

London 2012
April 2012



Summary report
Delivering change

Pre-Games Sustainability Report

Stakeholder summary

During 2011 we surveyed and interviewed a large group of London 2012 stakeholders. Our goal was to prioritise the huge range of London 2012 sustainability issues in the areas in which our stakeholders have most interest.

While this year's complete Sustainability Report covers all of our material sustainability impacts, this summary focuses on the issues that our stakeholders said matter to them the most. We hope that by organising our achievements and challenges under priority issues, they find it easier to navigate the wealth of information about sustainability at the Games.

We are very grateful for the time and energy so many people gave to uncover these priorities during our research.

This summary report is provided by the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) on behalf of the London 2012 Sustainability Group, which comprises senior representatives from the Olympic Delivery Authority (ODA), Government Olympic Executive, Department of the Environment, Food and Rural Affairs (Defra) and Greater London Authority, together with wider representatives such as the Department for Communities and Local Government, London Legacy Development Corporation (formerly Olympic Park Legacy Company), NHS London, British Olympic Association and British Paralympic Association. It covers London 2012's delivery of the whole Olympic and Paralympic programme, with a spotlight on our performance up to April 2012, three months before the Games start.

A truly sustainable Games

The challenge

'Invite 14,700 of the world's finest athletes to compete together, watched by millions of spectators from all around the world in the presence of the world's most demanding media. Locate the whole show in one of the most under-developed areas of your capital city, on some of the most contaminated and derelict land it's possible to find. Undertake to make sure all the buildings and all the infrastructure required, and all the services provided to stage such a jamboree, meet the highest possible sustainability standards. Give yourselves just seven years to marshal all the money needed, employ the best possible staff, procure billions of pounds worth of goods and services and mobilise thousands of volunteers – with sustainability at the heart of the entire operation – and that's the London 2012 Olympic Games and Paralympic Games!'

Jonathon Porritt, Chair of the London 2012 Sustainability Ambassadors

The opportunity

The Games are the most spectacular sporting event in the world. They bring the finest athletes on earth together with hundreds of thousands of people who create the stage for their performances. They shoulder the hopes and dreams of billions of people around the world supporting their favourite sportsmen and women. Our vision is to use this power to inspire lasting sustainable change.

Our ambition is to rejuvenate neglected communities in London, promote healthier and better lifestyles across the UK and beyond, change the way people everywhere perceive disability, and inspire an entire generation to participate in sport. By building the stage and hosting the Games, our construction, catering, hospitality and events companies show the value of incorporating sustainability practices.

This summer the eyes of the world will be on London – we have spent the last seven years working hard to make sure the immediate and lasting impact of the Games is as positive, inclusive and sustainable as possible.

'London 2012's relentless pursuit of sustainability has been part of every bold and challenging decision we have made, in the development of the Olympic Park and the staging of the Games.'

Seb Coe, Chair, LOCOG

Our approach

'In considering sustainability in its full sense, there is rarely an obvious right answer. What I can say with confidence, however, is that sustainability is firmly part of the mix in the decisions we do make. In many respects we are trying to address sustainability in areas that have not been considered before, especially in the context of major events and their supporting industries. It is therefore important that we share the learnings of what has worked well and what has not been so successful.'

Paul Deighton, Chief Executive of LOCOG

Sustainability was a key component of our original London 2012 bid and, in partnership with BioRegional and WWF, we established the concept 'Towards a One Planet Olympics'. These principles have been taken forward in the form of the London 2012 Sustainability Plan, which is structured around five sustainability themes – climate change, waste, biodiversity, inclusion and healthy living. They provide the framework for delivering our truly sustainable Games and have been carefully integrated into our three delivery phases.

2007–2011 Building the stage	2011–2012 Staging the Games	2013 onwards A sustainable and lasting legacy
During this phase, sustainability was incorporated into the design and construction of the Olympic Park, other permanent venues and infrastructure	This phase focuses on preparing for and staging the world's first truly sustainable Olympic and Paralympic Games	The Games must secure an ambitious and sustainable physical, environmental and social legacy for the Olympic Park area and around the UK

Assurance – don't just take our word for it. The Commission for a Sustainable London 2012 is the independent assurance body specifically established to assess the sustainability performance of the London 2012 programme. All their reviews and statements are publicly available.

Our stakeholders' priorities

Since the development of the bid, we have been working with our stakeholders to define and test our approach to sustainability. As we get closer to the Games, we want to know what they care most about.

In 2011, we identified their priority issues through a materiality review process. We consulted representatives from each of our 12 stakeholder groups through an online survey, in-depth interviews and a series of workshops. For more information on the materiality review and how we have applied the outcomes to our reporting and communications, please see 'About this report' in Section 1.6 of our main Pre-Games Sustainability Report.

The issues of most interest to our stakeholders map closely with our themes, but have a slightly different emphasis.

Stakeholder priority issues:

- **Carbon management** to deliver a low-carbon Games
- Delivering a **zero-waste Games**
- Providing **sustainable and accessible transport solutions**
- Using the Games to showcase the **economic benefits of sustainability**
- **Promoting sustainable living** by making sustainability a visible part of the Games
- Ensuring the **Olympic Park legacy** contributes to the regeneration of communities in east London



Olympic Park aerial view looking south through the parklands, December 2011



Flowers in bloom in the parklands area of the Olympic Park looking towards the Olympic Stadium, summer 2011



View of the Velodrome from the parklands area in the Olympic Park, April 2011

Stakeholder priority 1: Carbon management

Our approach

Delivering a 'low carbon' Games was one of our flagship sustainability commitments. In part this was framed by the strategic choices to use existing venues wherever practical, to build new permanent venues only where there was a strong legacy case and, finally, to use temporary structures for all other needs. This approach, coupled with the compact nature of the Olympic Park and commitment to investing in and utilising public transport systems and a new utilities infrastructure, provided a strong foundation for our low carbon plans.

Unlike the average organisation, there is no exact science to predicting the size and scale of the Games. We had precious little information upon which to base an effective and measurable carbon management strategy. To overcome this knowledge gap, we turned to carbon footprinting and developed

a new methodology that gave us a forward-looking, predictive model of our likely carbon emissions, which we called a 'reference footprint'.

When we first started this exercise in late 2007, we inevitably had a limited understanding of the full scale of the project, significant data gaps, or simply poor quality data, which meant we had to make many assumptions. Despite these limitations, we have been able to use the carbon footprinting as a valuable tool, allowing us to prioritise the areas where we are best positioned to avoid and minimise carbon emissions.

As we have progressed, we have been able to refine the original reference footprint (first published in December 2009) and map this against a more accurate reduction scenario based on projected carbon savings from revised operational plans. Without an initial baseline it is hard to claim real



Photovoltaic panels combined with a living roof on the Olympic Park



The field of play at the Copper Box is naturally lit through 88 rooftop light pipes

'London 2012 is the first-ever Summer Olympic and Paralympic Games to map its carbon footprint over the entire project. The Commission for a Sustainable London 2012 commends the groundbreaking work led by LOCOG to define the carbon footprint.'

The Commission for a Sustainable London 2012

reductions, especially as the vast majority of Games-related emissions are still in the future, so the focus has been firmly on avoiding emissions in the first place.

Early on we took a number of key decisions: first, to account for all Games-related emissions covering the seven years from winning the bid to the end of the Games – we have not amortised them over the lifetime of the permanent venues. Second, we have included embodied carbon, not simply direct emissions from energy in use. Third, we defined a hierarchy to minimise the footprint through emission avoidance, reduction, substitution measures and compensation.

We recognise that the final, actual footprint will nevertheless be a substantial figure. We have therefore developed a broad approach to carbon compensation, embracing knowledge transfer, asset disposal, local retrofitting projects, behavioural change initiatives and conventional carbon offsetting. The legacy of these initiatives will be significant but we do not make any claims about being 'carbon neutral' as the measurability and boundary definition of many of these initiatives is imprecise.

Our carbon management highlights

Olympic Park venues: The ODA has successfully completed the construction of the Olympic Park and its venues on time, on budget and to high sustainability standards. Notable amongst these has been the delivery of the Kings Yard Energy Centre and the district heating scheme, which feeds all of the permanent venues and

the Olympic and Paralympic Village. This will reduce the carbon footprint of the Park in legacy by around 30 per cent and help the ODA exceed the target of a 50 per cent reduction in carbon emissions for the built environment by 2013 (representing the post-Games operational carbon footprint of the venues). The ODA Learning Legacy case studies provide full details of how this was achieved.

Temporary structures: For the operation of the Games, we are projecting an actual carbon footprint of 315 ktCO₂e, some 20 per cent lower than the latest reference footprint. There are still many uncertainties around this, especially in relation to venue energy use. The final figures will be reported in detail in our Post-Games Sustainability Report.

The greatest savings have been in the form of embodied carbon from the temporary overlay at venues. Through design modifications and material specifications, we are on track to achieve our target of hiring 85 per cent of overlay commodities (such as tents, cabins, seating, barriers), which also represents a saving of 84ktCO₂e (64 per cent) from that portion of the reference footprint. Additionally, by reducing the planned physical footprint of our venues by 25 per cent against a 2008 baseline, we have removed 90,000 square metres of floor area. This equates to a saving of 15ktCO₂e of embodied carbon.



During the Games the Olympic Park Energy Centre will provide efficient, local cooling and heating

Our challenges

Two aspects of the carbon agenda have proved to be particularly challenging:

Renewable energy

Original plans for a large, 2MW wind turbine were abandoned in 2010. This has left the Olympic Park short of the 20 per cent renewable energy target. Current figures project reaching 11 per cent through a combination of biomass boilers at the on-site Energy Centre, large PV arrays on buildings, and small scale renewables such as photo-voltaic panels and small vertical wind turbines.

After looking at the cost and carbon return on further renewable energy, both on and off the Park, it was clear that the budget would go much further if invested in energy efficiency measures in the local community. A decision was therefore made in 2011 to partner with the Greater London Authority and fund a programme in the Host Boroughs connected to the Olympic Park. The community project will reach 2,800 homes and 12 schools, and has been designed to over-compensate for the shortfall, increasing the final predicted carbon reduction to around 60 per cent.

Venue energy use

Initial projections for Games-time energy use significantly under-estimated the likely demand for power. Following the 2011 test events and more detailed scoping of venue power requirements, we now have a larger but more accurate profile of venue energy use, which equates to a carbon footprint of 86ktCO₂e. A large part of the increase is due to the inclusion of temporary power generation (which was not covered in the first reference footprint) and a better understanding of broadcast requirements. Additionally, the need for mechanical ventilation and cooling systems has grown following the experience of test events, where we had over-economised in areas using large amounts of technology equipment.

This now puts into perspective the scale of the challenge to reach a carbon saving target of 6ktCO₂e from direct energy use (representing 20 per cent of Games-time electricity use on the Olympic Park). An energy conservation plan is being prepared for the Games operational period. This will need to take into account the operational imperatives for ensuring continuous, adequate power supply for critical functions such as field-of-play lighting, sports results, broadcasting and other essential technology dependent services.

From these challenges, London 2012 has managed to find alternative solutions that ultimately are leading to better outcomes in terms of carbon reductions, even if not by the original means envisaged.

Stakeholder priority 2: Zero waste Games

Our approach

London 2012 aims to be the first zero waste to landfill Games. It's that simple.

This is explained in detail in our recently published Zero Waste Games Vision. In addition to delivering a zero waste to landfill Games, our waste plan takes into account two other key factors: demonstrating exemplary resource management practices and promoting long-term behavioural changes to anyone who is touched by the Games.

Our waste plan is designed as a hierarchy. Avoiding waste always comes first. Secondly, we emphasise reuse which is especially important for any short-term project or temporary organisation. Disposal is only considered if every other option in the hierarchy is impossible:

- 1 **Avoidance/prevention** includes designing out waste, maximising product lifetime, hiring rather than buying new, using less hazardous materials.
- 2 **Preparing for re-use** includes checking, cleaning, repairing and refurbishing whole items or spare parts.
- 3 **Recycling** involves turning waste into a new product. This includes composting if it meets quality protocols.
- 4 **Other recovery** includes incineration with energy recovery, gasification and pyrolysis, which produce energy.
- 5 **Disposal** means landfill and incineration without energy recovery.

Our waste highlights

- **Demolition and construction:** The ODA aimed to reuse or recycle 90 per cent of waste in the demolition phase, and actually achieved more than 98 per cent. They also committed to recover, reuse or recycle 90 per cent of waste created through the Olympic Park construction and managed to reach 99 per cent. The process used for the main construction on the Park was developed in conjunction with WRAP and was integrated with design briefs and procurement contracts at an early stage.
- **Designing out waste process:** Waste avoidance is our top priority, which is especially critical in the context of temporary structures. By designing for reuse and recovery of materials, it has been possible to facilitate easy and efficient deconstruction after the Games are over. At previous Games, many temporary structures have been built to bespoke specifications with no after use planned: for London 2012 we have configured designs to enable us to hire modular structures readily available in the market. This helps us avoid waste and minimise our carbon footprint.
- **Colour-coded waste streams:** During the Games, event waste from public areas (primarily food waste and food and drink packaging) will be channelled into three streams: recycling, food and compostable packaging, and non-recyclables. These will be colour coded and complemented by simple and consistent iconography. The colour coding will be matched



The Old Ford Water Recycling Plant on the Olympic Park provides the largest non-potable water supply network in the UK

across food and drink packaging, the waste bins themselves and bin liners. We have required our caterers to source the majority of their packaging from a single supplier of compostable materials, so that we can minimise the risk of contaminating the waste streams with different types of packaging. The system and visual appearance were trialled during the second phase of London Prepares series test events over the winter of 2011–12.

– **Asset disposal programme:** London 2012 is the first Games where the organisers have put in place a comprehensive asset disposal programme. We are looking at potential waste items as a valuable resource. This goes well beyond traditional memorabilia programmes and initiatives to donate items of sport equipment to schools and sports clubs, to understand the potential resale value of equipment, furniture and overlay materials.

– **Zero Waste Events Protocol:** Waste will also occur outside Games venues, for example, in the final approaches to venues, along road event routes, the Torch Relays, and at events and Live Sites across London and the UK. Waste management at open sites like these presents different challenges, so we have developed the Zero Waste Events Protocol as a practical guide for local authorities and other event organisers to understand the issues and implement consistent approaches.

‘The London 2012 zero waste to landfill target is widely considered to be a flagship sustainability commitment and I’m pleased that WRAP is playing a part in helping to deliver this.’

Dr. Liz Goodwin, Chief Executive,
Waste and Resources Action Programme (WRAP)

Our challenges

Because the 90 per cent target for reuse and recycling of demolition materials was combined, only a limited amount of materials were actually reused as opposed to recycled. Although there were some excellent examples of reuse on the Park, such as the Greenway design, it became clear that this combined target favoured recycling. In turn, this led to calls for LOCOG to set reuse targets for our own waste streams. However, the Organising Committee had no benchmark to measure against and our research in the event sector found no reliable data on reuse and recycling of temporary materials in the installation and breakdown phases, and only patchy data concerning operational waste arising from events.

Understanding the true flow of waste materials through an event life cycle at different venues had simply not been looked at before. It was therefore decided to set a stretch target of 90 per cent by weight reuse and

recycling of waste arising from temporary overlay construction and breakdown. This matches the target set by the ODA for permanent construction, but we do not know whether this is achievable in an event context, nor the likely proportion of reuse.

Another major unknown is how well spectators will perform in separating their waste into the correct bins. Considerable effort is being put into the design, look and messaging of our front-of-house waste system in an effort to inform and influence behaviour, but our target to achieve 70 per cent reuse, recycling or composting is way beyond figures normally achieved in major events in this country.

Whatever results are achieved, the learnings from the implementation of our Zero Waste Games Vision will be of huge benefit for future Games and the wider events sector. We will provide a detailed analysis of outcomes in our Post-Games Sustainability Report.



Colour-coded bins being trialled at the Aquatics Centre



Local residents and school children enjoy a picnic in the newly completed wetland bowl, spectator lawns and wet woodlands in the north of the Olympic Park, as part of the first 'Walk in the Park' event, June 2011

Stakeholder priority 3: Sustainable and accessible transport solutions

Our approach

The London 2012 Transport Plan sets out five objectives for the Games:

- 1 Provide safe, secure, inclusive, fast and reliable transport for workers at the Games.
- 2 Provide frequent, reliable, friendly, inclusive, accessible, environmentally-friendly and simple transport for spectators and visitors from around the UK and overseas.
- 3 Leave positive lasting benefits and facilitate the regeneration of east London.
- 4 Keep London and the rest of the UK moving during the Games, making it a positive experience to host the Games.
- 5 Achieve maximum value for money for every pound spent on transport.

Our transport highlights

- **Public transport Games:** London 2012 will be the first true 'public transport Games'. Our commitment is to enable all ticketed spectators to travel to venues using public transport, or by walking or cycling. Ticket holders will be given a Games Travelcard to use on London's public transport within zones 1–9 on the day of their event. Discounted fares have been negotiated with train and national coach operators for travel within the UK. The only car parking available at Games venues will be for Blue Badge holders.
- **Active Travel programme:** This programme will encourage more walking and cycling in the lead-up to, during and after the Games. The aim is to achieve 300,000 spectator journeys via active travel means, and to ensure an additional one

'Never before has an Olympic and Paralympic Games placed such an emphasis on encouraging walking and cycling and ensuring a long-term legacy. For us, the summer of 2012 is just the beginning and we are really excited about what can be achieved.'

Nicola Francis, Manager,
London 2012 Active Travel programme



Mark Foster cycling with children and followed by London 2012 mascots Wenlock and Mandeville on an enhanced cycle scheme in Palatine Road, Hackney

million active travel journeys across London during the Games. The Active Travel programme includes 75 kilometres of walking and cycling routes to the Olympic Park, and the provision of secure, staffed cycle parking for spectators and workforce at every competition venue, including 7,000 spaces at three locations by the Olympic Park. A free 'keep you going' cycle maintenance service proved popular at test events and this will be available at certain venues during the Games.

- **Accessible public transport:** Inclusive transport means helping everyone with their travel to the Games. Accessibility has been integrated throughout all transport planning, demand forecasting, infrastructure improvements and venue transport operations. Access improvement works at over 90 national rail stations will be completed by the time the Games begin, and over 65 London Underground stations will be step-free from street to platform.
- **Low-emission Games Family fleet:** The 4,000 official Games Family vehicles supplied by BMW will be well within the fleet-wide average emissions target of 120gCO₂/km. Over two-thirds of the fleet will also be compliant with the forthcoming Euro 6 standards for nitrogen oxides emissions. While the Games Family fleet is critical for operational purposes, we will be encouraging Games Family members to use public transport and all accredited clients will have free access to London's public transport network during the Games.

- **Sustainable transport legacy:** Significant investment has been made to improve the public transport infrastructure in and around London, which is already delivering an early legacy benefit. Transport infrastructure has only been built where needed, and where it will provide a benefit in legacy, or where it was already planned. Temporary arrangements have been made where there were no obvious legacy benefits to gain from building permanent infrastructure.

Our challenges

Given the large number and wide range of vehicles required for operational purposes, it is no simple task to ensure they are all compliant with our low-emission venue policy. For example, we require approximately 2,000 buses and coaches during the Games to transport athletes, officials and sponsors. From a sustainability point of view, it was crucial to contract companies that could provide the right calibre of vehicles. We required that each vehicle be less than five years old and be a minimum of Euro 4 emission standard. In a market with limited capacity, this represented a significant challenge for the procurement team.

Following a rigorous tender process, we contracted 44 separate bus and coach providers from across the UK, including micro, small, medium and large businesses. Based on the current data, 75 per cent of vehicles



BMW will provide the 4,000 or so vehicles which are required at Games time to transport athletes, technical officials, media, LOCOG operational teams, National Olympic Committees, International Sports Federations, the IOC and marketing partners

will be less than five years old (manufactured since 2007) and over a quarter of the fleet will be Euro 5 standard. However, to achieve the numbers required we have had to contract vehicles from a wider pool, so there are some vehicles from 2001–2006 in the fleet. These already have or will have particulate traps fitted, and are mid-life vehicles that will have undergone a thorough refurbishment just prior to being deployed for London 2012.

A subject of considerable public debate is the Olympic Route Network (ORN). The fundamental purpose of the ORN is to give operational certainty on journey times to and from Games venues by improving traffic flow. We will ensure that the ORN comes into operation just a couple of days before the Games and is taken out as soon as it is no longer required. Around 70 per cent of road traffic in Greater London will be unaffected. Any vehicle, including taxis, can use the vast majority of the ORN. In London, it covers just one per cent of the road network – and only one-third of that is 'Games Lanes'. These are only implemented where more than one lane is available. An additional challenge is presented by the fact that our venues have limited parking capacity.

To overcome this we have limited the number of accredited vehicles and will maximise shared use of vehicles. Our workforce will travel by public transport.

Complementary measures include the ODA's Travel Demand Management programme to target key groups of travellers during the Games, including commuters, visitors to London, businesses and the freight industry. London 2012 and Transport for London are working with businesses to provide them with the tools they need to plan staff travel and deliveries during the Games. Detailed travel information and 'hotspot' maps are available on the Get Ahead of the Games website.

Local area traffic management plans are being developed to manage the requirements of various stakeholders near venues. The Mayor's agreement with utilities providers specifies that only emergency works will take place on the highways during the Games, in order to minimise disruption to traffic flow and associated impacts on sustainability.

Stakeholder priority 4: Economic benefits of sustainability

Our approach

The London 2012 Games is an opportunity to demonstrate that sustainability is both deliverable and cost-effective. As we reach the climax of our programme and people see how all embracing and important sustainability issues have become, the demand now is to prove the business case for sustainability.

This is not a straightforward task, as for much of our programme sustainability has been such an integral part of decision making that it is impractical to unpick the individual elements. What is evident is that by starting with a clear vision and leadership commitment, we have been able to make sustainability part and parcel of how we do business – it is not an afterthought.



An apartment in the Olympic Village

Our sustainability ambitions with respect to the social and economic regeneration of east London were set out in the bid and received full political, cross-party support as well as backing from the business community. To deliver sustainability as a net benefit, we knew our partners must seriously share our commitment. This provided an enabling context but the next critical step was to embed this thinking into our procurement policies and procedures and establish appropriate support structures.

Highlights of economic benefits

- **The Olympic Park has been completed on time, on budget and to high standards of sustainability.** This is real proof that sustainability can be delivered to scale within the context of a hugely challenging programme and fixed budget. Much of this has been achieved through the prism of designing for long-term legacy use and accommodating the Games within that context. Specific examples include:
 - The re-profiling of the river valley to create a large wetland bowl. This not only addressed ecological considerations, but also took more than 4,000 properties out of 1:100 year flood risk.

'London 2012 is on track to have a social, environmental and economic legacy that is second-to-none, despite challenging economic times. Arguably it is these Games that not only set the benchmark for the future, but also put London on show like never before.'

The Commission for a Sustainable London 2012 Legacy Review (March 2012)

- The on-site remediation of heavily contaminated soil, instead of sending it to landfill, saved approximately £68m. The associated reduction in traffic to and from the site led to significant carbon savings and benefited local residents and businesses by avoiding dust, noise, congestion and air pollution.
- The Velodrome is a case where value engineering and sustainability considerations were aligned to produce a lightweight design solution that achieved significant cost savings and improved environmental performance. The choice of a cable-net roof design contributed to bringing the project within budget, with a £1.5m saving over the original steel arch design; it also used about 1,000 tonnes less steel and resulted in embodied carbon savings of over 27 per cent.
- Designing out waste resulted in the ODA making savings of between £3,000 and £3m for different projects, while the reuse of surplus gas pipes for the Stadium roof trusses saved approximately £500,000. Many more examples of cost savings are documented in the learning legacy case studies.
- **CompeteFor:** This is a brokerage service between potential suppliers and buyers throughout the London 2012 supply chain. It is free to use and can be accessed via the London 2012 website. The scheme enables businesses to compete for contract opportunities linked to the London 2012 Games and other major public and private sector buying organisations, such as Transport for London, Crossrail and the Metropolitan Police. By the end of 2011, CompeteFor had achieved the following:
 - 10,200 opportunities have been made available to businesses.
 - 41,600 suppliers from London and more than 153,000 suppliers nationwide have registered on the CompeteFor system.
 - 38 per cent of contracts (approx. £350m in value) awarded to CompeteFor suppliers have gone to London-based businesses, helping sustain London's economy and employment during difficult economic times.
 - Over 40,000 companies across the UK have received business support through Business Link or an equivalent.

- **Skills and employment programmes:** The £14 million GLA 2012 Employment and Skills programme promotes social inclusion, allowing workless Londoners to benefit from the Games by helping them into sustained employment. The programme comprises three projects:
 - **The Host Borough Employment and Skills Project** funds local employment brokerage projects in Barking and Dagenham, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest. The project works with economically inactive residents, helping them access Games-time jobs with LOCOG contractors or other emerging opportunities in east London, and supporting them into sustainable employment afterwards. The project previously provided access to jobs on the Park, including ODA construction jobs.
 - **2012 Employment Legacy** also helps economically inactive people into Games-time jobs and works with them to secure sustainable employment. In this case, the project works across the whole of London and is delivered by national provider Seetec, which has 19 bases across London, including in Croydon, Lewisham and Walthamstow. The project also runs the Westfield Retail Academy.
 - **Construction Employer Accord** works with partner sites and contractors to identify suitable vacancies and prepare economically inactive people to access them. As construction jobs are usually temporary, there is particular emphasis on supporting people into further opportunities. Recognising the particular challenges faced by young people, the projects work with 16–24 year olds.

- Key outcomes of these initiatives have included:
- 44,000 people worked on the construction of the Olympic Park and Olympic and Paralympic Village, with 10 per cent previously workless and 50 per cent coming from London, including 20 per cent from the Host Boroughs.
 - More than 30,000 out-of-work Londoners were assisted into jobs through the Games and the wide variety of job brokerage and skills training initiatives from the London Employment & Skills Taskforce for 2012 and associated activities.
 - 52 per cent of contractors for Games-time roles are from the Host Boroughs. We have specifically targeted these people through 100 dedicated local recruitment events and other support services.
- **Procurement for the Games has made huge investments in the UK economy:** Out of £700 million spent to date, 90 per cent of contracts have been made with UK businesses, of which 70 per cent are SMEs. Two-thirds of our suppliers are based outside of London, representing every single nation and region in the UK. All sponsors, suppliers and licensees are contractually required to comply with the LOCOG Sustainable Sourcing Code.



London 2012 merchandise inside the new shop at Heathrow Airport Terminal 5, March 2011

– **Sponsorship:** Great partners are needed to deliver a great Games. The volume of investment from private companies is testament to the attraction of the London 2012 project. Sponsorship revenue constitutes approximately one-third of the LOCOG budget. This comes not only in the form of cash, but also as goods and services in kind. By the end of 2011, the target of raising £700m in domestic sponsorship had been reached from a total of 54 marketing partners. Sustainability is integral to sponsorship deals, both for managing risk and leveraging the value of commercial partnerships. Many of the marketing partners are also instrumental in delivering sustainability objectives and target areas.

Our challenges

By integrating sustainability fully into the procurement process from the outset, the vast majority of deals have achieved an effective balance of cost and social, ethical and environmental considerations. There are some instances where the sustainable choice does cost more – but by addressing this up front, we have been able to make properly informed choices. Two examples illustrate this:

– **Catering:** We have strived to balance two critical elements of our Food Vision: the need for high environmental and ethical standards in our food sourcing (eg Fairtrade, sustainably sourced fish and Red Tractor Farm Assured produce), while maintaining a strong focus on affordability. The outcome is across-the-board application of our Food Vision benchmark standards by all 12+ of our contract caterers.

– **Particulate filters for temporary generators:**

Conscious of the importance of local air quality and the health and wellbeing of our workforce and local residents, we took the decision to commission the retrofitting of diesel particulate filters to 27 prime running temporary power generators, and our partner Aggreko is providing an additional 20 machines fitted to meet new emissions standards. The filters reduce noise and particulate emissions by over 80 per cent compared with standard machines.



Windsor Castle provides a stunning backdrop to the London 2012 Rowing and Canoe Sprint venue at Eton Dorney

Stakeholder priority 5: Promote sustainable living

Our approach

Anyone who works with the Games knows the impact this global event can have on people's lives. There is a big expectation that London 2012 can inspire people to live more sustainably. We certainly aspire to do so, but we must be realistic about what we can achieve. The Games are fundamentally about sport. If we can reach people who haven't previously been aware of sustainability, then we will have succeeded. Once the Games are over, we will turn to all those that we have touched to continue our work. Whether they are sponsors, Government, the International Olympic Committee, International Paralympic Committee, suppliers or spectators – everyone has a role to play to make the Games a catalyst for lasting change.

We are very proud of the London 2012 sustainability story and know that by sharing what has been achieved, we will inspire others in many ways. We know that there is something for everyone in the choices we have made. The challenge is finding a way of explaining everything that's been achieved in a clear and simple way. We have decided that to reach out to our biggest audience (spectators), the key sustainability touch points will be those directly relating to their experience at the Games: travel, food and waste. For those that want to listen, we will share as much as possible, whether they are a sustainability expert or an Athletics gold medallist. To do this we're embedding our story across all communications at the Games and we aim to reach as many people as possible.

'The Games provide an important opportunity to feel proud of what we've achieved. London and the UK will be on show to billions of people during the Games and this is a precious once-in-a-lifetime opportunity to visibly display our leadership in sustainability issues.'

Jonathon Porritt, Chair of the London 2012 Sustainability Ambassadors

Sustainable Living for London 2012 started with the building programme, which had a very positive approach to the health and well-being of the workers involved. Thousands of people contributed to the design and construction of the venues and facilities on the Olympic Park and beyond. Their health and safety was one of our priorities, and the result of leadership, worker engagement and effective communications has been **the safest and healthiest construction ever seen in the UK**. In one sense, this has helped create a sustainable workforce, able to undertake their jobs without coming to harm, indeed with their health and well-being enhanced.

Highlights of promoting sustainable living

- **Spectator guides:** Instead of the traditional booklet of information covering every venue and sport, London 2012 spectator guides will comprise single fold-out sheets with essential information on the specific venue and sport the ticket holder is attending. This is more cost-effective and avoids a huge amount of waste.
- **In-venue information:** Sustainability messaging will be included in public address announcements, on menu boards at all catering outlets, in retail stores (including on carrier bags) and on the simple and graphic colour-coded waste bins.
- **'Green Games guide' for London 2012 media and visitors:** This short, consumer-friendly guide has practical information on how to take up sustainable behaviours inspired by the Games. The guide covers travel, recycling and energy-efficient actions. The information will also be available on our Games-time website.

- **A workforce trained to deliver a truly sustainable Games:** From the start, we've made sustainability a key feature of workforce training. We know their awareness is key to achieving our goals, and we hope they can help spread the message to the millions of spectators too.
- **Equipping the media with information on sustainability:** Information and resources include key stats and facts, media briefing packs, interviews and guided tours. The media have the power to broadcast the message of a truly sustainable Games, and we want them to be prepared.
- **Helping spectators experience sustainability through our 'Walk in the Park':** Walk in the Park is an exciting trail running through the heart of the Olympic Park. Along the way, spectators will encounter a series of intriguing story stations that reveal hidden stories of how life used to be in the Olympic Park, how it was redeveloped and the creative thinking that went into staging the Games.



Marathon Swimming 10K test event at Hyde Park, London, August 2011



Seb Coe and Eddie Izzard are joined by London 2012 volunteers for orientation training at Wembley Arena

Stakeholder priority 6: Olympic Park legacy

The decision to host the Games in London provides a once-in-a-lifetime opportunity to revive the communities of east London.

Olympic Park legacy plan

The Queen Elizabeth Olympic Park (the name for the Olympic Park after the Games) will open its gates to the public in phases from summer 2013 onwards. The Park will provide a unique and inspiring place for events and leisure activities, be a major centre for sport and culture, include new communities built around family housing with a range of affordability, and be a commercial hub. It will be an exciting new home for business, leisure and life, bringing the best of London together in one place.

The ongoing regeneration and development of the Queen Elizabeth Olympic Park will be overseen by the London Legacy Development Corporation. This new body was established on 1 April 2012 with a mission to promote and deliver physical, social, economic and environmental regeneration on the Park and the surrounding area. The Development Corporation continues the work of the Olympic Park Legacy Company.



The parklands of the future Queen Elizabeth Olympic Park

The sustainability commitments for the Park include:

- All homes on the future Queen Elizabeth Olympic Park will be resource efficient and zero carbon ahead of new Government policy.
- All homes will connect to the Park's existing community heating system.
- All homes on the Park will be water efficient, achieving a usage intensity of 105 litres per person per day (compared to an average of 144 litres per person per day in London).
- New buildings will achieve a 15 per cent reduction in embodied carbon.
- No home will be more than 350m away from a bus stop.
- The Mayor's cycle hire scheme will extend into the Park.
- Recycling facilities will be provided in all public areas.
- The amount of green space will double in legacy, to 102 hectares.
- Educational initiatives and research programmes will be put in place to enable sustainable behaviour to become the norm in and around the Park.
- The public will be encouraged to use open space for sport, physical well-being and leisure activities, as well as social gatherings and cultural events.
- A new food strategy will be implemented to build on the London 2012 Food Vision.

‘Legacy plans are more advanced than in any previous Olympic Host City. London has set the benchmark for using the Games as a catalyst for regeneration.’

Andrew Altman, CEO,
London Legacy Development
Corporation

Olympic Park legacy highlights:

- **Confirmed legacy use for key Games venues:** By January 2012, the future use of six of the eight new permanent venues on the Park was confirmed. New operators were announced for the Aquatics Centre, the Copper Box, the Orbit and the contract for the estates and facilities management of the Park after the Games. The post-Games use of the Velodrome (to become part of the VeloPark) and Eton Manor (to become Lee Valley Hockey and Tennis Centres) had already been confirmed as being operated by the Lee Valley Regional Park Authority.
- **Sustainability vision and policy framework:** This was published in April 2012 with a strong basis of learning from both the ODA and LOCOG, and will provide overarching guidance for the Development Corporation’s sustainability work.
- **Biodiversity and waterways:** After the Games, the full extent of the new legacy parklands will be established, amounting to 102 hectares of accessible green space, of which 45 hectares will be managed for biodiversity. Long-term management plans will ensure biodiversity is properly factored into the remit of the parklands management teams, in accordance with the Olympic Park Biodiversity Action Plan. The Development Corporation and British Waterways have also produced a strategic plan to progress waterways improvements and to promote their active use over the next 20 years. A practical example of this strategy coming to life is the Development Corporation’s funding of the pre-Games Big Waterways Clean Up programme.

Broader legacy opportunities

Outside the Park’s boundaries, London 2012 has been running the successful **Changing Places** programme to create opportunities for local people to get involved in creating cleaner, greener and healthier neighbourhoods. Based on partnership working with a range of organisations such as Groundwork, Thames 21 and the London Wildlife Trust, the programme has already involved over 6,000 people contributing 14,000 volunteer hours. A real community has built up within the programme, with over 25 per cent of participants being repeat volunteers.

One of Changing Places’ most successful projects has been **Transform**, which is coordinated by Groundwork London. Funding was secured to transform up to 50 poor quality under-used sites into thriving local resources such as community growing spaces and new areas for play. Involvement of the community is vital in the planning and delivery of these transformations so they continue to be a real resource for many years to come.

After the Games, some elements of the Changing Places programme will continue to be run by the Development Corporation, as part of its role in maintaining the park and integrating the new communities associated with it. One particularly exciting development is the creation of a **Time Bank** linked directly to the Queen Elizabeth Olympic Park and the surrounding areas. Time banking is a scheme where the community ‘deposits’ time by giving

practical help to others through activities such as help with exercising and developing new skills. Members can then 'withdraw' time in return when they need something.

The use of existing and temporary venues for the Games has presented additional legacy opportunities. In some cases we have made direct interventions to improve legacy or post-Games usage of venues or assets. More than £17m has been invested in bringing our training venues – which comprise a range of schools, universities, sports clubs and leisure centres

across London and throughout the UK – up to world-class standards. We have also increased technological capabilities, capacities and infrastructure at venues particularly in the area of telecommunications.

The Games provide an unrivalled platform to show leadership, transfer knowledge and raise awareness of sustainability issues. Our learnings and understanding of the challenges, especially in areas where we could not achieve our original sustainability objectives, will significantly benefit sustainability practitioners, the events sector, and wider industry.



Lee Valley White Water Centre, one of the permanent legacy venues opened to the public in April 2011, more than a year ahead of the Games

Beyond London 2012

The London 2012 Olympic and Paralympic Games are a historic moment for sustainability. They present a unique opportunity to showcase sustainability on an unprecedented scale and to inspire change across business, industry and individuals.

Millions of people have already played a role in realising our sustainability vision, from construction

companies and corporate partners to visitors and local communities. Our suppliers are changing the way they do business, our partners and sponsors are using their expertise to raise awareness and every visitor will have a role to play in making the Games more sustainable. We invite you, our readers, both to hold us accountable and also play your role in supporting our legacy.



Weymouth and Portland International Regatta 2011, July 2011

London 2012 programme highlights

Since winning the bid in July 2005, we have made sustainability a basis for all our activities. Six major achievements showcase the new standards we've set for sustainability across our programme:

- 1 Olympic Park:** The most sustainable Olympic Stadium ever built was completed on time and budget and to high sustainability standards. The Park itself is the largest new urban parkland in Europe for 150 years. It is already developing a mature landscape, and the cleaned-up and re-profiled river valley is providing both new wildlife habitats and significant flood alleviation – early examples of lasting legacy benefits.
- 2 Carbon management:** London 2012 is the first Summer Olympic and Paralympic Games to measure its carbon footprint over the entire term of the project. By using the footprinting assessment to inform decision-making, we've radically improved our ability to avoid, reduce and substitute the carbon emissions associated with delivering the Games.
- 3 Sustainable transport:** Our commitment to delivering a public transport Games means nine million spectators will experience sustainable events like never before. Our Active Travel programme, launched in October 2011, aims to ensure one million extra walking and cycling journeys are made in London every day of the Games.

- 4 Food Vision:** London 2012 is the first Games to specify stringent sustainability requirements for its catering operations. All our caterers have signed up to the Food Vision standards, and are ready to serve 14 million sustainably sourced meals. Meanwhile, the excellent work of the Food Legacy Group is extending the Food Vision approach to other sectors and organisations beyond the Games.
- 5 Waste:** Our commitment to delivering a zero waste to landfill Games is another first for the Games and has required detailed planning, as set out in our recently published Zero Waste Games Vision. The work of the ODA on construction of the Olympic Park has set a very high bar, achieving 98.5 per cent and 99 per cent rates of reuse and recycling of materials in demolition and construction, respectively.
- 6 Standards:** In 2011, LOCOG became the first Organising Committee to be independently certified to the British Standard 8901: Specification for a Sustainability Management Systems for Events. The standard was inspired by the London 2012 bid and is proof of how deeply sustainability has been embedded into our organisation. ODA Transport and GLA City Operations, as well as several London 2012 venues, have also been certified to BS 8901. Achieving the standard enhances our ability to deliver sustainability across all the areas that matter to our stakeholders.

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