.org/uploads/2022/01/PARIS-2024-210831-Rapport-Durabilite-et-Heritage-VENG_compressed.pdf">https://medias.paris2024.org/uploads/2022/01/PARIS-2024-210831-Rapport-Durabilite-et-Heritage-VENG_compressed.pdf</a> The different directions of the Organising Committee to which are delegated the responsibility of managing impacts, notably the Sustainability and the Impact and Legacy departments, communicate the management of impacts during board meetings and steering committees.	28, 51
	<b>2-14. Role of the highest governance body in sustainability reporting</b>	The Ecological Transformation Committee of the Games and the Paris 2024 Social Charter Monitoring Committee have both participated in the development and approval of the strategies of Paris 2024. Both presidents of these committees are members of the Board of Directors.	

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 2</b> <b>GENERAL DISCLOSURES 2021</b>	<b>2-15. Conflicts of interest</b>	Section 2.1.2 – Compliance  Paris 2024 Website –The Ethics Committee <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee">https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee</a>	43
	<b>2-16. Communication of critical concerns</b>	Section 2.1.2 – Compliance  Paris 2024 Website –The Ethics Committee <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee">https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee</a>  Paris 2024 Website – The Audit Committee <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/audit-committee">https://olympics.com/en/paris-2024/committee/our-responsibilities/audit-committee</a>	43
	<b>2-17. Collective knowledge of the highest governance body</b>	Section 1.2.2 – The Stakeholders Involved in the Organisation of the Games  Paris 2024 Website – The Board of Directors <a href="https://olympics.com/en/paris-2024/committee/games-stakeholder/board-directors">https://olympics.com/en/paris-2024/committee/games-stakeholder/board-directors</a>	28
	<b>2-18. Evaluation of the performance of the highest governance body</b>	Section 2.1.2 – Compliance Section 2.3.1 – A Sustainable Management System Section 2.3.2 – A Responsible Purchasing Strategy  Ethics Committee reports: <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee">https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee</a>  Cour des comptes report (2023): <a href="https://www.ccomptes.fr/sites/default/files/2023-10/20230720-JOP-Paris-2024-complementaire.pdf">https://www.ccomptes.fr/sites/default/files/2023-10/20230720-JOP-Paris-2024-complementaire.pdf</a>  Paris 2024 Website - Government oversight <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/government-oversight">https://olympics.com/en/paris-2024/committee/our-responsibilities/government-oversight</a>	43, 51, 52
	<b>2-19. Remuneration policies</b>	Section 2.1.2 – Compliance  Paris 2024 Website – The Remuneration Committee <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/remuneration-committee">https://olympics.com/en/paris-2024/committee/our-responsibilities/remuneration-committee</a>  Disclosure 2-19-b is omitted because it is not applicable, as the members of the Board of Directors are not remunerated for their participation.	43

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 2</b> <b>GENERAL DISCLOSURES 2021</b>	<b>2-20. Process to determine remuneration</b>	Section 2.1.2 – Compliance  Paris 2024 Website – The Remuneration Committee <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/remuneration-committee">https://olympics.com/en/paris-2024/committee/our-responsibilities/remuneration-committee</a>  Disclosure 2-20-b is omitted because of confidentiality constraints.	43
	<b>2-21. Annual total compensation ratio</b>	Disclosure 2-21 is omitted because of confidentiality constraints.	
	<b>4. STRATEGY, POLICIES AND PRACTICES</b>		
	<b>2-22. Statement on sustainable development strategy</b>	Foreword	7
	<b>2-23. Policy commitments</b>	Section 1.1.2 – Key Figures of the Games' Legacy and Sustainability Strategy Section 1.3.1 – Strong and Shared Ambitions Section 1.3.2 – Landmark Agreements and Initiatives at International and National Levels Section 2.2.3 – Training on Environmental and Social Issues at the Heart of Management Section 3.1.5 – Equality between Men and Women and Fight Against Discrimination Section 3.1.6 – Economic and Social Inclusion Section 3.1.7 – Universal Accessibility  Paris 2024 Website – Human Rights Strategy <a href="https://olympics.com/en/paris-2024/information/human-rights-strategy">https://olympics.com/en/paris-2024/information/human-rights-strategy</a>  The political commitments apply to the entirety of the organization's activities and business relationships.	23, 31, 32, 47, 77, 83, 97
<b>2-24. Embedding policy commitments</b>	Section 2.3.1 – A Sustainable Management System Section 2.3.2 – A Responsible Purchasing Strategy Section 2.1.2 – Compliance Section 2.2.3 - Training on Environmental and Social Issues at the Heart of Management	51, 52, 43, 47	

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 2</b> <b>GENERAL DISCLOSURES 2021</b>	<b>2-25.</b> <b>Processes to remediate negative impacts</b>	Section 2.1.2 – Compliance	
		Section 3.1.5 - Equality between Men and Women and Fight Against Discrimination	
		Section 3.1.1 – The Fight Against Climate Change	
		Paris 2024 Website –The Ethics Committee <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee">https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee</a>	43, 77, 59
<b>2-26.</b> <b>Mechanisms for seeking advice and raising concerns</b>	Section 2.1.2 – Compliance		
	Section 2.2.3 - Training on Environmental and Social Issues at the Heart of Management	43,	
	Section 2.2.4 – Attention to Quality of Life at Work and Social Dialogue	47, 49	
<b>2-27.</b> <b>Compliance with laws and regulations</b>	Paris 2024 reporting system <a href="https://alerte.paris2024.org/entreprises">https://alerte.paris2024.org/entreprises</a>		
	Paris 2024 Website –The Ethics Committee <a href="https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee">https://olympics.com/en/paris-2024/committee/our-responsibilities/ethics-committee</a>		
<b>2-28.</b> <b>Membership associations</b>	This disclosure is incomplete because of confidentiality constraints.		
	Section 1.2.2 – The Stakeholders Involved in the Organisation of the Games	28,	
	Section 1.3.2 – Landmark Agreements and Initiative at the International and National Levels	32,	
	Section 1.3.3 – A Collective Mobilisation	35,	
	Section 3.1.1 – The Fight Against Climate Change	59,	
Section 4.1 – Paris 2024, an Accelerator for the Transformation of Events	157		
<b>5. STAKEHOLDER ENGAGEMENT</b>			
<b>2-29.</b> <b>Approach to stakeholder engagement</b>	Section 2.2.4 – Attention to Quality of Life at Work and Social Dialogue		
	The information disclosed in this section is applicable to all of Paris 2024 employees.	28, 35	

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 2</b> <b>GENERAL DISCLOSURES 2021</b>	<b>2-30.</b> <b>Collective bargaining agreements</b>	Section 2.2.4 – Attention to Quality of Life at Work and Social Dialogue	
		The information disclosed in this section is applicable to all of Paris 2024 employees.	59
<b>GRI 3</b> <b>MATERIAL TOPICS 2021</b>	<b>Material Topics</b>		
	<b>3-1.</b> <b>Process to determine material topics</b>	Appendix III – List of Material Sustainability Issues	199
	<b>3-2.</b> <b>List of material topics</b>	Appendix III – List of Material Sustainability Issues The list of material topics is the following.  1. Expand universal accessibility 2. Reduce the climate impact and support climate contribution projects 3. Protect and regenerate biodiversity 4. Set up a circular economy 5. Bolster environmental resilience 6. Accelerate the ecological transformation 7. Economic and social opportunities 8. Inclusion, equality, solidarity 9. Drive engagement and citizenship 10. Health : Encourage people to move more 11. Boost regional growth and appeal and improve quality of life 12. Promote sport and the values it conveys for education 13. Combat corruption 14. Protection personal data 15. Ensure good working conditions 16. Expand social dialogue 17. Promote fraternity and social cohesion at an international level  Disclosure 3-2-b is omitted because it is not applicable. As the period of reporting begins in 2018, when the Organizing Committee was created, there was no previous reporting period.  During the reporting period, the list was modified: the material topic “Guarantee carbon-neutral Games and support projects that have a positive impact on the climate” was reformulated and replaced by “Reduce the climate impact [of the Games] and support climate contribution projects”, for the reasons cited previously in disclosure 2-4 “Restatements of information”.	199

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>MATERIAL TOPICS</b>			
<b>GRI 3</b> <b>MATERIAL TOPICS 2021</b>	<b>EXPAND UNIVERSAL ACCESSIBILITY</b>		
	<b>3-3. Management of material topics</b>	Section 3.1.7 – Universal accessibility Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	97, 203
<b>GRI 3</b> <b>MATERIAL TOPICS 2021</b>	<b>REDUCE THE CLIMATE IMPACT AND SUPPORT CLIMATE CONTRIBUTION PROJECTS</b>		
	<b>3-3. Management of material topics</b>	Section 3.1.1 – The Fight Against Climate Change Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	59, 203
<b>GRI 305</b> <b>EMISSIONS 2016</b>	<b>305-1</b> Direct (Scope 1) GHG emissions	Section 3.1.1 – The Fight Against Climate Change Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	
	<b>305-2</b> Energy indirect (Scope 2) GHG emissions	Disclosures 305-1-c, d, e, 305-2-c, d, e and 305-3, c, d, e, 305-4, 305-6 and 305-7 are incomplete because the information is unavailable.	
	<b>305-3</b> Other indirect (Scope 3) GHG emissions	Not all information to be disclosed is available to date, because part of the data collecting process will occur during and after the Games. This information will therefore be disclosed in the next sustainability report.	
	<b>305-4</b> GHG emissions intensity		59, 203
	<b>305-5</b> Reduction of GHG emissions		
	<b>305-6</b> Emissions of ozone-depleting substances (ODS)		
	<b>305-7</b> Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions		

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>PROTECT AND REGENERATE BIODIVERSITY</b>			
<b>GRI 3</b> <b>MATERIAL TOPICS 2021</b>	<b>3-3. Management of material topics</b>	Section 3.1.3 – Preserving biodiversity Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	69, 203
<b>GRI 304</b> <b>BIODIVERSITY 2016</b>	<b>304-1</b> Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Section 3.1.3 – Preserving biodiversity Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar Disclosures 304-1, 304-2, 304-3 and 304-4, are incomplete because the information is unavailable. Not all information to be disclosed is available to date, because part of the data collecting process will occur during and after the Games. This information will therefore be disclosed in the next sustainability report.	
	<b>304-2</b> Significant impacts of activities, products and services on biodiversity		69, 203
	<b>304-3</b> Habitats protected or restored		
	<b>304-4</b> IUCN Red List species and national conservation list species with habitats in areas affected by operations		
<b>SET UP A CIRCULAR ECONOMY</b>			
<b>GRI 3</b> <b>MATERIAL TOPICS 2021</b>	<b>3-3. Management of material topics</b>	Section 3.1.2 – Circular Economy Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	65, 203

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 301</b> <b>MATERIALS</b> <b>2016</b>	<b>301-1</b> Materials used by weight or volume	Section 3.1.2 – Circular Economy Section 3.2 – Transforming Professions and Pillars of Games Delivery	<b>65,</b> <b>101,</b> <b>203</b>
	<b>301-2</b> Recycled input materials used	Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar Disclosures 301-1, 301-2, and 301-3 are incomplete because the information is unavailable.	
	<b>301-3</b> Reclaimed products and their packaging materials	Not all information to be disclosed is available to date, because part of the data collecting process will occur during and after the Games. This information will therefore be disclosed in the next sustainability report.	
<b>GRI 3</b> <b>MATERIAL TOPICS 2021</b>	<b>BOLSTER ENVIRONMENTAL RESILIENCE</b>		
	<b>3-3. Management of material topics</b>	Section 3.1.4 – Environmental Resilience	<b>73</b>
<b>GRI 3</b> <b>MATERIAL TOPICS 2021</b>	<b>ACCELERATE THE ECOLOGICAL TRANSFORMATION</b>		
	<b>3-3. Management of material topics</b>	Section 4 – “Keep the Race Going”: A Shared Legacy	<b>153</b>
<b>GRI 3</b> <b>MATERIAL TOPICS 2021</b>	<b>ECONOMIC AND SOCIAL OPPORTUNITIES</b>		
	<b>3-3. Management of material topics</b>	Section 2.3.2 – A Responsible Purchasing Strategy Section 3.1.6 – Economic and Social Inclusion Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	<b>52,</b> <b>83,</b> <b>203</b>

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 201</b> <b>ECONOMIC PERFORMANCE</b>	<b>201-1</b> Direct economic value generated and distributed	Section 3.1.6 – Economic and Social Inclusion Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	<b>83,</b> <b>203</b>
	<b>201-2</b> Financial implications and other risks and opportunities due to climate change	Disclosures 201-2 and 201-3 are incomplete because the information is unavailable.	
	<b>201-3</b> Defined benefit plan obligations and other retirement plans	Not all information to be disclosed is available to date, because part of the data collecting process will occur during and after the Games. This information will therefore be disclosed in the next sustainability report.	
	<b>201-4</b> Financial assistance received from government		
<b>GRI 204</b> <b>PROCUREMENT PRACTICES 2016</b>	<b>204-1</b> Proportion of spending on local suppliers	Section 2.3.2 – A Responsible Purchasing Strategy	<b>52</b>
<b>GRI 404</b> <b>TRAINING AND EDUCATION 2016</b>	<b>404-1</b> Average hours of training per year per employee	Section 2.2.3 – Training on Environmental and Social Issues at the Heart of Management Section 2.2.4 – Attention to Quality of Life at Work and Social Dialogue	<b>47,</b> <b>49</b>
	<b>404-2</b> Programs for upgrading employee skills and transition assistance programs	Disclosures 404-1 and 404-3 are incomplete because the information is unavailable.	
	<b>404-3</b> Percentage of employees receiving regular performance and career development reviews		



GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>INCLUSION, EQUALITY, SOLIDARITY</b>			
GRI 3 MATERIAL TOPICS 2021	<b>3-3. Management of material topics</b>	Section 3.1.5 – Equality between Men and Women and Fight Against Discrimination	77,
		Section 3.1.7 – Universal Accessibility	97
GRI 203 INDIRECT ECONOMIC IMPACTS 2016	<b>203-1</b> Infrastructure investments and services supported	Section 3.2.1 – Temporary Venues and Infrastructure	101,
		Section 3.1.6 – Economic and Social Inclusion	83,
		Section 4 – “Keep the Race Going : A Share Legacy” Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	153, 203
GRI 405 DIVERSITY AND EQUAL OPPORTUNITY	<b>405-1</b> Diversity of governance bodies and employees	Section 2.2.2 – A Team that Mirrors Society	45
		Disclosure 405-2 is incomplete because of confidentiality constraints.	
GRI 405-2 Ratio of basic salary and remuneration of women to men	<b>405-2</b>		
<b>DRIVE ENGAGEMENT AND CITIZENSHIP</b>			
GRI 3 MATERIAL TOPICS 2021	<b>3-3. Management of material topics</b>	Paris 2024 Sustainability report (November 2023) <a href="https://medias.paris2024.org/uploads/2023/12/Executive-Summary-Report-2023-web-1.pdf">https://medias.paris2024.org/uploads/2023/12/Executive-Summary-Report-2023-web-1.pdf</a>	
<b>HEALTH : ENCOURAGE PEOPLE TO MOVE MORE</b>			
GRI 3 MATERIAL TOPICS 2021	<b>3-3. Management of material topics</b>	Paris 2024 Sustainability report (November 2023) <a href="https://medias.paris2024.org/uploads/2023/12/Executive-Summary-Report-2023-web-1.pdf">https://medias.paris2024.org/uploads/2023/12/Executive-Summary-Report-2023-web-1.pdf</a>	

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>BOOST REGIONAL GROWTH AND APPEAL AND IMPROVE QUALITY OF LIFE</b>			
GRI 3 MATERIAL TOPICS 2021	<b>3-3. Management of material topics</b>	Section 3.1.6 – Economic and Social Inclusion	83, 165, 203
		Section 4.2 – Transformation of Territories Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	
GRI 413 LOCAL COMMUNITIES 2016	<b>413-1</b> Operations with local community engagement, impact assessments, and development programs	Section 1.1 – The Paris 2024 Games	21,
		Section 3.1.3 – Preserving Biodiversity	
<b>413-2</b> Operations with significant actual and potential negative impacts on local communities		Section 3.1.6 – Economic and Social Inclusion	69, 83, 183, 203
		Section 4.3 – Cooperation to Strengthen the International Legacy Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	
<b>PROMOTE SPORT AND THE VALUES IT CONVEYS FOR EDUCATION</b>			
GRI 3 MATERIAL TOPICS 2021	<b>3-3. Management of material topics</b>	Paris 2024 Sustainability report (November 2023) <a href="https://medias.paris2024.org/uploads/2023/12/Executive-Summary-Report-2023-web-1.pdf">https://medias.paris2024.org/uploads/2023/12/Executive-Summary-Report-2023-web-1.pdf</a>	
<b>COMBAT CORRUPTION AND PROTECT PERSONAL DATA</b>			
GRI 3 MATERIAL TOPICS 2021	<b>3-3. Management of material topics</b>	Section 2.1.2 – Compliance Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	43, 203
GRI 413 CUSTOMER PRIVACY	<b>418-1</b> Substantiated complaints concerning breaches of customer privacy and losses of customer data	Section 2.1.2 – Compliance Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	43, 203

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>ENSURE GOOD WORKING CONDITIONS AND EXPAND SOCIAL DIALOGUE</b>			
<b>GRI 3 MATERIAL TOPICS 2021</b>	<b>3-3. Management of material topics</b>	Section 2.2.4 - Attention to Quality of Life at Work and Social Dialogue Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	49, 203
	<b>GR 401 EMPLOYMENT 2016</b>	<b>401-1</b> New employee hires and employee turnover  <b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or parttime employees  <b>401-3</b> Parental leave	Section 2.2.1 – The Paris 2024 Team Section 2.2.2 – A Team that Mirrors Society  Disclosures 401-2 and 401-3 are incomplete because the information is unavailable.  45
<b>GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2018</b>	<b>403-1</b> Occupational health and safety management system		
	<b>403-2</b> Hazard identification, risk assessment, and incident investigation		
	<b>403-3</b> Occupational health services		
	<b>403-4</b> Worker participation, consultation, and communication on occupational health and safety	Section 2.2.4 - Une attention portée à la qualité de vie au travail et au dialogue social Annexe V – Indicateurs de durabilité et d’héritage sur l’axe « Livrer des Jeux exemplaires »	49
	<b>403-5</b> Worker training on occupational health and safety	Les éléments d’information 413-1 à 413-10 sont incomplets pour raison d’indisponibilité d’information.	
	<b>403-6</b> Promotion of worker health		
	<b>403-7</b> Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		

GRI Standard	Disclosures	Reference to the report / URL / Comments	Page number
<b>GRI 404 TRAINING AND EDUCATION 2016</b>	<b>403-8</b> Workers covered by an occupational health and safety management system		
	<b>403-9</b> Work-related injuries		
	<b>403-10</b> Work-related ill health		
<b>DÉVELOPPEMENT DES TERRITOIRES ET AMÉLIORATION DE LA QUALITÉ DE VIE</b>			
<b>GRI 404 TRAINING AND EDUCATION 2016</b>	<b>404-1</b> Average hours of training per year per employee	Section 2.2.3 - Training on Environmental and Social Issues at the Heart of Management	
	<b>404-2</b> Programs for upgrading employee skills and transition assistance programs	Disclosures 404-1 and 404-3 are incomplete because the information is unavailable.	47
	<b>404-3</b> Percentage of employees receiving regular performance and career development reviews		
<b>PROMOTE FRATERNITY AND SOCIAL COHESION AT AN INTERNATIONAL LEVEL</b>			
<b>GRI 3 MATERIAL TOPICS 2021</b>	<b>3-3. Management of material topics</b>	Section 4.3 - Cooperation to Strengthen the International Legacy	183
<b>GRI 413 LOCAL COMMUNITIES 2016</b>	<b>413-1</b> Operations with local community engagement, impact assessments, and development programs	Section 1.1 – The Paris 2024 Games Section 3.1.3 – Preserving Biodiversity Section 3.1.6 – Economic and Social Inclusion Section 4.3 – Cooperation to Strengthen the International Legacy Appendix V – Progress update on the main sustainability and legacy commitments under the “Delivering more responsible Games” pillar	21, 69, 83, 183, 203
	<b>413-2</b> Operations with significant actual and potential negative impacts on local communities		



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