

2023



EUROPEAN SOCIAL CHARTER FOR SPORT EVENTS



ESCSE

EASE
European Association of Sport Employers

Co-funded by the
Erasmus+ Programme
of the European Union



SUMMARY

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INTRODUCTION

The need for social commitment in the organisation of sport events

During major sporting events, the spotlight is on the event itself. Thus, it's essential to seize this opportunity to **share positive values** with the world. Over the last few decades, it is undeniable that **social, environmental and societal issues have become increasingly important**, including within the European sports movement.

It is now widely accepted that hosting a sport event shall not be regarded as only a matter of sports but entail considering all the adverse impacts they might have on the hosting territory and population.

The social impact that this Charter intends to address covers the **effect of the event's organisation on people**. In this regard, people include all those who the organisation of the event impacts, and in particular, the individuals who contribute to the event's organisation: workers and volunteers.

Legacy of Paris 2024 Olympic and Paralympic Games

The Organisational Committee of the Paris 2024 Games was the **first to adopt a Social Charter**. This document was developed in consultation with relevant stakeholders and, most importantly, the social partners. This co-production of the Charter with the representatives of workers and employers has led to the drafting of a document which includes a wide range of social commitments (governance, employment, development of skills, and development of the economy). Furthermore, the implementation of the commitments is monitored by a follow-up committee composed of relevant parties signatories of the Charter.

This Charter is aimed to ensure that the Paris 2024 Games secure good working conditions and leave a positive legacy for workers and volunteers. **The Paris 2024 Charter inspires the idea of drafting a European Social Charter for Sport Events**. It aims to diffuse this type of initiative beyond Paris 2024.

The rationale for acting at the European scale

The will to act on the social impact of sport events at the European scale has emerged from different factors. First, the importance of the **social impact of sport events is increasingly recognised in European Union Member States**.

Secondly, European sport events share similar characteristics with a lot of volunteer engagement and a trajectory of progressive professionalisation of the organisation of these events. The **European Sport Model** includes this will to think of the sporting event with its impact.

Indeed, the European Sport Model sets out the principles of operation and organisation of sport in the European Union. These are based on European values: prevent excessive commercialisation, and follow the principles of solidarity, inclusion, and fair play. The European Sports Model favours organising sport using a pyramid structure, starting at the national level where each sport has its own federation, emphasising solidarity with lower-level sport organisations and encouraging open competitions.

Finally, the European Social Charter for Sport Events fits into the European Commission's objective to promote the topic of good sports governance through programs like ERASMUS+.

The European Commission's support

The project aims to create a **European reference in terms of commitments that promote the social impact of sport events** that can be used in all European Union Member States and on a wide variety of sport events.

In this regard, funding from the European Commission through the **Erasmus+** programme was essential for drafting the European Social Charter for Sport Events. Erasmus+ is the EU's programme for education, training, youth and sport in Europe. It offers opportunities for cooperation, particularly in sport, to enhance and develop the European dimension of sport. The European Social Charter for Sport Events is part of this framework.

The scope of events targeted by the European Social Charter for Sport Events

The European Social Charter for Sport Events targets events that are organised in **European Union Member States**. However, it can be used to inspire a social policy for events happening in other territories.

The European Social Charter for Sport Events targets events that have a **national, European, or international scale**; it can, however, be used as a source of inspiration for smaller-scale events.

The European Social Charter for Sport Events targets **events with workers and those who rely only on volunteers**.

Periodic events can use the European Social Charter for Sport Events. Nevertheless, it has been drafted with events in mind that **do not happen periodically and repeatedly in a given territory**.

The attached recommendations are for events of various sizes and are **adaptable**, as far as possible, to the scale of these events.

The methodology of the European Social Charter for Sport Events

The European Social Charter for Sport Events is primarily addressed to **organisational committees** that want to commit to the social impact of their event or to **right owners of sport events** that want to use it as guidelines or requirements for a candidate bidding for the organisation of their event.

It is composed of general commitments on various issues relevant to the social impact of sport events. The annexes of the Charter include examples of the implementation of commitments for different types of events.

Organisational committees shall use it to build their social policy adapted to their event and commit to it with the relevant stakeholders.

Presentation of the consortium of the European Social Charter for Sport Events

The European Social Charter for Sport Events consortium is composed of 10 partners from 5 countries, including **experts** (Paris 2024, Sport and Citizenship and EASE), **academic partners** (ASSER Institute, Institute for Sport Governance), as well as **sport events organisers** (France 2023, Italian Volleyball Federation, European Federation for Company Sport, Slovenian Olympic Committee and French Federation of Quadball).

Redaction of the Charter

This project began with an **analysis of the social framework for the organisation of sports events in Europe**. This study helped clarify these organisers' needs on a European scale.

It was followed by drafting the **test Social Charter** and its commitments, recommendations for presentation and implementation.

Event organisers then experimented the test Charter to gather feedback from various stakeholders and sporting events and to refine its content. This process resulted in the **final content of the Social Charter**.

Finally, **disseminating the Social Charter** represents a major challenge to give it a significant impact.

DEFINITIONS

Athlete – a natural person, a professional or amateur contestant in the Sport Event.

Charter – European Social Charter for Sport Events (ESCSE).

Major Sport Event (MSE) – ambulatory occasions of a fixed duration that (a) attract a large number of visitors (>.5 million tickets sold), (b) have large mediated reach (>USD .1 billion value of broadcast rights), (c) come with large costs (>USD 1 billion total cost) and (d) have large impacts on the built environment and the population (>USD 1 billion capital investment).

An event is considered a Major Sport Event when one of these thresholds is met.

Sport Event, Event – sport competition in which stakeholders apply the Charter.

This Charter especially apply to events of national reach at minimum.

Volunteer – a person who carries out activities benefiting society, by free will. These activities are undertaken for a non-profit cause, and does not replace paid staff.

Worker – any person who undertakes genuine and effective work for which they are paid under the direction of someone else.

Posted Workers - an employee who is sent by their employer to carry out a service in another EU Member State on a temporary basis, in the context of a contract of services, an intra-group posting or a hiring out through a temporary agency.

Stakeholders - sport governing bodies and relevant public authorities.

Affected and interested parties - including but not limited to social partners, workers, athletes, volunteers, referees, coaches, local community, media, sponsors, and fans.

Organising committee - an entity, legally independent or part of a juridical person, responsible for preparing, organising and delivering a sport event.

Sport governing body - an organisation that governs and administers one or several sports internationally, nationally or locally.

A hypertext link is added to the underlined words to take you directly to the official document providing this definition.

PREAMBLE

The European Social Charter for Sport Events aims to establish and promote the social commitments taken in the organisation of 'THE EVENT*'. It aims at steering the organising committee of 'THE EVENT' in its ambitions to leave a positive social legacy for the people affected by it.

The organising committee of 'THE EVENT' undertakes the following commitments and will implement them through an operational roadmap with concrete objectives, measures, and quantified evaluation indicators. The implementation of these commitments is to be followed by all the stakeholders of 'THE EVENT' that commit to this Charter. This follow-up includes the application of the Guidelines, which follow the commitments. The organising committee ensures that this Charter is respected by its partners and sub-contractors.

* Replace 'THE EVENT' with the event name you are organising.

GOVERNANCE

01 **The organising committee undertakes to set up an inclusive board involving the stakeholders affected by the event.**

A board that reflects the interests of all interested parties, channels all relevant communications and plays at least an advisory role is essential to the success of the commitments of the Charter. After identifying the more relevant decision-making board for the organisation (governing body, ad hoc social committee...), care should be taken to ensure that, if possible, it is inclusive and representative of the diversity of affected stakeholders, especially in terms of gender, age and disability.

02 **The organising committee undertakes to put in place an open consultation process throughout the preparation of the event.**

A permanent, transparent, institutionalised consultation process provides valuable feedback to the organising committee concerning the social impact of the sport event. It ensures that all stakeholders and interested parties are included throughout the organisational process and the implementation of the Charter. It is a crucial step when building the event's legacy.

03 **The organising committee undertakes to ensure the transparency of the governance of the event.**

Establishing transparent event governance helps build confidence and support for the event's organisation by enabling public monitoring.

04 **The organising committee undertakes to report publicly on the commitments of this Charter.**

The publication of detailed information on the actions taken to implement the Charter as part of its operational roadmap (including the collection of public feedback and quantified evaluation indicators) will showcase the impact of the Charter and allow the public to hold the organising committee accountable for its commitment to the Charter.

PEOPLE

05 The organising committee undertakes to prevent all forms of discrimination and ensure equal access to the positions of workers and volunteers.

The prevention of all forms of discrimination is a basic standard that must be respected at all levels of the organisation, with particular attention to the integration of workers and volunteers with disabilities, gender equality in terms of responsibilities and salaries or compensations, and equal treatment of posted workers.

06 The organising committee undertakes to provide workers with good and safe working conditions.

Mandatory and voluntary measures must be taken from the recruitment process and throughout the worker's working period to provide the best possible working conditions, in accordance with the standards of the International Labour Organization (ILO). In this context, the organiser should be particularly aware of the protection of workers, especially regarding their safety and health.

07 The organising committee must provide for the development and enhancement of the skills of its employees.

Organising committees must contribute to securing the career paths of their workers through the provision of training and continuous learning opportunities, as well as through the certification of the skills acquired through the event's organisation.

08 The organising committee undertakes to ensure that the volunteers benefit from their involvement in the event and, as such, undertakes to recognise their participation and acquired skills.

Since European sports events are essentially based on the participation of volunteers, the organiser must develop a working method that is beneficial to them. It must therefore recognise their involvement and the skills acquired to contribute positively to their careers.

09 The organising committee undertakes to ensure correct and fair conditions for the hosting and participation of athletes during the event.

The organiser must host the athletes and allow them to participate in the event in the best possible conditions. The same conditions must be offered to all athletes, without discrimination of gender, age, nationality or disability.

SUSTAINABILITY

10 **The organising committee undertakes to implement a procurement strategy that benefits the local economy.**

Sport events have a significant economic impact on the local community where they occur. As a result, this impact must be considered when examining how to procure the goods and services necessary for the event's organisation and production method. This strategy can help build local support and trust.

11 **The organising committee undertakes to have an equipment and infrastructure management policy.**

Such a policy must be thought out in such a way as to have a beneficial impact on the local community by allowing it to make continuous use of the equipment and infrastructures developed during the preparation of the sport event.

12 **The organising committee undertakes to have a sports legacy strategy.**

Sport being a societal well-being, the organiser of the sport event must develop a strategy promoting the practice of sport and voluntary engagement in the hosting community.

13 **The organising committee undertakes to have an environmental strategy by integrating the environmental impacts of its event into its decision-making.**

The organiser must take measures to reduce its potential negative impacts on the environment. This strategy should be based on the steps 'Avoid, Reduce, Restore, Compensate/Offset'.

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Governance

- 01.** Inclusive board
- 02.** Open process of consultation
- 03.** Transparent governance
- 04.** Public report on the commitments

People

- 05.** Preventing discriminations
- 06.** Good & safe working conditions
- 07.** Employee's training
- 08.** Valuing the volunteers' participation
- 09.** Good conditions of participation for athletes

Sustainability

- 10.** Procurement strategy
- 11.** Equipment & infrastructure management policy
- 12.** Sports legacy strategy
- 13.** Environmental strategy

Further readings

INCLUSIVE BOARD

01

The organising committee undertakes to set up an inclusive board involving the stakeholders affected by the event.

A board that reflects the interests of all interested parties, channels all relevant communications and plays at least an advisory role is essential to the success of the commitments of the Charter. After identifying the more relevant decision-making board for the organisation (governing body, ad hoc social committee...), care should be taken to ensure that, if possible, it is inclusive and representative of the diversity of affected stakeholders, especially in terms of gender, age and disability.

RECOMMENDATIONS:

- 1.** Establish a governing body whose form, character and powers are appropriate to the sport event, subject to provisions of the Charter.
- 2.** The governing body shall have at least an advisory role.
- 3.** The governing body shall include representatives of stakeholders, including but not limited to public local authorities and sport governing bodies.
- 4.** For Major Sport Events, this board should mandatorily include the social partners.
- 5.** Be aware that the composition of the governing body should, as much as possible, represent the diversity of the population.
- 6.** Designate a single point of contact within the governing body for social impact issues.

EXAMPLES OF GOOD IMPLEMENTATION:

- **The Organising Committee for the 2026 Olympic and Paralympic Winter Games** has created an ad-hoc organisation (Milano Cortina 2026 Foundation) gathering different affected and interested parties at international, national, regional, and local levels.
- **The Ultra Trail du Mont Blanc®** (UTMB) has created an Environmental Commission that implements environmental commitments through an affected and interested parties-based approach.

OPEN PROCESS OF CONSULTATION

02

The organising committee undertakes to put in place an open consultation process throughout the preparation of the event.

A permanent, transparent, institutionalised consultation process provides valuable feedback to the organising committee concerning the social impact of the sport event. It ensures that all stakeholders and interested parties are included throughout the organisational process and the implementation of the Charter. It is a crucial step when building the event's legacy.

RECOMMENDATIONS:

- 1.** Ensure transparent and extensive communication channels between affected and interested parties, appropriate to the size and the type of the event.
- 2.** When relevant, organise a public information event on social and economic matters, with a structured follow-up of attendees' feedback.
- 3.** Consult affected stakeholders through appropriate means and set up a digital feedback mechanism available to all interested parties.
- 4.** For Major Sport Events, produce a consultation plan, including consultation rounds with different affected and interested parties.
- 5.** Present the feedback to the executive board of the event for review.

EXAMPLES OF GOOD IMPLEMENTATION:

This consultation process has not yet any good practices identified and will be developed through the European Social Charter for Sport Events project.

TRANSPARENT GOVERNANCE

03

The organising committee undertakes to ensure the transparency of the governance of the event.

Establishing transparent event governance helps build confidence and support for the event's organisation by enabling public monitoring.

RECOMMENDATIONS:

- 1.** Publish all significant decisions related to the event's organisation, including its initial bid.
- 2.** To the extent permitted by applicable legislation, publish the Charter, the composition of the governing board, financial information, annual report and all other relevant documents.
- 3.** For Major Sport Events, publish periodic information on the event's preparation, course, and legacy.

EXAMPLES OF GOOD IMPLEMENTATION:

This example, although not directly related to a sport event, is drawn up by an international sports federation and is, therefore, to be used as a source of inspiration:

- **The World Curling Federation** has built a governance section on its website, including a part dedicated to the publication of the annual accounts, thus making available the major financial information of the organisation.

PUBLIC REPORT ON THE COMMITMENTS

04 The organising committee undertakes to report publicly on the commitments of this Charter.

The publication of detailed information on the actions taken to implement the Charter as part of its operational roadmap (including the collection of public feedback and quantified evaluation indicators) will showcase the impact of the Charter and allow the public to hold the organising committee accountable for its commitment to the Charter.

RECOMMENDATIONS:

1. Produce a summary of the activities related to the implementation of the Charter and publish it on a dedicated and easily accessible webpage. These commitment reports can be integrated into an annual report for events that occur or are organised over several years.
 - 1.1. Provide a detailed report on each of the Charter's commitments.
 - 1.2. Carry out an independent audit on the implementation of activities and compliance with the Charter.
2. Ensure that the reporting documents are published immediately, in line with the Transparency commitment.
3. For Major Sport Events, conduct and publish an impact or legacy assessment after the event.
 - 3.1. For smaller-scale events, however, similar smaller-cost processes can be used to conduct this assessment (e.g. with universities).

EXAMPLES OF GOOD IMPLEMENTATION:

- **An impact study of the FEI Alltech™ 2014 World Equestrian Games in Normandy and the territory project** has been established to analyse the short-term economic, social and environmental impacts and long-term perspectives on the event's legacy. It provides a suitable methodology for carrying out an impact study of a sports event.
- **The future legacy assessment of the European Company Sports Games in June 2023 (Bordeaux), to be carried out by the University of Bordeaux**, requested by the European Federation for Company Sport.
- **The World Games 2022 Quantum Evaluation Report** was produced by an independent structure and covered several categories impacted by the event, including the Economy & Tourism, and Social Impact, Legacy & Sustainability.

EVALUATION INDICATORS

As mentioned in the previous commitment concerning the public report on commitments (n°4), the quantified evaluation indicators mentioned for each commitment are presented in the tables below, accompanied by additional documents.

n°	<i>Indicators</i>
1	<i>Percentages of men and women, disabled people in the board</i>
2	<ul style="list-style-type: none">• <i>Number of different affected and interested parties or representatives involved,</i>• <i>Frequency of consultation,</i>• <i>Diversity of topics addressed in the consultation,</i>• <i>Overall reach of the consultation.</i>
3	<i>Percentages of men and women in the governance,</i> <i>For more information and indicators, see the <u>National Sports Governance Observer 2 - Benchmarking governance in national sports organisations - Report / November 2021.</u></i>

EVALUATION INDICATORS

n°	Indicators
5	<ul style="list-style-type: none"> • Percentages of men and women in volunteers and workers, • Percentages of men and women in higher responsibility positions, • Pay gap, • Percentages of international/posted workers, • Percentages of disabled people, <p>For more information and indicators, see the <u>United Nation - Article 5 - List of illustrative indicators on equality and non-discrimination.</u></p>
6	<ul style="list-style-type: none"> • Number of accidents at work / occupational diseases, • Remuneration compared to average, median, minimum wage and poverty line at the national scale, • Ratio of volunteers to workers, • Salary ratio between different positions. <p>For more information and indicators, see the <u>International Labour Organization - Decent Work Indicators - Concepts and Definitions.</u></p>
7	<ul style="list-style-type: none"> • Percentages of employees that have received certified training. • Number of persons far from employment, • Percentages of employed staff after the event.
8	<ul style="list-style-type: none"> • Percentages of volunteers that have participated in certified training programs, • Diversity of training programs in terms of areas addressed, • Percentages of feedback surveys from volunteers, • Percentages and recognition quality of certifications programs for Major Sport Events.
9	<ul style="list-style-type: none"> • Percentages of athletes hosted, • Number of meals given/provided, • Transportation and duration, • Quality of infrastructure provided, • Ratio medical staff / number of athletes, • Average time for an injured athlete to be treated by medical staff, • Percentages of the budget consacred to athletes, • Gap in prize money, <p>For a concrete example, see <u>The World Games 2022 - Quantum Event Evaluation Report.</u></p>

EVALUATION INDICATORS

n°	Indicators
10	<ul style="list-style-type: none"> • Percentages of local suppliers, • Percentages of local employment, • Percentages of Small and Medium Enterprises (SME), • Suppliers and subcontractors if data is accessible, • Delay of payments of suppliers of goods and services.
11	<ul style="list-style-type: none"> • Percentages of specially built long lasting infrastructure, • Percentages of temporary infrastructure, • Percentages of material and infrastructure passed on for long term use.
12	<p><u>Short term:</u></p> <ul style="list-style-type: none"> • Program developed and disseminated, • Number of participants in such programs, • Percentages of staff involved in the legacy, • Short-term reports, • For Major Sport Events, Economic legacy. <p><u>Long term:</u></p> <ul style="list-style-type: none"> • Long term development of sport, • Increased sporting activity.
13	<p>The benchmark for sustainability indicators is the <u>Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development</u>.</p> <p>Based on these indicators, several institutions have produced documents to measure the sustainability of a sport event.</p> <p>For a concrete application of these indicators, see <u>The World Games 2022 - Quantum Event Evaluation Report</u>.</p> <p>For a detailed plan of eco-responsible commitments by sporting event organisers, see <u>the charter of 15 eco-responsible commitments for sporting event organizers by 2024</u>, produced by the French Ministry of Sport and the WWF (French).</p>

PREVENTING DISCRIMINATIONS

05

The organising committee undertakes to prevent all forms of discrimination and ensure equal access to the positions of workers and volunteers.

The prevention of all forms of discrimination is a basic standard that must be respected at all levels of the organisation, with particular attention to the integration of workers and volunteers with disabilities, gender equality in terms of responsibilities and salaries or compensations, and equal treatment of posted workers.

Definition in the Charter of Fundamental Rights of the European Union: "Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited".

RECOMMENDATIONS:

- 1.** Ensure that there is no discrimination based on gender, sexual orientation, origin, age or disabilities when recruiting workers and volunteers.
 - 1.1.** Introduce a policy to promote diversity in access to work and volunteering.
 - 1.2.** For Mega Events, introduce quotas for all genders and minorities throughout the recruitment process and organisation.
- 2.** Ensure equal access to positions of responsibility regardless of gender, sexual orientation, origin, age and disabilities for workers and volunteers.
 - 2.1.** In the case of paid positions, ensure equal pay for equal responsibilities.
- 3.** If posted workers are engaged in the preparation of the event, ensure equal treatment and opportunities for them.

EXAMPLES OF GOOD IMPLEMENTATION:

- **The Lawn Tennis Association for Britain** has adopted a British Tennis Diversity and Inclusion Policy, which recommends and supports the development of good diversity and inclusion practices in tennis.
- **The Italian Association of Nationale Athletes** (ASSIST) is carrying out the project 'Empowering Women for Sport events in Europe (EWSE)', which aims to have better visibility of sport events, including women and a new and more valuable image of women in sports.

GOOD & SAFE WORKING CONDITIONS

06

The organising committee undertakes to provide workers with good and safe working conditions.

Mandatory and voluntary measures must be taken from the recruitment process and throughout the worker's working period to provide the best possible working conditions, in accordance with the standards of the International Labour Organization (ILO). In this context, the organiser should be particularly aware of the protection of workers, especially regarding their safety and health.

The International Labour Organization standard on decent work: "The ILO has defined a concept of "decent work" that involves promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity, in order to decrease the differences which exist between people's aspirations regarding their work and their current work situations (ILO, 1999)."

Several ILO Conventions protecting workers' rights must be respected. They are available in the 'Further Readings' appendix.

RECOMMENDATIONS:

- 1.** Ensure good working conditions for workers in compliance with national and Community legislation and the ILO Conventions and standards.
 - 1.1.** Include collective bargaining processes into internal processes to ensure good working conditions.
- 2.** As part of the procurement process, ensure that suppliers respect this commitment.
- 3.** Ensure that measures are taken regarding the health and safety of workers during the event, in compliance with national and Community legislation and the ILO Conventions and standards.
 - 3.1.** Event organisers should consider offering the opportunity to exercise physical activity at the workplace.

EXAMPLES OF GOOD IMPLEMENTATION:

· **The Paris 2024 Organising Committee for the Olympic and Paralympic Games** has adopted a Social Charter that seeks to establish a system to ensure a positive impact on the workers preparing the Olympic Games. In addition, in cooperation with the European Federation for Company Sport, they organise muscular warm-up sessions every morning on the construction sites of the Games venues.

: **The France 2023 Rugby World Cup Organising Committee** has set up a Social Charter Monitoring Committee, bringing together the signatory social partners to review the implementation of the commitments and the working conditions of employees.

EMPLOYEE'S TRAINING

07

The organising committee must provide for the development and enhancement of the skills of its employees.

Organising committees must contribute to securing the career paths of their workers through the provision of training and continuous learning opportunities, as well as through the certification of the skills acquired through the event's organisation.

RECOMMENDATIONS:

- 1.** Assess the current labour market needs in terms of employment and skills.
- 2.** Organise certified training programmes for workers, adapted to their role in the event and increasing their employment opportunities afterwards.

EXAMPLES OF GOOD IMPLEMENTATION:

- **The Paris 2024 Organising Committee for the Olympic and Paralympic Games**, with different partners, has assessed employment and skills needs and will provide support through training programs to enhance skills in specific professions and help people move into emerging professions during the Games.
- **The Rugby World Cup 2023** has developed Campus 2023, an Apprenticeship Training Centre that accompanies a new generation of sport, tourism, and event security professionals. It focuses on youth employment during and after the sport events, combining both the impacts on the sport sector and other sectors.

VALUING VOLUNTEERS' PARTICIPATION

08

The organising committee undertakes to ensure that the volunteers benefit from their involvement in the event and, as such, undertakes to recognise their participation and acquired skills.

Since European sports events are essentially based on the participation of volunteers, the organiser must develop a working method that is beneficial to them. It must therefore recognise their involvement and the skills acquired by volunteers to contribute positively to their careers.

RECOMMENDATIONS:

- 1.** Define the skills that volunteers have developed during their participation in the event.
 - 1.1.** As an organising committee, certify the skills used by the volunteers during their involvement.
 - 1.2.** Provide training for volunteers to develop the skills required for their role in the event.
 - 1.3.** Develop training programmes for volunteers to acquire skills that are valued in the labour market, and that will increase their employment opportunities after the event.
- 2.** Ensure good volunteering conditions for volunteers in compliance with national and Community legislation and the European Charter on the Rights and Responsibilities of Volunteers.

EXAMPLES OF GOOD IMPLEMENTATION:

- **The European University Sports Association (EUSA)** has developed a programme to lower the barriers to volunteering by reducing the costs for volunteers in organising the event.
- **The Special Olympics World Games Berlin 2023** has developed a certificate ensuring that the volunteers can promote their experience in the labour market.
- **The European Federation for Company Sport (EFCS)** has drafted job descriptions for the major missions with highlighted skills, which will be given to the volunteers.

GOOD CONDITIONS FOR ATHLETES

09

The organising committee undertakes to ensure correct and fair conditions for the hosting and participation of athletes during the event.

The organiser must host the athletes and allow them to participate in the event in the best possible conditions. The same conditions must be offered to all athletes, without discrimination of gender, age, nationality or disability.

RECOMMENDATIONS:

- 1.** Ensure that athletes have easy access to information regarding all aspects of their participation in the event.
 - 1.1.** Provide athletes with training facilities and player areas.
- 2.** Provide safe and healthy conditions for athletes during the event.
 - 2.1.** Provide athletes with access to medical staff.
- 3.** Provide athletes with the necessary logistical support to participate in the event.
 - 3.1.** Provide athletes with food, accommodation and transportation during the event.
- 4.** Introduce a fair and equal compensation policy for athletes participating in the event.
 - 4.1.** Dedicate a reasonable proportion of the event budget to the remuneration of athletes.
- 5.** In all of the above, ensure equal and fair treatment of all athletes, regardless of gender, age, nationality or disability.

EXAMPLES OF GOOD IMPLEMENTATION:

- In its **Diamond League Meetings Regulation, World Athletics** stipulates the obligation to pay a specific and equal amount for each Meeting discipline.

PROCUREMENT STRATEGY

10

The organising committee undertakes to implement a procurement strategy that benefits the local economy.

Sport events have a significant economic impact on the local community where they occur. As a result, this impact must be considered when examining how to procure the goods and services necessary for the event's organisation, and production method. This strategy can help build local support and trust.

RECOMMENDATIONS:

- 1.** Develop and implement a procurement strategy in compliance with existing legislation.
 - 1.1.** Ensure that the procurement strategy relies as much as possible on local suppliers to benefit the local economy and ensure the event's sustainability.
 - 1.2.** Ensure that the strategy relies as much as possible on suppliers that positively impact the local communities regarding employment and integration.
 - 1.3.** Ensure that the strategy relies as much as possible on suppliers who strive to limit their adverse environmental impacts.

EXAMPLES OF GOOD IMPLEMENTATION:

· **The French Quadball Federation** endeavours, wherever possible, to source food locally when organising sport events.

EQUIPMENT & INFRASTRUCTURE MANAGEMENT POLICY

11 The organising committee undertakes to have an equipment and infrastructure management policy.

Such a policy must be thought out in such a way as to have a beneficial impact on the local community by allowing it to make continuous use of the equipment and infrastructures developed during the preparation of the sport event.

RECOMMENDATIONS:

1. Establish a policy for the management of equipment and infrastructure that aligns with the local community's interest and limits adverse environmental impacts.
2. Use existing local facilities and infrastructures to implement a strategy of environmental optimisation and reuse for the event's needs.
 - 1.1. Ensure that all equipment purchased and produced for the event benefits the local community afterwards.
 - 1.2. Ensure that all construction or renovation of infrastructure for the event is designed not only for the needs of the event but also to meet the needs of the local community after the event.

EXAMPLES OF GOOD IMPLEMENTATION:

- When **the City of Pontedera** renovated the Stadio Ettore Mannucci, they chose to replace the seats with some made with recycled plastic from the local waste management.
- **The Ville of Pau** has built the Stade d'Eaux Vives Parc Aquasports, a white-water stadium, the first of this quality in France and sought to develop the practice of the discipline in the city, the region and France.
- **The Italian Volleyball Federation** is offering the sports equipment used to organise the event to the clubs occupying the Games premises, to ensure that it can be re-used.

SPORTS LEGACY STRATEGY

12

The organising committee undertakes to have a sports legacy strategy.

Sport being a societal well-being, the organiser of the sport event must develop a strategy promoting the practice of sport and voluntary engagement in the hosting community.

RECOMMENDATIONS:

1. Develop a legacy strategy promoting community involvement in sport and associative life based on programmes to promote sport and physical activity throughout the event's lifespan, particularly among young and older people.
 - 1.1. Develop programmes in companies, schools and local structures.
2. Include Athletes in the legacy strategy and its implementation.
3. Ensure that all sports equipment purchased and produced for the event benefits the local community after the event.

EXAMPLES OF GOOD IMPLEMENTATION:

- Following the designation of Paris as host city for the 2024 Games, an **Olympic and Paralympic Week** is organised every year by the Ministry of Education in partnership with the French sports movement.
- **The Italian Volleyball Federation** is offering the sports equipment used to organise the event to the clubs occupying the Games premises, to ensure that it can be re-used.
- **New Zealand's Football** has developed the programme 'Aotearoa United: Legacy Starts (FIFA Women's World Cup 2023 legacy plan)', which sets the vision to ensure that hosting a big sporting event in New Zealand will have an enduring impact on the game and diverse communities.
- **The Tokyo Metropolitan Government** has developed the programme 'Building the legacy Beyond 2020', which aims to promote multipronged initiatives through 3 perspectives, for Tokyo, Japan and the world. It was built around 9 themes and 17 sustainable development goals.

ENVIRONMENTAL STRATEGY

13

The organising committee undertakes to have an environmental strategy by integrating the environmental impacts of its event into its decision-making.

The organiser must take measures to reduce its potential negative impacts on the environment. This strategy should be based on the steps 'Avoid, Reduce, Restore, Compensate/Offset'.

RECOMMENDATIONS:

- 1.** Develop an environmental strategy for the event, including measures aimed at:
 - 1.1.** Reducing the carbon footprint.
 - 1.2.** Ensuring sustainable food supply, transport, and waste management.
 - 1.3.** Preserving natural sites and resources.
- 2.** As part of the procurement process, ensure that suppliers respect this commitment.
- 3.** Consider existing national and international frameworks, recommendations, and regulations.

EXAMPLES OF GOOD IMPLEMENTATION:

- **The Flemish government and the organisers of the 2021 UCI Road World Championships** have developed a Sustainability plan Flanders 2021 cycling, which provides a set of recommendations and 'key learnings' for sport event organisers. For instance, they recommend banning single-use drink containers, using more electric or hybrid vehicles.
- **The UTMB Mont Blanc**, with their Environmental Strategy and Commission, identifies the risks engendered by the event and proposes concrete action to protect the environment. Moreover, the Commission assesses the event and suggests improvements or new ideas to implement. In addition, the organising committee has adopted the charter of 15 eco-responsible commitments for sports event organiser drawn up by the French Ministry of Sport and the WWF.
- **Roland-Garros** tournament implemented an environmental policy, in which they use 100% on the on-site buses that work on electricity, they implemented a monitored bike parking, and the supply of the tournament comes only from renewable energy sources.

FURTHER READING AND DOCUMENTS

You will find below additional readings and documents in order to deepen the topics covered. Hypertext links are available by clicking on the document name.

- 1.** On the involvement of public authorities in the governance of sport events in Norway: Jensen, C. T.. (2020). *Exploiting the spectacular. A study of Danish and Norwegian event stakeholders' interest in international sport events 2010-2020*. [Doctoral thesis]. University of South-Eastern Norway.

- 4.** Council of the European Union. (2016). *Council conclusions on enhancing integrity, transparency and good governance in major sport events*.

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National Sports Governance Observer. (2021). *National Sports Governance Observer 2 - Benchmarking governance in national sports organisations*.

- 5.** *Charter of Fundamental Rights of the European Union*, 26 October 2012. C 326/391.

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FURTHER READING AND DOCUMENTS

6. The French sport employer's organisation (COSMOS). (2018). *Guide de l'employeur organisateur d'évènements sportifs* (guide for employers organising sporting events).

9. Ditchfield, H. (2021, March 8). Prize money in sport - BBC Sport study. *BBC*.

10. International Olympic Committee. (2020). *Procurement of Major international sport-events-related infrastructure and services*.

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13. Directive 2009/28/EC. On the promotion of the use of energy from renewable sources and amending and subsequently repealing Directives 2001/77/EC and 2003/30/EC. European Parliament and the Council of the European Union.

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ABB Formula E - FIA World Championship. (n.d.). *Net Zero Carbon - Formula E - the first sport with certified net zero carbon footprint from inception*.