

## Deliverable 2.2

# Report on the decarbonisation governance assessment



## Authors:

Sant'Anna School of Advanced Studies – Institute of Management (SSSA)

With the contribution of the members of the GAMES Working Group:

The International Biathlon Union (IBU)

The International Floorball Federation (IFF)

The Swedish Floorball Federation (SFF)

World Athletics (WA)

Touchline (TOU)

**Published on:** August 2023

**For any info:** [Tiberio.daddi@santannapisa.it](mailto:Tiberio.daddi@santannapisa.it)

## Table of Contents

1. The GAMES project.....	3
2. Assessing the environmental and decarbonisation governance of sports federations.....	3
3. Method .....	5
4. Overview of the interviews .....	6
5. Environmental governance “gaps” among GAMES partners .....	8
5.1 Strengthening the formalization of environmental management responsibilities, coherently with the sustainability strategy .....	9
5.2 Strengthening employees, personnel, and staff’s environmental management skills.....	10
5.3 Strengthening environmental sustainability requirements in the qualification process of event organisers of licensed competitions .....	10
5.4 Assessing and monitoring environmental management practices implemented during licensed events .....	11
5.5 Integrating environmental and sustainability criteria in the qualification and selection processes of suppliers for goods, products, and services .....	12
5.6 Sponsors and commercial partners’ engagement and sustainability-focused commercial models .....	12
5.7 Sustainability-oriented stakeholder engagement .....	13
6. Recommendations for environmental and decarbonisation governance practices .....	14
Annex - Overview of the interviews’ outputs.....	22
1. Report of the interviews in IFF (International Federation of Floorball) .....	22
2. Report of the interviews in WA (World Athletics) .....	28
3 Report of the interviews in IBU (International Biathlon Federation) .....	34
4. Report of the interviews in SFF (Swedish Floorball Federation) .....	41

## 1. The GAMES project

ERASMUS+ GAMES is an EU-funded project with the objective of raising awareness and promoting the adoption of climate change practices among key actors in the sports industry to enhance the sustainability of sporting events. The project focuses on analyzing climate change governance and management models utilized by international and national sport organizations, specifically in Athletics, Biathlon, and Floorball. The aim is to assist these organizations in creating a Roadmap for the decarbonization of their activities. This involves developing a strategic set of objectives, programs, and a cohesive operational framework to mitigate, neutralize, or offset greenhouse gas (GHG) emissions.

The project addresses the reduction of GHG emissions through strategies and interventions at both the organizational and operational level. To enhance environmental governance within sport organizations and promote an environmental culture, GAMES is also developing training modules to enhance environmental knowledge and awareness among staff and supporters of these organizations. Additionally, GAMES leverages the popularity of sports to conduct environmental awareness initiatives targeting fans and to enhance the environmental communication activities of sports organizations

## 2. Assessing the environmental and decarbonisation governance of sports federations

As part of the GAMES project, Work Package 2 focuses on evaluating the current status of environmental and decarbonization management in participating sports organizations and selected sports events. Specifically, Task 2.2 concentrates on examining how environmental and sustainability efforts by federations are implemented and integrated within the governance mechanisms of sports federations at the organizational level. The objective is to identify any gaps or areas that require improvement, and subsequently develop recommendations.

The identified gaps and recommendations will be discussed among the project partners, and selected recommendations will be implemented by participating organizations as part of Work Package 3. This collaborative approach ensures that the findings and recommendations from the assessment are translated into actionable steps to enhance environmental and decarbonization practices within the sports organizations involved in the project.

Before discussing the governance analysis, it is important to clarify the meaning of environmental governance. First, governance refers to the comprehensive framework of procedures, rules, roles, and responsibilities that facilitate the efficient functioning and achievement of goals within an organization. It involves the decision-making processes and

their implementation within the organization. Effective governance contributes to various objectives, including:

- Defining the vision and mission of the organization.
- Establishing organizational structures and allocating resources.
- Assigning roles and responsibilities to directors and employees in compliance with regulations.
- Shaping decision-making processes and control mechanisms.
- Promoting transparency and accountability towards stakeholders.

In the context of sports organizations, governance plays a pivotal role in guiding them towards sustainability. Environmental governance enables sports organizations to develop procedures, mechanisms, and tools that ensure proper consideration of environmental risks and opportunities in their operations, decision-making, and planning processes. It is essential to have a clear understanding of how environmental issues are factored into decision-making in order to effectively govern the environmental performance of sports events. This is because managing environmental aspects throughout the life cycle of events involves interactions among various entities, including municipalities, organizing committees, partners, and external stakeholders.

How can sports organizations achieve effective environmental governance? First, it involves defining roles and assigning environmental responsibilities within the organization. This can be done by appointing an environmental manager, sustainability officer, or establishing a sustainability committee. The role of these individuals is crucial in monitoring risks, identifying priority environmental issues, and ensuring necessary action is taken. They should also establish relationships with local authorities and relevant stakeholders to facilitate coordination and collaboration. Ensuring that environmental managers or officers possess the necessary competence and knowledge is vital, and regular training should be provided to enhance their expertise. Training plays an integral role in equipping individuals with the necessary skills to fulfil their environmental responsibilities effectively.

In addition to roles and responsibilities, effective environmental governance should consider organizational, strategic, and operational dimensions. The "Plan-Do-Check-Act" (PDCA) method, exemplified by the Deming cycle, is a widely used approach for continuous performance improvement in event sustainability management systems. It involves planning objectives, implementing actions, assessing results, and reviewing the management process for setting new objectives. Environmental governance also entails quantifying environmental improvement efforts and communicating them to external stakeholders through consistent reporting and dialogue. Stakeholder engagement and reporting ensure transparency, accountability, and effective communication with all relevant parties. Engaging stakeholders allows their input and concerns to be considered in decision-making processes.

Furthermore, participation in multi-stakeholder partnerships or sectorial networks for environmental sustainability, such as the United Nations' Sports for Climate Action Framework, can enhance credibility and provide opportunities for knowledge sharing and

innovative solutions in sports. Overall, effective environmental governance in sports organizations involves clear roles and responsibilities, competent personnel, training, strategic planning, stakeholder engagement, reporting, and participation in partnerships or networks for sustainability.

### 3. Method

WP2 “Assessment of the decarbonisation potential of participating sport organisations” is implemented in Phase 1 of the project. This initial phase foresees the assessment of the governance state-of-the-art of the sport federations participating in the project and the identification of the gaps and needs in terms of governance change (Task 2.2 “Assessment of decarbonisation governance of sport organizations”).

In order to do so, SSSA has devised a methodological approach that involves gathering documentary data and conducting interviews with members from various roles and departments within organizations. The initial analysis of documents focused on organizational charts to identify positions and roles associated with the most environmentally significant operations and activities carried out by the organizations. This analysis informed the selection of departments and individuals to be interviewed in the subsequent data collection phase.

Building upon the previously outlined framework of environmental governance in sports organizations, researchers at SSSA have created an interview protocol. The objective of this protocol is to gather information on existing governance mechanisms, procedures, and practices concerning environmental issues in football organizations. The aim is to identify areas that have potential for improvement and to determine governance practices that can be implemented in those areas. The interview protocol comprises seven thematic sections, which are detailed in the table below:

Section	Example of key questions
Mission, strategy & policy;	How are the organization’s mission and strategy defined and updated? Does the organization’s mission refer to environmental responsibility? Does the organization’s strategic plan and objectives relate to environmental sustainability?
Roles, responsibilities & training;	Does the organization have a Sustainability Manager? How are environmental management responsibility duties allocated in the organizational chart?

<p>Procurement &amp; selection of facilities;</p>	<p>Are environmental criteria taken into account in the selection process?</p> <p>Are environmental rules specified in the contract (e.g. use of green products for the cleaning services, etc.)?</p> <p>Are environmental criteria taken into account in the process of selecting sports facilities, training camps and other facilities?</p>
<p>Operational management</p>	<p>How environmental aspects of operations, such as energy consumption, waste, water consumption and emissions (also associated with employees and athletes' mobility, and logistics) are monitored and managed within your main work activities and responsibilities?</p> <p>Have you adopted any procedures or management system for monitoring and managing environmental aspects of operations, such as energy consumption, waste, water consumption and emissions?</p>
<p>Organization of games</p>	<p>Please describe the main procedures or practices adopted by the organization for managing environmental aspects of the following activities during competitions: food and beverage delivery (catering), use of sport equipment, water and energy usage (e.g. lighting etc.), temporary structures and staging (e.g. reception, security, media etc.), waste collection.</p>
<p>External communication</p>	<p>Does the organization's external communication activities usually deal with topics like sustainability, social responsibility and environmental management in football?</p>
<p>Sale &amp; sponsorship</p>	<p>Are sponsorships / partnerships bounded to some specific environmental objectives or criteria?</p> <p>Does the organization implement environmental initiatives or projects with partners / sponsors?</p> <p>Does the organization consider environmental criteria in the selection of partnerships?</p>

The interviews were conducted between December 2022 and June 2023.

## 4. Overview of the interviews

The following interviews have been conducted in the frame of the project WP2, Task 2.2.

### 4.1 Interviews with IFF (International Federation of Floorball)

Interviewee	Role	Date
-------------	------	------

Tero Kalsta	Sales Coordinator	09-12-2022
Jürg Kihm	Communication Manager	22-12-2022
Veli Halonen	Operations Manager	12-01-2023
Sarah Mitchell	Event Manager	12-01-2023
John Liljelund	Secretary General	25-01-2023

#### 4.2 Interviews with WA (World Athletics)

Interviewee	Role	Date
Bob Ramsak	Head of Sustainability	22-02-2023
Jackie Brock Doyle	Executive Director of Communications	09-03-2023
Mark Hurst	Competition Bidding Manager	10-03-2023
Dalton Odendaal	Director of Commercial Partnerships	10-03-2023

#### 4.3 Interviews with IBU (International Biathlon Federation)

Interviewee	Role	Date
Rikka Rakic	Head of Sustainability	04-04-2023
Daniel Boehm	Sport & Event Director	11-04-2023
Max Cobb	CEO	07-06-2023
Franziska Garbe	Strategic communication expert (Infront Sports & Media)*	13-06-2023
Walter Vogel	Managing Director, Marketing agency of German ski federation*	10-07-2023

\*These interviews involve IBU's external partners, with the aim to delve in the topic of sponsorships for sustainability.

#### 4.4 Interviews with SFF (Swedish Floorball Federation)

Interviewee	Role	Date
Anki Kjellberg	Partners & Sales	04-04-2023
Zandra Eriksson	WFC 2024 Communication Officer	04-04-2023
Joakim Lindström	Head of Administration	05-04-2023



Sofia Haglund	Head of HR	05-04-2023
Zandra Eriksson on behalf of Tero Marjamäki*	Head of Communications	05-04-2023

*\*due to unforeseen circumstances, SFF Head of Communication could not take part in the interview, so the questions were answered by Communication team member Zandra Eriksson on his behalf.*

The summary of interviews conducted in participating sports organization is provided in Annex.

## 5. Environmental governance “gaps” among GAMES partners

This section presents the research findings derived from the study conducted among participating sports federations, namely WA, IBU, IFF, and SFF. The aim is to identify key areas for improvement in the environmental governance of these organizations. It should be noted that while these organizations vary in terms of their structure, resources, strategies and previous experiences in environmental and sustainability management, there are common environmental governance needs that have emerged from the interviews conducted across all participating organizations. This indicates that these needs represent shared challenges faced by sports federations across diverse sports sectors.

Before delving into the key needs, it is important to acknowledge that all organizations involved in the study have consistently placed a strong emphasis on environmental sustainability in recent years. These organizations thus demonstrate a significant level of awareness regarding environmental issues in their respective sports sectors and have taken steps to address them. Most organizations have – formally or informally – appointed specific roles and responsibilities related to environmental sustainability within their organizational structures (i.e. sustainability manager) and, in many instances, have adopted comprehensive environmental sustainability strategies.

Despite these considerable efforts, there are still challenges in fully integrating environmental concerns across all aspects of organizational activities. Seven main areas for improvement emerged from the organizational analysis of participating organizations, which are summarized as follows:

1. Strengthening the formalization of environmental management responsibilities across organizational positions, coherently with the sustainability strategy;
2. Strengthening environmental skills of employees, personnel, and staff, both internal and external to the organization;
3. Strengthening environmental, decarbonisation and sustainability requirements in the qualification process of event organisers of licensed competitions;

4. Conducting assessments, monitoring, and evaluations of environmental management practices implemented during licensed events, as well as within the broader scope of organizational activities and facilities;
5. Strengthening the integration of environmental and sustainability criteria in the qualification and selection processes of suppliers for goods, products, and services;
6. Strengthening sponsors and commercial partners' engagement in the federations' sustainability initiatives, also by devising sustainability-focused commercial models;
7. Strengthening sustainability-oriented stakeholder engagement and external communication;

The following paragraphs delve into the above mentioned areas for improvement, discussing how such needs constitute opportunities for sports organizations to foster environmental improvement, and how these could be tackled by the federations, within the frame of the GAMES project and beyond.

### 5.1 Strengthening the formalization of environmental management responsibilities, coherently with the sustainability strategy

Although most participating organizations have appointed a sustainability manager or officer to develop, promote and oversee the implementation of their sustainability strategy, the research has revealed a lack of clear allocation of environmental duties and responsibilities in personnel's job descriptions. This means that, in addition to the supervision provided by the sustainability officers, the management of environmental aspects of operations often relies on the proactive efforts of employees in addressing environmental issues within their work activities. Consequently, several challenges arise, including the absence of systematic process tracking, inadequate procedure development, scarce information collection, limited performance measurement and benchmarking, scarce retention of expertise, and a lack of proper training for personnel and staff in this regard.

The current allocation of environmental responsibilities within the organization does not align with the comprehensive scope of the federations' sustainability strategies, potentially hindering the realization of sustainability objectives. The existing distribution of responsibilities fails to adequately support the organization in achieving its sustainability goals, indicating a gap between strategy and implementation. Reassessing and realigning the allocation of environmental responsibilities is crucial, ensuring that roles and positions are assigned appropriate duties that match the comprehensive nature of the sustainability strategy.

To address this need for improvement, a preliminary mapping exercise can be conducted to identify environmental competences and duties across roles and departments within the organization. This exercise aims to gradually incorporate environmental responsibilities into job descriptions and designate specific duties. Initially, environmental sustainability

guidelines can be developed for the most relevant activities and operations. The identified skills and responsibilities can then be formalized in job descriptions, ensuring that environmental management is fully integrated into the organization's operations. By clearly defining environmental responsibilities and designating specific roles, organizations can establish a solid foundation for effectively managing environmental aspects throughout their operations.

## 5.2 Strengthening employees, personnel, and staff's environmental management skills

Despite a growing environmental awareness among members of participating organizations, there is a lack of training provided to employees, personnel, and staff regarding environmental management issues in the context of sports. During the analysis of governance needs, it was identified that most participating organizations recognize the importance of enhancing employees' skills and competence in sustainability and environmental management to enhance the integration of environmental concerns in daily operations.

It is crucial for participating organizations to address this gap by prioritizing the development of employees' knowledge and expertise in sustainability issues, environmental management and climate change. This can be achieved through training programs that equip personnel with the necessary skills. Additionally, formal awareness-raising campaigns should be implemented to foster a culture of environmental responsibility and encourage environmentally-friendly behaviors among employees, both in office settings and on the field.

## 5.3 Strengthening environmental sustainability requirements in the qualification process of event organisers of licensed competitions

The bidding process for the qualification of event organizers of licensed sports competitions is a critical opportunity to establish expectations and standards for the environmental management of sports events. By integrating robust environmental sustainability demands and evaluation criteria into the bidding process, sports federations can incentivize prospective event organizers to prioritize environmental sustainability as a fundamental aspect of hosting major sporting events. This ensures that sustainability becomes an inherent part of the event's overall concept.

Within the GAMES partners' consortium, sports federations are actively demonstrating their commitment to sustainability by incorporating environmental considerations into the qualification process for event organizers of their licensed sports competitions. This is achieved through the inclusion of sustainability-related requirements in the bidding process and the use of evaluation criteria specifically focused on assessing the environmental aspects of proposed initiatives (see interviews' notes in Annex for further details).

International federations recognize this environmental governance mechanism as a crucial tool for promoting environmental awareness among key stakeholders, such as national federations, and as a promising means to continuously improve the environmental performance of licensed sports competitions. In this view, some international federations are planning to increase the stringency of sustainability requirements in the bidding process, and are also considering to set some specific “binding” requirements concerning sustainability performance of licensed events in the future. However, some federations have observed that, despite the inclusion of these qualification criteria, the quality of proposals has not shown significant improvement in addressing sustainability concerns. This suggests the need to provide training and guidance to bidders on how to effectively address sustainability considerations in their proposals.

#### 5.4 Assessing and monitoring environmental management practices implemented during licensed events

Incorporating sustainability criteria into the bidding process for selecting event organizers of licensed competitions is recognized as a crucial avenue to amplify the importance of environmental sustainability in sports events. However, during the execution of licensed sports competitions, interviewed federations acknowledge that insufficient effort is dedicated to monitoring whether event organizers are effectively implementing the environmental practices outlined during the qualification phase, as well as assessing the overall state of environmental management throughout the events. In other terms, event organisers’ compliance with contractual agreements concerning environmental management during licensed competitions is rarely verified.

According to most federations, the assessment of the environmental performance of licensed competition is often conducted *ex post*, i.e. after closure of the competition: in some instances, event organizers are required to submit a carbon footprint assessment of the competition; in other instances, the federation relies on external consultants to estimate the environmental footprint of a competition. Although retrospective analysis offers valuable insights into the overall environmental performance of competitions, this approach falls short in providing information on the current state-of-the-art management of environmental aspects during licensed events. Consequently, it fails to identify specific “hotspots” and opportunities for improvement in environmental management.

To address this gap, and ensure compliance with sustainability requirements outlined by event organizers within their proposals, federations may conduct audits or on-site visits during events to verify if the specified sustainability requirements are being met by the event organizers. Nevertheless, certain interviewees express challenges in evaluating and overseeing the implementation of environmental management practices during events. These difficulties primarily arise from limited resources and the technical skills of personnel involved. In addition, in some instances, federations complain limited authority over event organisers in case sustainability requirements are not met. Due to such challenges, several

participating federations identify this governance gap as a relevant priority to be addressed in the frame of GAMES project.

### 5.5 Integrating environmental and sustainability criteria in the qualification and selection processes of suppliers for goods, products, and services

The practice of incorporating environmental criteria in the selection of suppliers for products and services, commonly known as "green procurement," is informally embraced within organizations due to the proactive attitude and environmental awareness of its members, on an "ad hoc" basis. However, the formal implementation of green procurement procedures is often hindered by the lack of clear guidelines on how to integrate environmental requirements into contracts and tenders. This absence of guidance acts as a barrier, preventing the systematic adoption of green procurement practices. Additionally, procurement officers face difficulties in understanding environmental certification, labels, statements, and technologies, further impeding the implementation of green procurement measures.

To address these challenges and promote the widespread adoption of green procurement practices also among national federations and event organisers, sports federations can play a crucial role. They can take the initiative to develop and implement comprehensive guidelines that provide a clear and structured process for incorporating environmental requirements into tenders and contracts for products and services. These guidelines would serve as a reference for procurement officers, helping them navigate the complexities of green procurement and ensure consistency in their approach. Furthermore, providing training to procurement officers within participating organizations is essential. This training would focus on enhancing their knowledge and competence in effectively implementing green procurement practices. It would cover topics such as understanding different types of environmental certification, interpreting labels and statements related to environmental performance, and staying updated on emerging technologies and innovations that promote sustainability in the supply chain.

### 5.6 Sponsors and commercial partners' engagement and sustainability-focused commercial models

Sponsorships and partnerships play a critical role in the survival, success, and growth of sport organizations. In this same view, the success of sports federations' sustainability efforts is often contingent upon the resources and opportunities provided by sponsorships and commercial partnerships. Increasingly, sports federations are actively seeking partnerships with environmentally-conscious organizations to collaborate on projects and initiatives related to environmental sustainability. At the same time, businesses are keen to sponsor

sport organizations and clubs known for their sustainability efforts and positive environmental performance.

Fostering sponsors and commercial partners' engagement in sustainability initiatives emerge as a relevant priority for all participating organizations: sustainability-focused partnerships are not only seen as an opportunity to direct resources towards federations' sustainability initiatives, but also as a mean to foster the implementation of sustainability strategies among national federations and event organizers and increase visibility of federations and partners' sustainability efforts. To this aim, participating federations emphasise the need to devise innovative sustainability-focused commercial models able to attract partners' resources towards sustainability-related initiatives: as an example, a commercial model focused on sustainable mobility may require partners to bear the costs of transporting participants to sporting events by means of city public transport, as done for IFF Men's World Floorball Championships held in Zurich, Switzerland, in November 2022 (see the on-site visit report for more information). Additional examples are discussed in the interview with IBU's marketing agency Infront in Annex.

Similar commercial models may allow sports federations to tap into partners' sustainability budgets, in addition to the funds already allocated for sponsorships and partnerships: as noted by interviewees, partners may be available to fund federations' sustainability initiatives when these align with partners' sustainability-related goals. Therefore, sponsorships focused on sustainability provide an opportunity for federations to enhance their partnerships without jeopardizing funds allocated to other operational aspects of events or competitions.

However, sponsorships and partnerships also entail some risks. With growing public awareness of environmental concerns, aligning with companies that have a poor environmental track record can lead to detrimental reputational consequences for an organization. On one hand, sports organizations face increasing pressure to consider the environmental and sustainability performance of their sponsors. On the other hand, they must also prioritize their own reputation in terms of environmental sustainability in order to attract sponsorships. According to the interviews, participating organizations rarely evaluate the environmental sustainability stance of their sponsors (or potential sponsors). When such evaluations are conducted, organizations heavily rely on the knowledge of their marketing officers regarding environmental sustainability issues, along with quick web searches and analysis of sponsors' social media. The absence of tools to monitor and compare sponsors and potential sponsors based on their environmental sustainability stance and performance hinders an accurate decision-making process in selecting sponsors and establishing strategic partnerships. Based on these consideration, the topic of sponsorship and sustainability has been identified by all international federations as a priority governance issues within the frame of GAMES project.

## 5.7 Sustainability-oriented stakeholder engagement

Promoting environmental sustainability within the sports sector necessitates active coordination and collaboration with various external stakeholders: this sector is indeed characterized by fragmented governance structures and a diverse range of actors, both public and private. Enhancing stakeholder engagement capabilities is crucial for sport federations to introduce new sustainability practices, disseminate knowledge, share best practices, and communicate their commitment to various actors in the sector such as supporters, local communities, and policy makers.

According to the interviews, most participating organizations are already engaged in stakeholder engagement initiatives, with a particular focus on social responsibility issues. However, interviewees highlight the need to expand stakeholder engagement efforts specifically related to environmental sustainability. This expansion aims to create opportunities for collaborative initiatives and environmental improvements. Participating organizations express a strong interest in learning how to involve civil society organizations and local communities in their sustainability initiatives, thereby extending the reach and impact of their efforts.

Stakeholder engagement initiatives can take various forms depending on the stakeholders involved and the specific objectives of the engagement process. These initiatives may include advisory boards, discussion tables, co-creation workshops, and other similar approaches. The primary objective is to establish common ground between organizations and their network of stakeholders, fostering collaborative efforts to generate ideas and implement sustainability initiatives in sports. By actively involving stakeholders and fostering collaboration, sports federations can tap into the collective wisdom and expertise of various stakeholders. This approach enables the co-creation of sustainable solutions and ensures a broader and more inclusive approach to environmental sustainability. It also helps organizations strengthen their relationships with stakeholders, build trust, and increase the effectiveness of their sustainability initiatives.

## **6. Recommendations for environmental and decarbonisation governance practices**

This section collects recommendations for improving environmental and decarbonisation governance among participating sports federations. The recommendations have been designed in order to address the major environmental governance “gaps” previously discussed.

As stated, the analysis highlighted “gaps” that constitute common challenges faced by sports federations across diverse sports sectors. Accordingly, various recommendations are addressed to more than one federation participating in the project, as indicated in each box.

## **Recommendation #1**

### **Incorporating environmental responsibilities in light of sustainability strategy**

To improve the formalization of environmental management responsibilities, participating federations have the option to perform a gap analysis to identify any misalignment between the key sustainability objectives and targets outlined in the sustainability strategy and the current roles and responsibilities as depicted in the organizational chart.

By conducting a gap analysis, federations can assess the extent to which the existing organizational structure supports the implementation of sustainability goals. It involves comparing the specific environmental objectives and targets outlined in the sustainability strategy with the roles and responsibilities assigned to different positions within the organization. The analysis aims to identify any gaps or discrepancies between the aspirations of the sustainability strategy and the practical allocation of environmental management responsibilities. It highlights areas where specific roles or functions may be lacking or where there is a need for further clarification or restructuring to ensure effective implementation of sustainability initiatives.

By recognizing and addressing these misalignments, federations can optimize the formalization of environmental management responsibilities. This may involve updating job descriptions, revising organizational charts, or eventually creating new positions dedicated to environmental management. The goal is to create a cohesive and integrated approach that aligns the organization's structure and roles with the sustainability strategy, enabling effective implementation of sustainability objectives.

Ultimately, the gap analysis allows participating federations to identify areas for improvement and take targeted actions to enhance the formalization of environmental management responsibilities. It ensures that the organization has the necessary framework and allocation of responsibilities to effectively address sustainability goals, leading to more impactful and successful environmental initiatives within the sports industry.

**To whom the recommendation is addressed:** SFF, IFF

## **Recommendation #2**

### **Training internal and external personnel on environmental management of sports events**

Sports federations have the opportunity to offer training courses to employees, personnel, and staff both within and outside their organizations. These training initiatives aim to enhance key competencies related to the management of significant environmental aspects of daily operations. Training may cover the following topics:

- environmental strategy and decarbonization roadmap: how to design a coherent environmental strategy and decarbonization roadmap addressing key environmental challenges of the sports sector.
- environmental assessment methodologies: what are and how to implement key environmental footprint assessment methodologies to sports events, such as Life Cycle Assessment (LCA)



and carbon footprint, according to internationally renowned and reliable standards (e.g. PEF and OEF).

- green procurement: how to integrate environmental sustainability criteria in the selection of suppliers of services and products.
- environmental auditing: how to carry out on-site visits and audits for assessing the environmental management performance of sports events.
- environmental communication and reporting: how to communicate about sustainability initiatives in a transparent, reliable and trustworthy way.
- environmental management systems: what are, and how to implement an environmental management system according to noteworthy and internationally recognized standards such as ISO 14001 and EMAS.
- eco-labels and certifications: what are and how to use eco-labels and environmental certifications for products, services and organizations.

External personnel may consist of representatives from national federations, members of event organizing committees, as well as key suppliers and partners. Under the GAMES project, participating organizations' employees and staff will receive training courses facilitated by SSSA, as part of WP4.

**To whom the recommendation is addressed:** SFF, IFF, IBU, WA

### **Recommendation #3**

#### **Developing climate change environmental sustainability demands in the bidding process**

Sports federations have the opportunity to bolster environmental sustainability and climate change mitigation demands during the bidding process for selecting event organizers of international championships. By doing so, they can ensure that sustainability plays a more central role in the conceptualization of licensed championships. In addition to incorporating sustainability demands, federations can also enhance the inclusion of environmental aspects within the risk assessment criteria when evaluating potential candidates.

By strengthening environmental sustainability demands during the bidding process, sports federations send a clear message about the importance of sustainability in sports events. This encourages event organizers to prioritize environmental considerations from the very beginning, aligning with the federation's sustainability strategy, as well as with global efforts to address climate change and promote sustainable practices. It also demonstrates a commitment by sports federations to play an active role in fostering sustainability within their respective sports. Furthermore, reinforcing environmental aspects in the risk assessment criteria for selecting event organizers allows federations to proactively evaluate the environmental preparedness and commitment of candidates. This ensures that only those organizers who demonstrate a genuine understanding and willingness to prioritize environmental sustainability are selected to host prestigious international championships. It also creates an incentive for event organizers to continuously improve their environmental practices and initiatives.

By integrating environmental sustainability demands and criteria throughout the bidding and evaluation processes, sports federations can drive positive change and set higher standards for the hosting of international championships. This approach not only contributes to mitigating the environmental impact of sports events but also inspires and educates a broader audience about the importance of sustainability in the world of sports.

To support bidders in enhancing sustainability concepts in their proposals, sports federations may also develop comprehensive guidelines that outline the specific environmental criteria and expectations for event organizers. These guidelines can cover areas such as waste management, energy efficiency, water conservation, biodiversity protection, and community engagement. Clear and transparent evaluation criteria utilized in the evaluation of sustainability aspects of proposals should be established and communicated in order to facilitate event organizers in enhancing the quality of proposals.

Given the common interest in this topic across all international federations in GAMES, and given that “good practices” are already adopted, it is advisable to adopt a collaborative approach to this improvement area. It is recommended to embrace a collaborative approach in this area of improvement. This will facilitate the exchange of knowledge, strategies, and best practices, thereby promoting mutual learning and advancement.

**To whom the recommendation is addressed:** IFF, IBU, WA

#### **Recommendation #4**

##### **Devising a sustainability guideline / handbook for event organizers**

Once event organizers for licensed competitions have been qualified, sports federations have a responsibility to assist them in incorporating sustainability considerations into the planning and implementation of their events. This entails providing guidance and directives to event organizers on the most suitable environmental management practices to adopt during licensed events. Key environmental aspects, including greenhouse gas (GHG) emissions, waste management, energy and water consumption, and mobility, should be particularly emphasized.

In order to achieve this objective, sports federations may develop a sustainability guideline specifically tailored for event organizers. This guideline can offer comprehensive instructions and recommendations on how to integrate sustainability principles into event planning, execution, and evaluation. Alternatively, the federation may choose to integrate a dedicated sustainability section within existing handbooks for event organizers, ensuring that sustainability considerations become an integral part of their operations. By offering guidance and directives through a sustainability guideline or handbook section, sports federations can establish clear expectations for event organizers regarding sustainable practices. This enables event organizers to prioritize and address key environmental aspects effectively, resulting in reduced environmental impacts and enhanced sustainability performance throughout the event lifecycle. Additionally, it promotes consistency and aligns the efforts of event organizers with the broader sustainability goals and objectives set forth by the sports federation.

The provision of sustainability guidelines or handbook sections underscores the commitment of sports federations to advancing sustainability within their events. It empowers event organizers with the necessary knowledge and tools to navigate the complexities of sustainability, facilitating

the implementation of environmentally responsible practices. Through these initiatives, sports federations can play a vital role in driving positive change and fostering a culture of sustainability within the sports industry.

**To whom the recommendation is addressed:** IFF

### **Recommendation #5**

#### **Developing a protocol for environmental auditing (on-site visits) of licensed championships**

Sports federations' ability to monitor and assess the implementation of environmental management practices could be enhanced by devising and adopting a protocol for the environmental auditing of sports events. The protocol may provide instructions to guide federations' personnel in conducting on-site visits during sports events with the aim of assessing key environmental performance aspects, as well as monitoring and documenting what practices or procedures are implemented in order to mitigate and manage such aspects. To this aim, the protocol may comprise the following sections:

- Accommodation for staff and athletes
- Mobility
- Use of materials
- Branding and merchandising materials
- Infrastructures
- Water management
- Energy management
- Food and beverages
- Waste management
- Biodiversity and natural capital

Drawing on internationally-recognized guidelines for environmental and quality audits (such as ISO 14011:1996 Guidelines for environmental auditing and ISO 19011:2011), the protocol may contain practical information and tips on how to conduct an effective on-site visits, and how to prepare an informative report of the visit. The protocol may also be customizable to incorporate specific requirements associated with each licensed events, in order to assess compliance with sustainability requirements outlined by event organizers within their proposals and thus integrated in contractual agreements.

The protocol may thus complement federations' existing sustainability standard systems as a support tool in evaluation of events.

**To whom the recommendation is addressed:** IFF, IBU, WA

### **Recommendation #6**

## **Adopting guidelines / internal procedures on green purchasing**

This recommendation targets the need to enhance the incorporation of environmental criteria in the selection and qualification process of suppliers providing goods, products, and services. This may be achieved through the development and adoption of a concise green purchasing guideline. The guideline may enhance clarity on the different environmental certifications available in the market, as well as providing practical tips on how to integrate environmental criteria into tenders and contracts.

The guideline may introduce fundamental concepts and methodologies related to green procurement, both in the private and public sectors. It will examine existing national and EU policies and draw insights from the research conducted by SSSA researchers, sharing valuable "lessons learned" from their experiences. Subsequently, practical applications of green criteria in contracts and tenders for common types of products and services will be discussed. This will help participants identify suitable environmental criteria or requirements for their procurement processes.

Additionally, the guideline will raise participants' awareness and understanding of prevalent environmental standards, certifications, and labels for products and organizations. This segment aims to emphasize the implications of such tools for the activities of federations, including organizing sporting events, procurement practices, partnerships, and communication strategies.

**To whom the recommendation is addressed:** SFF, IFF, IBU, WA

## **Recommendation #7**

### **Sponsorship for sustainability commercial model**

Federations have the opportunity to create commercial models that encourage commercial partners to actively participate in promoting sustainability initiatives. These innovative models should aim to attract resources from partners' sustainability budgets, in addition to the funds already allocated for sponsorships and partnerships. According to interviews conducted, partners may be willing to fund the sustainability initiatives of federations if they align with the partners' own sustainability goals. Thus, sponsorships that focus on sustainability offer federations a chance to strengthen their partnerships without compromising funds earmarked for other operational aspects of events or competitions.

This approach allows for a collaborative effort in driving sustainability initiatives forward, leveraging the shared interests and commitments of both the federation and the partner. It also enables partners to actively contribute to the advancement of sustainability within the sports industry while strengthening their association with the federation.

In this perspective, federations have the opportunity to offer a platform for partners to showcase their sustainability endeavors to a wider audience of sports enthusiasts. By providing such a platform, partners can enjoy increased exposure for their commitment to sustainability, resulting in enhanced reputation and recognition. An exemplary illustration of this approach is the "Forever Green" platform initiated by the Real Betis Balompie Foundation, an organization associated with the Real Betis football club in Spain. This platform serves as an inclusive space for partners who wish to demonstrate their ongoing efforts for the future of the planet. The "Forever Green" platform,

established by the Real Betis Foundation, utilizes the immense popularity of football as a means to highlight the sustainability initiatives undertaken by clubs' partners. It goes beyond the boundaries of football to engage partners in collaborative sustainability initiatives that extend to the broader football world and beyond. Through this platform, partners can leverage the influential power of the world's most popular sport to promote their sustainability actions, ultimately fostering a positive impact on both the environment and society. By providing partners with a dedicated platform, federations not only facilitate their partners' visibility but also encourage the sharing of best practices and the cultivation of collective sustainability efforts. This approach allows partners to align themselves with the federation's mission while effectively engaging with a passionate community of sports enthusiasts who are increasingly interested in sustainability and environmental responsibility. More information about Forever Green are accessible on the website: <https://forevergreen.es/>

These sustainability-focused commercial models provide a win-win situation for both federations and commercial partners. Federations can secure additional financial support for their sustainability efforts without compromising other essential areas, while partners can align their sustainability goals with meaningful actions and gain increased visibility and recognition through their association with the federation.

**To whom the recommendation is addressed:** SFF, IFF, IBU, WA

### **Recommendation #8**

#### **Policy on sponsorship for sustainability: developing environmental sustainability criteria for aiding selection of commercial partnerships**

In order to mitigate the potential negative consequences on reputation resulting from partnering with companies that have a poor environmental track record, as well as to avoid partnering with companies that do not align with the federation's sustainability strategy, it is advisable for the federation to develop and implement a partnership policy that incorporates environmental sustainability criteria.

The policy can involve the integration of environmental indicators or criteria into the profiling and mapping of potential sponsors and partners. This would assist organizations in selecting suitable sponsorships. To support this process, SSSA researchers can aid federations in identifying and compiling relevant environmental indicators to supplement existing partner mapping efforts. These indicators will serve as a measure of partners' environmental risks and responsibility. Possible indicators may encompass factors such as the economic sector, adoption of certifications or management systems, involvement in sustainability reporting initiatives, sustainability ratings, and participation in sustainability projects and initiatives.

Furthermore, the policy may also extend to event organizers when selecting sponsorships for licensed championships. This extension aims to ensure greater alignment between the federation's sustainability strategy and the choice of sponsorships made by national federations and event organizing committees.

**To whom the recommendation is addressed:** SFF, IFF, IBU, WA

## **Recommendation #9**

### **Discussion table / Round table for stakeholders' engagement**

To ensure the sustainability of sporting events, effective engagement with stakeholders is crucial. The environmental aspects of sports events often exceed the capabilities of individual sports organizations and require active collaboration and support from a diverse range of stakeholders, including public authorities, civil society, and NGOs. Engaging stakeholders is essential in order to comprehend their needs and expectations regarding the sustainability aspects of sports events. This understanding then enables the design of collaborative initiatives and the enhancement of collective efforts.

In order to promote such engagement, participating organizations can identify key stakeholders to involve in a "round table" or an "advisory board" setting. These platforms are designed to facilitate discussions on important sustainability topics, encourage brainstorming sessions, and generate new ideas for sustainability initiatives. SSSA researchers may provide assistance to organizations in devising sustainability and environmental improvement initiatives that can be discussed with selected sponsors, partners, and stakeholders. The objective is to plan and implement these initiatives within the collaborative framework established among the stakeholders.

Through the "round table" or "advisory board" approach, organizations can foster an inclusive and participatory environment where the input and expertise of various stakeholders can be leveraged. This collaborative approach ensures that the sustainability initiatives developed consider a wide range of perspectives and address the needs and expectations of the stakeholders involved. By actively engaging stakeholders, organizations can enhance the effectiveness and impact of their sustainability efforts in the context of sports events.

**To whom the recommendation is addressed:** SFF, IFF, IBU, WA

## Annex - Overview of the interviews' outputs.

### 1. Report of the interviews in IFF (International Federation of Floorball)

<b>Interviewee</b>	Tero Kalsta
<b>Role</b>	Sales Coordinator, in charge of IFF's financial sustainability
<b>Date</b>	09-12-2022
<b>Content of the interview</b>	<p>IFF started to take the first steps towards environmental sustainability in 2015, during the Women's World Championship in Finland, when they applied and acquired the EcoCompass environmental certificate. However, the work in this area started to be more consistent in 2019, when IFF set its new strategy and signed the UN Sport for Climate Action Framework.</p> <p>The path towards sustainability was initially externally-oriented: the external influence from sponsors and partners drove the process, as IFF started to be involved in sustainability for reputation and credibility reasons. Internally, the Top management and the Board showed commitment and approved this path. Therefore, it was initially a bottom-up process but in line with the Board, which set the actions in order to fulfill the new requirements.</p> <p>The process of translating this commitment into internal practices and operations is still ongoing. The Federation signed a partnership agreement with MyClimate (Swiss Climate Fund), which offers know-how for the calculation of the carbon footprint. They support the Federation through communication and, most importantly, through the use of their tool for calculating IFF's carbon footprint.</p> <p>Through this tool, they identified 5 areas of improvement and they found out that the biggest impact in terms of carbon footprint is generated when they organize events. For this reason, they are working on creating a sustainability manual for event organizers. They are also working on their new strategy which includes the identification of KPIs. They would need a standardized model that enables to compare the impacts of events that took place in different years.</p> <p>The decision-making process of IFF is not completely structured yet. The implementation of the above-mentioned strategy and manual will allow it to be more structured. Nevertheless, there is already a task-force, that is, one members of the board is responsible for each of the 5 areas of improvement identified through the tool.</p>

	<p>In terms of organizational resources devoted to environmental sustainability within IFF, there is no external people appointed for this and no restructuring of the organization. Tero is the main responsible person within IFF. They use the reporting system from MyClimate, which is a tool where they input data on a system which then gives IFF a result from the calculation based on the data indicated.</p> <p>In terms of partners, IFF (and Tero in particular) uses a flexible, case-by-case approach by carrying out its own research on the web. The choice is based on those partners that emphasize sustainability for example through environmental initiatives and projects. They do not have a checklist of sustainability criteria for choosing a partner. The kind of business is also taken into account as, for instance, IFF cannot establish partnerships with some companies working in the sectors of gambling and alcohol.</p> <p>The most important need emerged from the interview was that of conceptualizing sustainability in something more concrete and measurable, avoiding greenwashing – i.e. being able to measure and give a value to the effects generated by the sustainability practices adopted by the Federation.</p>
<p><b>Inputs for governance initiatives</b></p>	<p>Developing a checklist (sustainability criteria) to benchmark partners and sponsors.</p> <p>Identification of organizational roles and responsibilities.</p> <p>Concretely measure the sustainability efforts put in place by the Federation.</p>

<p><b>Interviewee</b></p>	<p>Jürg Kihm</p>
<p><b>Role</b></p>	<p>Communication Manager, IFF</p>
<p><b>Date</b></p>	<p>22-12-2022</p>
<p><b>Content of the interview</b></p>	<p>IFF's Media &amp; Communication team is very small (composed of 3 people) and they are not specifically covering topics of sustainability in their common activities. Tero Kalsta informs the team of any news related to sustainability and the communication team publishes on a case-by-case manner. There isn't a specific focus on sustainability in their activities.</p>



The target audience of their activity are the Floorball national federations, athletes and all interested stakeholders (fans, sponsors & partners).

The interest in the topic of environmental sustainability has definitely evolved in the last few years and awareness and discussion on this topic has increased, especially since the World Championship in Switzerland. Some larger federation are showing more involvement while smaller ones have other priorities. It is definitely a topic used to attract more sponsorships and partnerships because it is increasingly in the mind of these stakeholders.

Among his small team, they have never discussed about sustainable reporting. With regard to its usefulness and feasibility, for sure IFF wants to be a good role model and it is open to changes in this sense, but the actual adoption of a sustainable reporting system depends on the difficulty or easiness of execution and on the requirements and commitment requested.

The decision-making process is not structures – i.e. there aren't people with specific environmental skills that evaluate which initiatives are more sustainable to be promoted. There isn't a sustainability committee, but sustainability topics within the IFF and among the communication team are strongly pushed by Tero, who shares the latest news and ideas during monthly internal meetings. No specific trainings on the topic are organised.

The main challenge highlighted by the interviewee is to create awareness on sustainable mobility, as travel produces one of the greatest environmental impacts. He pointed out that the way the goal of zero emissions during the World Championship in Switzerland was achieved was not well communicated (i.e. how the emissions from the large amount of air travel from all over the world were compensated).

Since air travel is still a great challenge, difficult to overcome in many situations such as world championships, he highlighted the importance of creating awareness in a smaller scale, for example, regarding the opportunity to reuse/donate sports clothes, sticks and gear.

The IFF launched the responsibility campaign FairFloorball, aimed at encouraging everyone to act responsibly. For more information: <https://floorball.sport/development/fairfloorball/>

<b>Inputs for governance initiatives</b>	<p>Guidelines for sustainable reporting to make it easier and simpler for those who have never dealt with it.</p> <p>Possibly, organize trainings on sustainability for employees so that they become more familiar with the issue and can more easily promote it through IFF's communication channels.</p>
--	---

<b>Interviewee</b>	Veli Halonen
<b>Role</b>	Operations Manager, IFF
<b>Date</b>	12-01-2023
<b>Content of the interview</b>	<p>He is in charge of different tasks since 2010, ranging from office administration, development programs, logistics &amp; transportation. He is the only referent person in operations, since the team is very small (18 employees) and everyone is expert in his/her own task.</p> <p>He has noticed an increase in the attention to sustainability in his sector. In particular, he stressed the role of transportation in sustainability and stated that the use of public transports in the organization of sport events has been increasingly supported in the last 3 years.</p> <p>International travel by air is still necessary especially in global competitions and this aspect is difficult to influence.</p> <p>Information &amp; Education are key for the advancement of sustainability. For this reason, the IFF is informing the 77 members (national federations) on sustainability by providing guidelines for the sustainable organization of events; however, some countries still face big challenges while others (especially in Northern Europe) have already undertaken the sustainability path – in particular, the bigger member federations (i.e. Finland, Sweden, Switzerland and Czech Republic), guided by their own national legislations.</p> <p>They put in place an approach to evaluate sustainability in the bidding process: the bidding website contains some examples of sustainable practices in the organization of events with specific questions that the supplier is requested to answer. Based on the answers, the event organizers vote the best supplier that wins the bid. There is no binding approach but it represents a guidance for both the supplier and the event organizers.</p> <p>With regard to the main stakeholders involved, he mentioned the member federations, the members of the committee &amp; central board</p>

	and the sponsors (among these, he mentioned Puma and Gerflor). The interaction with them is through the event organizing.
--	---

<b>Interviewee</b>	Sarah Mitchell
<b>Role</b>	Event Manager, IFF
<b>Date</b>	12-01-2023
<b>Content of the interview</b>	<p>She coordinates major events, and acts as a bridge between the international federation and the local organizers (i.e. national federations) which are responsible for the delivery of the event.</p> <p>The attention to sustainability has grown since the last 3-4 years and especially in the past 2 years. The latest steps towards sustainability included, in particular, the use of shared and public transports and the use of online instead of printed documentation (such as match programs). However, these initiatives were initially driven by economic reasons (i.e. cost savings from the printing of material), then labelled as environmental initiatives.</p> <p>These latest sustainability initiatives were directly promoted by event organizers, which are increasingly opened to sustainability especially since the success of the 2022 men's world championship.</p> <p>The IFF has an <b>Event Handbook</b> to guide event organizers. This document does not contain reference to environmental aspects (e.g. waste management, energy consumption etc..) yet. Sarah is in charge of updating the handbook at the end of 2023 in order to include a focus on sustainability through specific sections with suggestions for each area of the event organization.</p> <p>The environmental criteria that will be included in the handbook are not binding, they are only recommendations.</p> <p>Future challenge: to keep the same sustainability performance and standards achieved with the organization of the 2022 Men's World Championship in Zurich. For instance, some countries may not have the same resources to achieve the same sustainability outcome.</p>
<b>Inputs for governance initiatives</b>	The GAMES project could help IFF in the development of the sustainability section of the Event Handbook.

<b>Interviewee</b>	John Liljelund
--------------------	----------------

<b>Role</b>	Secretary General, IFF
<b>Date</b>	25-01-2023
<b>Content of the interview</b>	<p>John Liljelund joined the IFF as Secretary General in 2005; before he was a member of the Central Board since 1994. He is responsible of the development of the organization, both internally and externally, through the definition of the IFF's development strategy; he also leads the IFF's small office.</p> <p>He stated that the change towards sustainability within IFF started 3-4 years ago, in particular, with the appointment of Tero as the responsible person for sustainability, but also through the launch of initiatives such as the introduction of a sustainability certification system (EcoCompass) during the Women's WFC in 2015, the Fair Floorball Campaign, etc.</p> <p>The objectives of the federation are mostly externally oriented since it is a very small organization; they target the interaction with national associations, players and spectators, as well as sponsors, especially during the organization of WFC. The main task foreseen by IFF in terms of sustainability is to drive a change in mindset and to act as information provider towards these actors.</p> <p>In terms of organizational changes towards sustainability, the IFF introduced a new sustainability function through the appointment of Tero Kalsta. They adopt a flexible approach for the evaluation of sustainability aspects; however, as already mentioned by previous interviewees, they also have implemented some structured initiatives – for example, they put in place a bid tool consisting in a set of questions, whose answers are then evaluated by the Central Board, for the selection of service providers during major sport events.</p> <p>Regarding the most important external stakeholders involved in advancing sustainability, he mentioned the member federations that organize the events, the hosting city/region, the venue, the whole infrastructure (including transportation).</p> <p>IFF included sustainability in its mission by signing initiatives such as the “race for zero” and the “sport for climate actions” aimed at reducing its CO2 emissions. This goal is now embedded in their daily activity.</p> <p>The current main challenge envisaged is enhancing environmental awareness and promoting sustainability in daily sport activities.</p>

## 2. Report of the interviews in WA (World Athletics)

<b>Interviewee</b>	Bob Ramsak
<b>Role</b>	Head of Sustainability, World Athletics
<b>Date</b>	22-02-2023
<b>Content of the interview</b>	<p>WA launched its sustainability strategy in 2020 thanks to the initiative of Jackie Brock Doyle, the director of Communications at WA. Due to Covid the process slowed down and Bob Ramsak was appointed Head of Sustainability the year after, in 2021. His role is now in the Communication department, both because that's where the sustainability initiative originated and because of Bob's background (+20 yrs of experience in the sport sector, he was a journalist in athletics), but the role encompasses all the organisation's departments and will be probably moved from this department.</p> <p>WA aims to become carbon neutral by 2030 and to embed sustainability in the delivery of all its events.</p> <p>WA's sustainability strategy includes the development of the <u>Sustainable Event Best Practice Guidance</u> and the "<u>Athletics for a better world</u>" programme. They put in place a checklist for event organizers related to both environmental and social sustainability. In addition, they are implementing a series of other initiatives such as the organization of several webinars on different sustainability topics, the use of internal KPIs etc.</p> <p>They have sustainability standard system introduced in 2021 which associates a score to their events (gold, silver, bronze..). At present, this system is not binding but by scoring the events in terms of sustainability, they put in place a mechanism that stimulates commitment and measures improvement compared to previous years/events. Nonetheless, they plan to make these standards more binding in the bidding process starting from 2024.</p> <p>Their objectives in addressing sustainability issues in a more structured way are both external and internal. They launched a survey of athletes and over 90% of them responded that WA plays an important role in fighting climate change. Climate change has a visible impact – e.g. some marathons were moved away from summer competitions because of the heat. As a consequence, sport journalists started asking about environmental topics and sponsors are increasingly asking about their sustainability initiatives.</p>

	<p>The involvement of sponsors and their cooperation in sustainability initiatives could lead to embedding sustainability in sponsorship agreements; this is still a point of discussion.</p> <p>He pointed out the need to increase the communication on the value of sustainability to bid organizers, also involving the commercial team.</p> <p>In terms of future challenges, he pointed out the importance of collaborating with other sports and sharing experiences, as in the case of the GAMES project. In this regard, for example WA has recently established a collaboration with the International Cycling Union (ICU) which was involved to promote more active mobility among fans.</p> <p>Travel remains a huge challenge. Although it is difficult to intervene in international travels, he mentioned some actions that can be done in order to reduce the carbon footprint from travel – e.g. competitions that take place during the same week should be organized in cities that are close to each other in order to reduce the travel distance and allow the use of more sustainable transport systems (train over airplane).</p>
--	--

<b>Interviewee</b>	Jackie Brock Doyle
<b>Role</b>	Executive Director of Communications, WA
<b>Date</b>	09-03-2023
<b>Content of the interview</b>	<p>Jackie has been the Head of Communications at WA since 2006. She is responsible for all external and internal communications of the federation, media operations, social media campaigns, stakeholder relations etc. She launched the the <u>“Athletics for a better world”</u> programme.</p> <p>Before this role, she was Head of Communications at the 2012 London Olympic Games. The London 2012 Games inspired her sustainability strategy, as they entailed a comprehensive sustainability program that included the redevelopment of an entire area in East London.</p> <p>The sustainability strategy was written in 2019 and launched in 2020, before Covid-19. She said that they tried to balance impact vs. influence (i.e. what operations have more impact vs. what area or issue they have more influence over).</p>

The sustainability strategy included the organization of many workshops that involved different actors: member federations, council members, groups from the Headquarters (e.g. travel department). Diamond League referents as well as sponsors & partners. They aimed at instructing on the 6 main goals/pillars of WA's sustainability strategy and how they can reach the targets by 2030.

In addition, some training modules on WA's sustainability strategy and pillars were created for member federations and event organisers; these modules were also uploaded on the on-line platform (especially during covid).

The level of involvement and interest of member federation varies depending on the environmental laws they have in their respective countries, the level of impact of climate change, etc.

By the end of the year, the sustainability area will be moved out of the communications department and a special dedicated team will be created, so to make sure that sustainability encompasses all departments of WA and it is not just linked to communications.

She stated that among all stakeholders, the most important actors to advance sustainability are athletes, because they can connect with people and they genuinely care about the environment as they know how climate change affect them. They created a group of ambassador athletes that bring forward engagement initiatives.

The biggest challenge foreseen is to communicate effectively in order to inspire people and engage them toward changing their sustainability habits.

Regarding sponsors and partners have a sustainability policy but their engagement with sustainability depends on the partner – she found it more difficult to engage b-to-b, while consumer brands are more interested.

They have put a sustainability core section in any bid for events, and a performance meter allows them to evaluate the sustainability level of the service provided.

With regard to the future challenges, she highlighted the reduction of the carbon footprint derived especially from travel (they will measure the carbon footprint of the World Athletic Championships in Budapest and Tokyo and compare it between them and with the previous Championship).

	<p>She also focused on the cities that host the world championship. There are many projects about regeneration of old facilities/stadiums like in London, and this is the preferable solution in terms of sustainability. Some projects instead foresee the building of brand new facilities – e.g. the new stadium in Budapest. This generates a huge environmental footprint but at the same time leaves a great legacy to the city itself, which previously did not have such a stadium. So there is the need to also balance these aspects.</p>
--	---

<b>Interviewee</b>	Mark Hurst
<b>Role</b>	Competition Bidding Manager, WA
<b>Date</b>	10-03-2023
<b>Content of the interview</b>	<p>Mark runs the bidding process for 7 world athletics series/events: WA Championships; WA Indoor Championships; WA Road Running Championships; WA Relays; U20 Championships; WA Cross Country Championships; WA Race Walking Championships.</p> <p>The bidding process is evaluated according to 26 evaluation criteria, one of which is sustainability. Every criteria scores 0 to 4 and has a weighting percentage. Sustainability is weighted minimum 5%. In particular, two of the 7 above-mentioned events have sustainability standards that stand out as being a key objective: the Cross Country Championships weights the sustainability criteria as 8% and the Race Walking Championship weights it 10%.</p> <p>The bidding process targets member federations as candidates and it is divided into different stages. There are some admission criteria that are screened at the time of the expression of interest (pre-bidding process/pre-qualification): this phase includes a risk assessment of due diligence that aims at screening major issues related to the candidate (i.e. safety, security, human rights, governance and integrity, financial and environmental health – intended as situations of communicable diseases, major weather phenomenon, air quality index below the threshold in the proposed location). This risk assessment never stops until the event is established, it does not just relate to the pre-bidding phase.</p> <p>The second stage of the bidding process is the assessment based of the 26 criteria. They use a purpose-driven approach (i.e. different objectives depending on the event and different weighting of the criteria).</p>



	<p>Answers to the different criteria are assigned to different evaluators within WA. The evaluation of the sustainability criteria is assigned to Bob Ramsak. He confirmed that they do positively considered the environmental profile of the candidate itself – i.e. if they have any environmental certification).</p> <p>Bidders are increasingly conscious and aware of the importance of including sustainability aspects. WA tends to target host member federation that share their values. Starting from next year, the sustainability requirements will become more binding in the sense that the event hosts will have to comply with sustainability guidelines and they will probably move from “guidance” to “requirement” when referring to it. Yet, from a legal perspective, there is limited legal recourse if they do not comply. Therefore, it is not legally binding process.</p> <p>After the event takes place, with regard to the monitoring, a data partner (Nielsen) performs an impact assessment.</p> <p>What if there is a discrepancy between the proposal and its delivery? Hosts have to sign an <i>event organizer agreement</i> in addition to the bid submission. If they don’t undertake certain aspects of their bid, they are not financially or legally penalized. The “penalty” will be that WA will not choose them again, they will be replaced the next time.</p> <p>He highlighted that the bidders often do not appoint a sustainability leader, this role is only appointed later. For this reason, their answers related to the sustainability criteria are often superficial, showing a lack of expertise. This also depends on the local regulation that provides them some guidance. It also depends on the country of the bidder – generally North America and Europe are much more educated while other developing countries are much less.</p> <p>So far, they have not organized any specific training to educate the bidders. They hold more general information sessions on sustainability for member federations that can also participate to the bids, but these trainings are not specifically dedicated to the bidding (e-learning platform: <a href="https://elearning.worldathletics.org/">https://elearning.worldathletics.org/</a>)</p>
<p><b>Inputs for governance initiatives</b></p>	<p>Organise specific trainings/webinars on sustainability that target the pre-qualified bidders before they submit the proposal.</p> <p>Expand the section on sustainability of the bidding form, making it more detailed.</p> <p>Improve the monitoring post-event, making sure that what was declared in terms of sustainability in the proposal submitted during</p>

	<p>the bidding process was actually implemented: a possible governance action could be to review the sustainability bidding proposal, and perform an audit at one of the events to check if the sustainability requirements that the bidders wrote in the proposal were actually met.</p> <p>In addition:</p> <p>Environmental risk assessment criteria in the pre-bidding process should be revised/reinforced.</p> <p>Reinforcing the bidding requirements for sustainability: if the reference to WA's guidelines cannot become mandatory, we can expand/reinforce these guidelines by including the GAMES Database.</p> <p>Better understand the requirements of the contract (event organizer agreement) – is the bidding proposal included as an attachment in this agreement?</p>
--	--

<b>Interviewee</b>	Dalton Odendaal
<b>Role</b>	Director of Commercial Partnerships, WA
<b>Date</b>	10-03-2023
<b>Content of the interview</b>	<p>His key activity is getting sponsors onboard.</p> <p>With regard to existing sponsors, for which they already have long term contract in place, he is checking their sustainability activities and profile (e.g. making sure the goods they deliver are sustainable, as in the case of ASICS that provides all clothing and equipment for volunteers and other staff). The assessment of the sustainable performance of existing sponsors is not structured and it is not binding as they are long term partners.</p> <p>With regard to new sponsors, WA assesses their sustainability credentials and if they have any activity in place that is relevant in promoting sustainability. They do a first screening of partners through desk research (mostly by Bob Ramsak), including if they have sustainability reporting or certifications. In addition, they have a <b>sustainability policy</b> that partners have to comply with, which is published on WA's website:</p> <p><a href="https://www.worldathletics.org/athletics-better-world/world-athletics-sustainability-policy">https://www.worldathletics.org/athletics-better-world/world-athletics-sustainability-policy</a> .</p>

	<p>The search for sustainable partnerships has been at the forefront especially since the first drafting of WA's sustainability strategy, from 2017 onwards. They look for new partners through a sponsor agency that looks for sustainability-driven sponsorships, sub-agents, commercial agencies.</p> <p>Partners met sustainability criteria also depending on the place hosting the events. For instance, the 2022 World Championship in Oregon was driven by the governor of the state (since it is a very green-oriented state).</p> <p>The policy is not binding for sponsors do not comply with WA's rules. He pointed out that a major challenge in the process of getting sponsors engage in sustainability initiatives is that companies often do not want to pay extra to become sustainable partners.</p>
<p><b>Inputs for governance initiatives</b></p>	<p>Create a more detailed policy/guideline on sustainability criteria for the main product categories they use as merchandise</p>

### 3 Report of the interviews in IBU (International Biathlon Federation)

<p><b>Interviewee</b></p>	<p>Rikka Rakic</p>
<p><b>Role</b></p>	<p>Head of Sustainability, IBU</p>
<p><b>Date</b></p>	<p>04-04-2023</p>
<p><b>Content of the interview</b></p>	<p>She has been working with IBU for 3 years, since March 2020. Among other tasks, she is working on the strategy called "Target 26", which is a 7-year program that started in October 2019 and foresees the implementation of 15 projects, one of which is sustainability. Before this, there was no specific program.</p> <p>This year, IBU also established the Sustainability Commission, formed by representatives of national member federation. It comprises 61 nations. Its work just started.</p> <p>The main strategic objectives of the Federation are described through 3 principles: good governance, integrity and sustainability.</p> <p>IBU's target is to reducing the carbon footprint by 50% by 2030, in line with the Paris Agreement. This target is for IBU and the events but not for National Federations, for which they cannot impose the commitment.</p>

	<p>With regard to National Federations, IBU encourages them to adopt a sustainability strategy and tries to influence them so that their strategy is aligned with the strategy of the IBU, but it cannot oblige them.</p> <p>IBU's revenue comes from TV broadcasting and marketing/sponsoring. 2/3 of the revenues go to IBU and the rest goes to the national Federations, national committees and on rewards for athletes.</p> <p>So far, there are no sustainability criteria for the selection of sponsors (they only exclude alcohol and tobacco companies). For instance, the German Sky Federation aligns with IBU in its sustainability strategy but there are no specific procedures in managing the procurement of sponsors, so it happened that they partnered with a motor oil company (without informing the IBU) – which is not ideal from a sustainability perspective. Rikka pointed out the need of investigating, from a governance perspective how to prevent this to happen. National federations should communicate with IBU before signing new sponsorship agreements, but IBU cannot mandate this. Therefore, she highlighted the need to adopt some other tools for doing a risk assessment of sponsorship before engaging with them, and integrate these aspects in the bidding procedures focused on sponsorship.</p> <p>IBU has not enough influence on what national federations do. More work can be done in terms of monitoring and on how to address sponsorship.</p>
<p><b>Inputs for governance initiatives</b></p>	<p>Investigate tools for managing the procurement of sponsors, avoiding the engagement of national federations with sponsors that are not sustainable or do not embrace sustainability principles.</p> <p>Guidelines for mapping sponsors &amp; integration of sustainability criteria in marketing agreements.</p>

<p><b>Interviewee</b></p>	<p>Daniel Boehm</p>
<p><b>Role</b></p>	<p>Sport &amp; Event Director, IBU</p>
<p><b>Date</b></p>	<p>11-04-2023</p>
<p><b>Content of the interview</b></p>	<p>The sustainability policy for the conduction of events is part of the strategy Target 26 of IBU.</p> <p>The bidding process works in Olympic cycles of 4 years for the World Cup and in 2 year-cycles for Tiers 2 &amp; 3. The application</p>

documents are sent to national federations and local organizers, then IBU evaluates these documents. Sustainability is taking more and more weight in the evaluation process but IBU wants to increase its weight and possibly make sustainability criteria more binding. Currently, the bidding process is based on the old application and there are not specific questions on sustainability but only general questions.

They aim at making the bidding process more focused on sustainability criteria. For example, they have recently introduced a carbon footprint calculator. In the future, they aim to better detail other environmental issues related to waste, water and energy in the bidding process.

IBU has also issued energy efficiency guidelines and shared with national federations. They aim at creating a sustainability best practice database with concrete examples that can demonstrate also the economic feasibility in the long term together with the environmental sustainability of the practices - <https://www.biathlonworld.com/inside-ibu/sustainability/biathlon-sustainability-resources>

With regard to sponsorship, there are no specific sustainability requirements but they have a code of conduct for business partners which touches the issue of sustainability from a wide perspective in terms of climate and social justice.

They do not perform monitoring activities during the events, but he stated that this could be a point to focus on and to implement. IBU has one person that goes on site on each event but this person is not specifically appointed to assess the environmental management of the event. This is something that they may want to implement.

Similar to other interviewees, he pointed out that one of the most impactful areas is fans travel. They want to promote solutions such as car sharing, public transport tickets linked to event tickets, education for fans. However, so far there are no requirements on sustainable mobility in the bidding process. He also stated that this aspect is influenced by the location of the event venue and the kind of event (eg. WC have more public funding that can be used for the development of sustainable infrastructure if the hosts have a proper plan).

<p><b>Inputs for governance initiatives</b></p>	<p>Include sustainability criteria on different environmental aspects in the bidding process and in the sponsorship agreements.</p> <p>Performing monitoring activities (e.g. through on site visits, specific measurement tools, checklists) on the implementation of environmental practices during the events.</p> <p>The GAMES project will also help to improve and integrate the database on environmental best practices.</p>
---	--

<p><b>Interviewee</b></p>	<p>Max Cobb</p>
<p><b>Role</b></p>	<p>Secretary General, IBU</p>
<p><b>Date</b></p>	<p>07-06-2023</p>
<p><b>Content of the interview</b></p>	<p>He has been appointed as IBU's Secretary General since October 2022, but he has been involved in the technical committee since 1998, first as member of the Chair then as member of the Executive Board. Before that, he worked for US Biathlon. He is also an ex cross-country skier.</p> <p>The awareness towards environmental sustainability in the Biathlon discipline started when they experienced a lack of snow, already in the 90s, and they had to use snow farming methods in early 2000s, blow the snow, refrigerate tracks and other mitigation ways to maintain the snow.</p> <p>The actual work on sustainability and carbon footprint started around 2016 and evolved during 2018 when they started a strategic planning process and the discussion about sustainability was included as a priority. The process was driven initially by the Executive Board but they experienced a lot of turnover in the leadership until 2019, when the new Secretary General was appointed and Rikka entered the group as sustainability manager. That's when IBU's commitment to sustainability was finally formalized, and sustainability became an institutional principle and a priority for IBU in 2021, at the president's meeting.</p> <p>The major objective of the IBU in terms of sustainability is to cut in half the carbon footprint by 2030 and to become carbon neutral by 2050.</p> <p>Their main focus now is to increase the sustainability of their international operations and to raise awareness of national federations and event organizers on sustainability actions, starting from the basis (e.g. recycling). The next level will require more</p>

investments and commitment to have a greater impact on carbon emissions.

Rikka, together with the other members of the management team works in collaboration with the development department to support IBU's sustainability effort and they present their efforts and strategies for the future to the Board.

At present, IBU is fulfilling the action plans defined in Target 26, so from now on they need to look at the objectives and challenges for 2030.

The stakeholders they are working with are athletes, national federations, event organizers + broadcasting and marketing partners.

Sporting events are surely their biggest area of impact (World Cup, Championships and another lower event series). IBU is the authorizing agency for these events so it has some degree of influence on the targets, but they cannot mandate them.

Now they are working on voluntary commitment to sustainability from the organizing committee, the next step would be to work on the commitment of strategic leaders and the international committee. IBU aims at communicating, educating and showing the way forward. The voluntary commitment allows to discuss these topics with event organizers and national federations, and there is clear and consistent communication from IBU; however, it is difficult for IBU to mandate its sustainability targets and commitment.

Main challenge: he pointed out that the organizing committees are usually aligned on the ideas, but they face financial challenges at the operational level.

<b>Interviewee</b>	Franziska Garbe
<b>Role</b>	Strategic communication expert, Infront Sports & Media
<b>Date</b>	13-06-2023
<b>Content of the interview</b>	<p>Franziska is a communication expert specialized in reporting. Her main focus is not sponsorships, nonetheless she discussed with companies that want to communicate their sustainability strategy through their sponsorship.</p> <p>Infront wants to promote more sustainability sponsorship in the future and further engage in industry dialogue on climate change action (see their <a href="#">sustainability report</a> on page 54).</p> <p>As an example of best practice for engaging sponsors in sustainability initiatives, she mentioned the case of a German football</p>

club very focused on climate action and very knowledgeable of carbon footprint calculation. This club asked Infront how their efforts could be best communicated and “translated” in a way that they became attractive to sponsors. They came up with the concept of “climate defenders”, a climate partnership programme linked to specific sustainability initiatives that gave to the partners the possibility to showcase their efforts on climate action on a specific platform.

There are not specific sustainability criteria for the selection of sponsors and partners. She said that Infront as an agency is not in the position to judge the sustainability action because they are not expert in this field.

She said that apart from some companies that do not make any effort at all to be sustainable and keep doing business as usual, in general it is difficult to judge a sponsor based on their sustainability action because of greenwashing, the long process that takes to engage in sustainability etc. Therefore, she does not suggest an organization or federation to turn down a sponsor because of its lower engagement on sustainability, but she suggests instead to establish a dialogue with the sponsors to better understand their intentions, missions and future commitment to engage in the process.

She highlighted that the role of Infront is mainly to “translate” data on carbon footprint and difficult concepts into something more understandable for the general audience, as it is important that the messages are attractive to fans.

<b>Interviewee</b>	Walter Vogel
<b>Role</b>	Managing Director, Marketing agency of German ski federation
<b>Date</b>	10-07-2023
<b>Content of the interview</b>	<p>As a managing director of the marketing agency of the German ski federation, the main responsibility concerns events marketing, which involves negotiating sponsorship contracts.</p> <p>As a manager working in the field of event sponsorship, Vogel stresses the fact that the only chance for sports federations to attract sponsorships in the future is to make clear that they are working in a sustainable way. Partners expect this, especially when it comes to world cup events, and they especially expect to be engaged in this.</p> <p>The biggest challenge is mobility: partners pay a lot of attention on this issue. Pressures from partners will increase in this regard. In the</p>



winter sports, increasing pressures will focus on energy consumption and emissions.

To engage partners in the sustainability path of the federation, it is important to align partners' competencies and federations' goals. As an example, the German federation signed a partnership with an energy provider in carrying out energy audits on all training centers of the German federations. This matched the strategy plan to reduce the carbon footprint of events and training centers. This is to explain that partnerships should align with the federations' sustainability goals, so that partners may support directly with "in kind" sponsorships.

There is not start of a dialogue with a partner without discussing the negative aspects of winter sports. So, it is important to bring true numbers of the environmental impact of winter sports, in order to work against the public opinion that often depict winter sports as more detrimental compared to other sports sectors or industrial activities.

Even if it's not written down, all federations have some form of code of conduct that concerns the selection of partners, besides alcohol and tobacco that are always forbidden. However, if 8 years ago partnering with a fuel or gas company would not have been a problem, today it is. So, it's important for federation to find a common ground or common story with partners, otherwise it will not work. To do this, it's important to bring this discussion on the table. However, it's important to evaluate case by case: when there are critical cases, these are discussed with the top management and evaluated internally to check if this is acceptable or not. Some yers ago, it was easier to find a "exit strategy" – a way to partner with an organization even if there were some criticalities – but not this window is getting smaller and smaller.

As an example, one time they discussed with a gas station company, the asked questions about how they deal with biofuels and alternative climate-friendly mobility to check if there were some options for establishing a partnership. However, this did not work.

As the major future challenge, Vogel highlights mobility and temporary infrastructures. Partnerships may play a crucial role in this regard, and mobility partners are becoming an increasingly important asset for organizers of large sports events.

#### 4. Report of the interviews in SFF (Swedish Floorball Federation)

<b>Interviewees</b>	<p>1) Anki Kjellberg</p> <p>2) Zandra Eriksson</p>
<b>Roles</b>	<p>1) Partners &amp; Sales, SFF</p> <p>2) Communicator for WFC 2024, SFF</p>
<b>Date</b>	04-04-2023
<b>Content of the interview</b>	<p>So far, within the SFF, no sustainability role has been appointed within the federation so there is no full time position covering this aspect, although sustainability encompasses some of the positions at SFF such as the partner and sponsorship procurement.</p> <p>They are drafting a sustainability policy strategy which includes climate action in addition to socio-economic aspects for the WFC 2024 that will take place in Malmo. They also want to include a travel policy. In the drafting of this strategy, they are collaborating with the Swedish sustainability agency Green Time. Moreover, they take inspiration from the city of Malmo and other events.</p> <p>They do not have sustainability guidelines or a specific sustainability policy for the selection of sponsors and partners; nonetheless, they highlighted that many companies in Sweden, including their partners, are already engaged in sustainability initiatives, although they do not have a strategy in place yet. For example, one of their main partner, Returpack (a company working in the recycling of PET bottles) requires them to have deposit containers for PET bottles on all event areas during their events.</p> <p>When looking for and selecting new sponsors or partnerships they do examine how they work with sustainability but they don't have a structured process for the assessment of the sustainability of their partners, therefore they are using common sense when selecting a sponsor or partner today – they organise background calls and perform website and documentation research to check their CSR programs, climate policies etc.</p> <p>In terms of challenges, they highlighted the need of the Board to prioritize sustainability within SFF, to expand their sustainability policy to environmental and climate aspects – since so far it focuses on social aspects only – and to appoint a sustainability role within SFF.</p>

	In building their sustainability strategy, they stressed the need to work in parallel with, and under the guidance of, the IFF.
<b>Inputs for governance initiatives</b>	They would like to adopt/implement a formal sustainability policy for the selection and management of partners/sponsorships. They would like to be able to demand/require that their partners have a sustainability program/policy.

<b>Interviewees</b>	<ol style="list-style-type: none"> <li>1) Joakim Lindström</li> <li>2) Sofia Haglund</li> <li>3) Zandra Eriksson on behalf of Tero Marjamäki</li> </ol>
<b>Roles</b>	<ol style="list-style-type: none"> <li>1) Head of Administration</li> <li>2) Head of HR</li> <li>3) Head of Communications</li> </ol>
<b>Date</b>	05-04-2023
<b>Content of the interview</b>	<p>The SFF currently does not have a specific policy or document focused on sustainability. So far, there is no reference to sustainability in their strategic document.</p> <p>As stated in the previous interview, some Swedish partners are already undertaking sustainability practices and are including the SFF in these (eg. the PET bottle recycling), but there is no strategic document on the side of SFF.</p> <p>Within SFF, no sustainability role has been appointed nor a dedicated team working on sustainability issues.</p> <p>They stressed many times the need to go hand in hand with the IFF in their path towards sustainability and the need to have the support of the IFF and to follow its guidelines, because so far they have no guidelines.</p> <p>So far, they have not fully engaged with the IFF on the topic of sustainability but they have started to by attending a workshop organised by Tero Kalsta from IFF on the results and insights of the WFC in Zurich.</p> <p>There is no specific strategy for the internal training of employees but they are willing to plan it in the future. So far, there is an education program called 50-50 focused on equality that mainly targets floorball clubs.</p>

**Inputs for  
governance  
initiatives**

They stressed the need to receive indications from the international federation: the **IFF** could develop **sustainability guidelines** with the help of the GAMES project and share them with national federations. These guidelines would help the SFF to manage environmental aspects of the WFC2024 that they are organizing in Malmo, with guidelines to be included in the sustainability policy of the event.