



EUROPEAN  
OLYMPIC  
COMMITTEES



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# **EOC Implementation Plan on Sustainable Development**

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# Abstract

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The European Olympic Committees (EOC) recognizes its significant role and influence within the Sports Movement and society. This document outlines the EOC's commitment to sustainable development, social progress, and positive transformations. It identifies key spheres of influence, such as effective governance, climate and nature, equal and inclusive environments, well-being, and communication. The plan emphasizes actionable goals, strategies, and an implementation plan across various levels: EOC as an organization, owner of sports events, and leader of the 50 National Olympic Committees (NOCs) in Europe and EOC as an Enabler of Sustainable Development through Sport in Europe.

## Spheres of Influence:

1. EOC as an Organisation
2. EOC as an Owner of Sports Events
3. EOC as Leader of 50 NOCs in the European Olympic Movement
4. EOC as an Enabler of Sustainable Development through Sport in Europe

## Priority Areas and Action Plan:

1. Effective and Accountable Governance
2. Climate and Nature
3. Equal, Safe, Inclusive, and Enabling Environment
4. Well-being, Participation, and Education
5. Communication and Promotion of Sustainable Sport
6. Cooperation, Delivery Partnerships, and Synergies
7. Advocacy

This comprehensive guide provides a roadmap for the EOC's sustainable development initiatives, emphasizing concrete actions and partnerships to create a lasting positive impact.

# Opening statement

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As Europe and the rest of the global community become ever more interlinked, common actions on sustainability issues such as economic equality, social justice, health and wellbeing, and environmental and climate change are more important than ever. The EOC and its members must play an active role in contributing to solving the challenges we face today, and in the years to come.

The EOC Strategic Agenda 2030 provides a clear framework and objectives for the development of the organization, the events sanctioned by it, and the Olympic Movement of Europe at large. Sustainable development is one of the core principles of the Strategic Agenda.

This action and implementation plan transforms the relevant recommendations of the EOC Strategic Agenda 2030 into concrete goals and actions. They consider sustainable development through a broad definition including three main pillars: social, economic, and environmental.

In the process of implementing the action plan, the Commission and the EOC want to work with NOCs and other EOC commissions to ensure that our efforts are coordinated and aligned.

On behalf of the Sustainability and Active Society Commission

**Berit Kjøl**  
**Chair**  
**Sustainability and Active Society Commission**

# Introduction

## Background

In December 2022, the European Olympic Committees (EOC) adopted its first comprehensive strategic plan – EOC Strategic Agenda 2030 – which provides a clear framework and objectives for the development of the organization, the events sectioned by it, and the European Olympic movement at large. Sustainable development is one of the core principles of the Strategic Agenda, which is reflected in the specific Key Strategic Priority (KSP) “Sustainable Development” and across other KSPs.

The Strategic Agenda 2030 commits the EOC to leading European sports good governance and sustainability.. To materialise this mission, and to implement the recommendations outlined under KSP “Sustainable Development” and other relevant KSPs, a strategic approach is required. This approach should include a clear framework of objectives, goals, and actions, and be underpinned by a solid delivery and accountability system.

In cooperation with the International Olympic Committee (IOC), which has been closely involved in the development of the EOC Strategic Agenda 2030, the EOC Sustainability and Active Society Commission has laid the basis for such a strategic approach. First, the Commission provided recommendations and concrete input to the Strategic Agenda in the area of sustainability, and second, by creating a specific “implementation-focused” project, to develop and finalise the present EOC Implementation Plan on Sustainable Development. This Implementation Plan contains **132 distinct recommended actions** to advance EOC participation in relevant KSPs and are intended to be prioritised according to time limits and available resources. Additionally, some actions overlap and can be successfully implemented simultaneously.

## Foundations

The strategic framework and the action plan, which are at the core of this Implementation Plan, transform the relevant KSPs and recommendations of the EOC Strategic Agenda 2030 into concrete goals and actions. They consider sustainable development through a broad definition including three main pillars: social, economic, and environmental. Then, the priority areas are linked to select Sustainable Development Goals (SDGs) and to the foundational principles of the Olympism 365 Strategy – Solidarity, Safeguarding, Equality and Inclusion, Human Rights, and Environmental Sustainability.

To ensure maximum relevance, high quality, and feasibility of the proposed framework, this Implementation Plan also builds on the needs assessment outlined below, policy frameworks and strategies, results of internal and external consultation, and examples of best practices from the Olympic movement and beyond.



### ► Needs assessment

- EOC Strategic Agenda 2030 outlines the main principles and recommendations in six interlinked Key Strategic Priority areas, however, as a high-level strategic document, it does not contain implementation-related modalities, including concerning KSP “Sustainable Development” and other related KSPs (e.g., “EOC Event”). Therefore, a specific action/implementation plan is needed for sustainability.
- There is also a need and opportunity to strengthen the alignment between the implementation of the EOC Strategic Agenda 2030, Olympic Agenda 2020+5, and the Olympism365 Strategy, and to reinforce the coordination between these strategies and their implementation processes.
- For the EOC (as an organisation), sustainable development is a relatively new topic, particularly its environmental aspects. By joining the UN Sports for Climate Action Framework and developing the present Implementation Plan, the EOC needs to build capacity, demonstrate leadership by considering its operations, (corporate) events, etc., and invest resources to achieve success in these areas.

- All European National Olympic Committees (“NOCs”) play a part in achieving the Sustainable Development Goals. However, they might not always recognize the full scope of their contributions. For instance, while NOC support for physical activity is well-known, they might overlook other significant contributions to sustainability or the SDGs. On the flip side, there are areas where NOCs could be more proactive but lack the required knowledge or resources. Therefore, it is essential to raise awareness and then provide tailored capacity development on these topics. A one-size-fits-all approach will not be effective for these objectives.
- Finally, there is also a need for stronger cooperation, exchanges, and platforms to learn from each other and other sectors.



## Key policy frameworks and strategies

### International organizations:

- UN Sustainable Development Goals
- UN GA Resolution “Sport as an enabler of sustainable development” (A/77/L.28) and earlier resolutions
- Council of the EU Conclusions on Sport and physical activity, a promising lever to transform behavior for sustainable development
- European Green Deal (and its various policies and legislative acts)

### Olympic Movement:

- EOC Strategic Agenda 2030
- Olympic Charter
- Olympic Agenda 2020+5
- Olympism 365 Strategy
- Universal Principles of Good Governance of the Olympic Movement
- IOC Human Rights Framework
- IOC Sustainability Strategy
- IOC Gender Equality Review
- Olympic Games: The New Norm
- IOC Host City Contract: Operational Requirements



## Overview of the UN Sustainable Development Goals



# Strategic framework for EOC sustainability efforts



## ► Framework

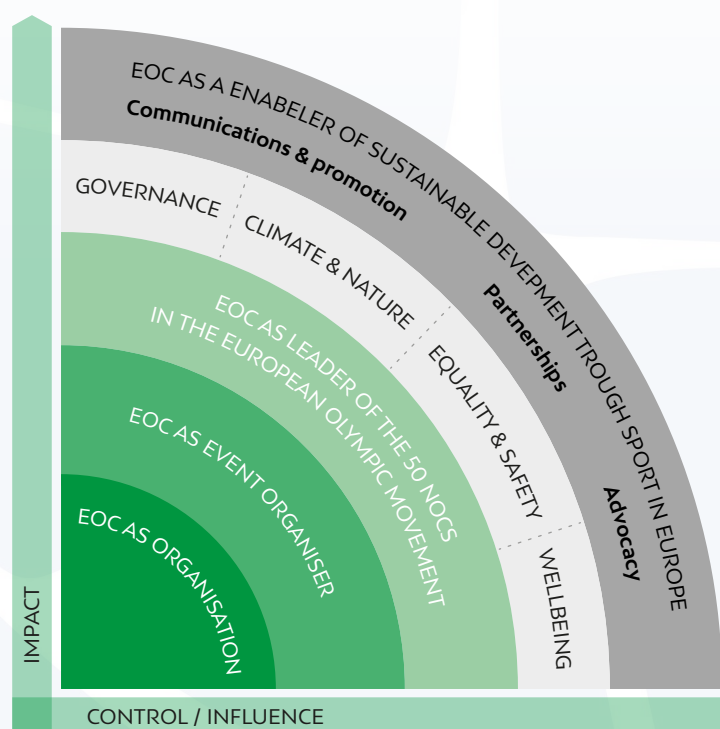
The Strategic Framework represents the core of the Implementation Plan. It brings together four **spheres of influence** of the EOC – Organisation, Events, Leader of the European Olympic Movement, and Enabler of Sustainable Development through Sport in Europe – and seven **priority areas**:

- 1 Effective and Accountable Governance
- 2 Climate and Nature
- 3 Equal, safe, inclusive and enabling environment
- 4 Well-being, participation and education
- 5 Communications about and promotion of the role of safe, inclusive, accessible and sustainable sport as an enabler of sustainable development
- 6 Cooperation, Delivery Partnerships, and Synergies
- 7 Advocacy.

These priority areas align with the three main pillars of sustainable development (Social, Economic, and Environmental).

Each priority area contains several **concrete goals** and links to **corresponding SDGs**. The goals in the first four priority areas pertain to the first three spheres of influence, while the goals in the last three priority areas are specific to the last (and overarching) sphere of influence of EOC as an Enabler of Sustainable Development through Sport in Europe.

A detailed roadmap on how to achieve the concrete goals is outlined in the **Action Plan**, which translates these goals into time- and output/outcome-bound **actions and activities**.







## ► **Duration 2023-2030**

The EOC Implementation Plan on Sustainable Development was considered and adopted for the duration of 7 years. It will be reviewed after 2 years to assess the effectiveness of the plan, track progress, make necessary adjustments, and account for current developments. The Action Plan will be updated for the remaining duration of the implementation period.

It is important to ensure that the review process involves key stakeholders, including the EOC Sustainability and Active Society Commission, ENOCs, and other relevant partner organisations. The findings and recommendations from the reviews should be documented and used to inform future iterations of the Implementation Plan on Sustainable Development, ensuring continuous improvement and alignment with evolving sustainability goals and priorities.

Although the formal implementation of the plan is set to commence in 2024, the groundwork laid in 2023 is indicative of the proactive measures and commitment to initiating sustainable development practices even before the official commencement of the seven-year implementation period, spanning from 2023 to 2030.



## ► **Spheres of influence and aspirational objectives**

The European Olympic Committees (EOC) recognizes the significance of its role and influence within the sports industry and society at large. In striving to create a positive impact, the EOC has identified key spheres of influence and set aspirational objectives to drive sustainable development and social progress. By leveraging its reach, resources, and partnerships, the EOC aims to lead by example and inspire meaningful change in areas such as governance, human rights, sustainability, gender equality, accessibility, and community development. Through a comprehensive approach and a commitment to continuous improvement, the EOC endeavours to shape a future where sport serves as a catalyst for positive transformations and leaves a lasting legacy for generations to come.



## ► **Spheres of influence**



### **1. EOC as an organisation**

EOC should lead by example by embracing sustainable development principles and incorporating them into day-to-day operations and institutional events.



### **2. EOC as an owner of sports events**

Sustainable development principles should be integrated into all aspects of the planning and staging of EOC sports events (European Games, European Youth Olympic Festivals, and Games of Small States of Europe).



### **3. EOC as leader of the 50 NOCs in the European Olympic movement**

The European Olympic movement stakeholders should be fully aware of the benefits, opportunities, and potential the integration of sustainable development principles can bring to their organisations and the communities in which they operate.

Sustainable development principles should be integrated into the operations and activities of the National Olympic Committees in Europe.



### **4. EOC as an enabler of sustainable development through sport in Europe**

Safe, inclusive, accessible, and sustainable sport should be fully recognized by European public and private institutions and organisations as a means to reaching UN SDGs, and supported through for-purpose partnerships, cooperation, and synergies.



## Priority areas



### Effective and accountable governance

Relevant topics include good governance principles, integrity, human rights, sourcing, and procurement.

#### ► Main goals



#### EOC as an organisation

- Implement the IOC's Basic Universal Principles of Good Governance in EOC's governance, operations, and institutional events to the highest possible standard.
- Reflect the IOC Human Rights Framework in EOC's operations, activities, and (institutional) events.
- Integrate sustainability and human rights principles in the sourcing of goods and services.



#### EOC as an owner of sports events

- Optimise conditions and streamline criteria for bidding and hosting of EOC sports events to increase their sustainability and ensure full respect for human rights.
- Optimise support for the bidding process and hosting of EOC sports events (with a focus on sustainability and human rights-related criteria), including effective methods to record and transfer knowledge and experience.
- Develop innovative sustainable solutions for the planning and staging of EOC sports events by facilitating exchanges between EOC events stakeholders and building strategic partnerships.



#### EOC as leader of the 50 NOCs in the European Olympic movement

- Expand and strengthen the support to ENOCs to help them tackle sustainability-related challenges, including seizing current opportunities, and identifying new ones.
- 80 % of ENOCs have a sustainable development/sustainability strategy by 2030.
- Improve communication with and between ENOCs to facilitate and nurture cooperation, share good practices, and transfer relevant skills and knowledge.

#### ► UN Sustainable Development Goals





## Climate and nature

Relevant topics include climate action, carbon footprint reduction, nature protection, restoration, and regeneration, including waste reduction and prevention of pollution.

### ► Main goals



#### EOC as an organisation

- Reduce carbon footprint emissions of EOC's operations, activities, and institutional events by 50 % by 2030 and fulfil all other commitments of the Sports for Climate Action Framework.
- Protect nature and avoid damage to natural habitats and species, and wherever possible, restore and regenerate nature in the framework of all EOC's operations and institutional events.
- Identify and investigate potential avenues to achieve a measurable reduction in waste quantities in all EOC operations and institutional events. Implement these plans whenever possible and record their activity.



#### EOC as an owner of sports events

- Ensure that by 2030, at least 50% of emissions from major EOC sports events are reduced, working toward a carbon-neutral legacy.
- Protect nature and avoid damage to natural habitats and species during all stages of the organisation (bidding, planning, staging) of EOC sports events and wherever possible, restore and regenerate nature in the framework of all these events.



#### EOC as leader of the 50 NOCs in the European Olympic movement

- All ENOCs are to have joined the UN Sports for Climate Action Framework by 2024 and complied with its requirements by 2025.
- All ENOCs are to have joined the IUCN Sports for Nature Framework and complied with its requirements by 2028.

### ► UN Sustainable Development Goals





## Equal, safe, inclusive and enabling environment

Relevant topics include gender equality, diversity, and inclusion, safe environment, and accessibility.

### ► Main goals



#### EOC as an organisation

- By 2030, achieve a minimum 40 % representation of each gender in EOC Executive and advisory bodies (commissions, working groups).
- Embed gender equality as one of the main principles in the governance and management of the organisation, its operations, and (institutional) events.
- Fully integrate safeguarding policies and practices in EOC's operations and sports events.
- In principle, ensure that EOC's premises and its institutional events are as accessible as possible to staff, visitors, and participants with disabilities.



#### EOC as an owner of sports events

- Achieve gender-equal representation of athletes and ensure their equal treatment at all EOC sports events.
- Increase the participation of female chefs de mission/team leaders, coaches, and technical officials in EOC events to 30% across all sports and teams by 2030.
- Increase the visibility of women in sports and enhance gender-equal portrayal in the framework of EOC communications.
- Ensure that all EOC sports events fully integrate safeguarding policies and practices.
- Broaden the (social, physical, and economic) accessibility of EOC sports events to increase the diversity of participants, volunteers and fans.



#### EOC as leader of the 50 NOCs in the European Olympic movement

- All ENOCs are to have a safeguarding officer/SPOC and a safeguarding policy and procedures applicable to their operations and events by 2030.
- The majority of ENOCs are to have reviewed their electoral processes and/or statutory documents with a view to achieving a balanced representation of genders among the members of governance bodies with a minimum of 40% of each gender.
- Encourage, support, and promote gender balance across the European Olympic Movement in all metrics.

### ► UN Sustainable Development Goals





## Well-being, participation and education

Relevant topics include physical activity, mental well-being, participation in sports, human resources development, quality education, and dual careers.

### ► Main goals



#### EOC as an organisation

- Support the uptake of healthy and active lifestyle habits by staff and collaborators at EOC offices and by participants at institutional events.
- Enhance professional, career, and personal development opportunities for EOC staff, collaborators, and athletes participating in EOC events.
- Positively contribute to the development (through sport) of local communities in the areas where EOC premises are based and institutional events are organised.



#### EOC as an owner of sports events

- Foster the delivery of lasting social benefits - including enhanced education, training, and employment opportunities or improved health - to the host communities before and after the EOC sports events ensuring that they leave a positive social legacy.
- Strengthen the capacity of EOC sports events to promote Olympic Values and encourage volunteering.
- Increase education and training opportunities for athletes in the framework of EOC sports events.



#### EOC as leader of the 50 NOCs in the European Olympic movement

- Encourage and empower ENOCs to build impactful collaborations and partnerships with public and private stakeholders in and outside sport, but in particular with those in the health, environmental, and social development sectors, including academic institutions, to connect more people and communities to sport and the Olympic values.
- Maximise the benefit of hosting the Olympic Games in Europe to increase the relevance of the Olympic movement for young generations.
- Support ENOCs in creating, promoting, and facilitating athletes' education and in increasing athletes' employment and dual career opportunities.

### ► UN Sustainable Development Goals





## Communications about and promotion of the role of safe, inclusive, accessible, and sustainable sport as an enabler of sustainable development

### ► Main goals



#### EOC as an organisation

- Elevate the EOC's communication platforms and content to magnify messages that influence or alter societal norms regarding sports and their societal significance.



#### EOC as an enabler of sustainable development through sport in Europe

- Cultivate a holistic strategy for advancing the promotion and dissemination of secure, all-encompassing, accessible, and sustainable sports, as a catalyst for sustainable development.
- Collaborate with the IOC to optimise the potential of the European-hosted Olympic Games in championing Olympic values and the beneficial impact of sports in furthering the United Nations Sustainable Development Goals.

### ► UN Sustainable Development Goals



## Cooperation, delivery partnerships, and synergies

### ► Main goals



#### EOC as an organisation

- Secure an appropriate budget for the delivery of the Implementation Plan through the development of multi-donor/multi-source funding of activities.



#### EOC as an enabler of sustainable development through sport in Europe

- Leverage existing and develop new for-purpose cooperation and partnerships strategically to enable the delivery of the EOC Implementation Plan on Sustainable Development.

### ► UN Sustainable Development Goals





## Advocacy

### ► Main goals



#### EOC as an organisation

- Increase funding opportunities for sports in EU funding programs.



#### EOC as an enabler of sustainable development through sport in Europe

- Increase the support of and recognition by European policymakers of the value and essential service provided by safe, accessible, and sustainable sport and of its contribution to UN SDGs.

### ► UN Sustainable Development Goals



# Action plan



## Effective and accountable governance



### EOC as an organisation

1.1

**Implement the IOC's Basic Universal Principles of Good Governance in EOC's governance, operations, and institutional events to the highest possible standard.**

- A. Adopt and Embed Good Governance Policies
- B. Enhance Transparency and Accountability
- C. Promote Ethical Leadership and Conflict of Interest Management

1.2

**Reflect the IOC Human Rights Framework in EOC's operations, activities, and (institutional) events.**

- A. Human Rights Policy and Due Diligence
- B. Inclusivity and Non-Discrimination
- C. Respect for Labor Rights and Ethical Practices

1.3

**Integrate sustainability and human rights principles in the sourcing of goods and services.**

- A. Establish Sustainable Sourcing Guidelines
- B. Conduct Supplier Assessments and Due Diligence
- C. Engage Suppliers in Sustainable Practices



### EOC as an owner of sports events

1.4

**Optimise conditions and streamlining criteria for bidding and hosting of EOC sports events to increase their sustainability and ensure full respect for human rights.**

- A. Develop a Sustainability and Human Rights Framework for Bidding and Hosting
- B. Conduct Impact Assessments and Reporting
- C. Implement Capacity-Building and Engagement Initiatives

1.5

**Optimise support for bidding for and hosting of EOC sports events (with a focus on sustainability- and human rights-related criteria), including an effective transfer of knowledge and experience.**

- A. Establish a Sustainable Event Hosting Support Program
- B. Create a Knowledge Sharing Platform (in addition to the existing Observer Program)
- C. Establish Performance Evaluation and Recognition Mechanisms



1.6

**Develop innovative sustainable solutions for planning and staging of EOC sports events by facilitating exchanges between EOC events stakeholders and building strategic partnerships**

- A. Establish a 'Sustainable Sports Innovation Hub'
- B. Foster Cross-Event Collaboration
- C. Build Strategic Partnerships for Sustainability



#### **EOC as leader of the 50 NOCs in the European Olympic movement**

1.7

**Expand and strengthen the support for ENOCs to help them tackle current sustainability-related challenges, seize current opportunities, and create new ones.**

- A. Sustainable Capacity-Building and Training Programs
- B. Establish Sustainable Funding and Resource Allocation Strategies
- C. Recognize and Promote ENOC Sustainability Success Stories

1.8

**80 % of ENOCs have a sustainable development/sustainability strategy in place by 2030.**

- A. Sustainable Development Roadmap and Guidelines
- B. Capacity-Building and Knowledge Transfer
- C. Monitoring and Reporting Mechanisms

1.9

**Improve communication with and between ENOCs to enable and nurture cooperation, sharing of good practices, and transfer of skills and knowledge.**

- A. Establish a Dedicated Communication Platform
- B. Organise Regular Collaborative Workshops and Conferences
- C. Foster Mentorships and Long-Term Commitments



## Climate and nature



### EOC as an organisation

2.1

**Reduce carbon footprint emissions of EOC's operations, activities, and institutional events by 50 % by 2030 and fulfil all other commitments of the Sports for Climate Action Framework.**

- A. Conduct Comprehensive Carbon Footprint Assessments
- B. Implement Sustainable Practices and Policies
- C. Raise Awareness and Advocate for Climate Action

2.2

**Protect nature and avoid damage to natural habitats and species, and wherever possible, restore and regenerate nature in the framework of all EOC's operations and institutional events.**

- A. Implement a Nature Conservation Policy
- B. Promote Sustainable Event Management
- C. Foster Sustainable Partnerships

2.3

**Identify and investigate potential avenues to achieve a measurable reduction in waste quantities in all EOC operations and institutional events. Implement these plans whenever possible and record their activity.**

- A. Waste Assessment and Analysis
- B. Development and Implementation of Waste Reduction Plans
- C. Tracking and Reporting Progress



### EOC as an owner of sports events

2.4

**Ensure that by 2030, at least 50% of emissions from major EOC sports events are reduced, working toward a carbon-neutral legacy.**

- A. Strive for the Adoption of a Comprehensive Climate-Neutral Event Strategy
- B. Promote Nature-Based Solutions and Carbon Offsetting
- C. Engage and Collaborate with Stakeholders

2.5

**Protect nature and avoid damage to natural habitats and species during all stages of the organisation (bidding, planning, staging) of EOC sports events and wherever possible, restore and regenerate nature in the framework of all these events.**

- A. Conduct Comprehensive Environmental Impact Assessments
- B. Implement Nature Protection and Restoration Measures
- C. Raise Awareness and Educate Event Stakeholders

**EOC as leader of the 50 NOCs in the European Olympic movement****2.6****All ENOCs are to have joined the UN Sports for Climate Action Framework by 2024 and complied with its requirements by 2025.**

- A. Awareness and Education Campaign
- B. Provide Support and Resources
- C. Recognition and Incentives

**2.7****All ENOCs are to have joined the IUCN Sports for Nature Framework and complied with its requirements by 2028.**

- A. Awareness and Advocacy
- B. Capacity-Building and Support
- C. Incentives and Recognition



### Equal, safe, inclusive and enabling environment



#### EOC as an organisation

3.1

**By 2030, achieve a minimum 40 % representation of each gender in EOC Executive and advisory bodies (commissions, working groups).**

- A. Gender Equality Policy and Targets
- B. Capacity-building and Inclusive Recruitment
- C. Promote Gender Diversity and Inclusion

3.2

**Embed gender equality as one of the main principles in the governance and management of the organisation, its operations, and (institutional) events.**

- A. Develop a Gender Equality Policy and Action Plan
- B. Implement Gender-Inclusive Practices
- C. Raise Awareness and Provide Training

3.3

**Fully integrate safeguarding policies and practices in EOC's operations and sports events.**

- A. Develop a Comprehensive Safeguarding Policy
- B. Implement Safeguarding Training and Education
- C. Strengthen Safeguarding Implementation and Monitoring

3.4

**In principle, ensure that EOC's premises and its institutional events are as accessible as possible to staff, visitors, and participants with disabilities.**

- A. Conduct Accessibility Audits and Implement Necessary Adaptations
- B. Develop Inclusive Event Planning Guidelines
- C. Promote Disability Inclusion and Awareness



#### EOC as an owner of sports events

3.5

**Achieve gender-equal representation of athletes and ensure their equal treatment at all EOC sports events.**

- A. Implement Gender Equality in Event Qualification and Participation
- B. Promote Gender-Equal Prize Money and Support
- C. Foster an Inclusive and Respectful Event Environment

3.6

**Increase the participation of female chefs de mission/team leaders, coaches, and technical officials in EOC events to 30% across all sports and teams by 2030.**

- A. Implement Targeted Recruitment and Development Programs
- B. Establish Gender Quotas and Incentives
- C. Raise Awareness and Promote Role Models

3.7

**Increase the visibility of women in sports and enhance gender-equal portrayal in the framework of EOC communications.**

- A. Gender-Inclusive Media and Communication Strategies
- B. Engage Female Role Models and Ambassadors
- C. Gender Equality in Event Presentation and Programming

3.8

**Ensure that all EOC sports events fully integrate safeguarding policies and practices.**

- A. Establish Comprehensive Safeguarding Policies and Protocols
- B. Implement Strict Safety and Security Measures
- C. Provide Support Services and Resources

3.9

**Broaden the (social, physical, and economic) accessibility of EOC sports events to increase the diversity of participants, volunteers and fans.**

- A. Conduct Accessibility Audits and Develop Inclusive Plans
- B. Offer Financial Support and Inclusive Ticketing
- C. Promote Inclusive Marketing and Communication



#### **EOC as leader of the 50 NOCs in the European Olympic movement**

3.10

**All ENOCs are to have a safeguarding officer/SPOC and a safeguarding policy and procedures applicable to their operations and events by 2030.**

- A. Establish a Safeguarding Implementation Plan
- B. Develop and Implement ENOC-Specific Safeguarding Policies
- C. Monitor and Evaluate Progress

3.11

**The majority of ENOCs are to have reviewed their electoral processes and/or statutory documents with a view to achieving a balanced representation of genders among the members of governance bodies with a minimum of 40% of each gender.**

- A. Promote Gender Equality Advocacy and Education
- B. Establish Gender-Inclusive Electoral Reforms
- C. Monitor Progress and Recognize Achievements

3.12

**Encourage, support, and promote gender balance across the European Olympic Movement.**

- A. Establish Gender Equality Policies and Targets
- B. Provide Capacity-Building and Mentorship Programs
- C. Celebrate and Amplify Gender Diversity Success Stories



## Well-being, participation and education



### EOC as an organisation

4.1

**Support the uptake of healthy and active lifestyle habits by staff and collaborators at the EOC Head Office and EOC EU Office and by participants at institutional events.**

- A. Promote a Healthy Workplace Culture
- B. Integrate Healthy Choices at all EOC Events
- C. Implement Wellness Initiatives

4.2

**Enhance professional, career, and personal development opportunities for EOC staff, collaborators, and athletes participating in EOC events.**

- A. Implement Comprehensive Training and Development Programs
- B. Establish Mentorship and Leadership Programs
- C. Foster Work-Life Balance and Well-Being

4.3

**Positively contribute to the development (through sport) of local communities in the areas where EOC premises are based and institutional events are organised.**

- A. Community Engagement and Collaboration
- B. Legacy and Infrastructure Development
- C. Education and Empowerment



### EOC as an owner of sports events

4.4

**Foster the delivery of lasting social benefits - including enhanced education, training, and employment opportunities or improved health - to the host communities before and after the EOC sports events ensuring that they leave a positive social legacy.**

- A. Collaborative Social Impact Planning
- B. Community Engagement and Capacity-Building
- C. Legacy and Sustainability

4.5

**Strengthen the capacity of EOC sports events to promote Olympic Values and encourage volunteering.**

- A. Incorporate Olympic Values into Event Programming
- B. Develop a Comprehensive Volunteering Program
- C. Engage Partnerships and Outreach

4.6

**Increase education and training opportunities for athletes in the framework of EOC sports events.**

- A. Athlete Education Programs
- B. Athlete Career Transition and Development
- C. Mentorship and Athlete Support

**EOC as leader of the 50 NOCs in the European Olympic movement****4.7**

**Encourage and empower ENOCs to build impactful collaborations and partnerships with public and private stakeholders in and outside sport, but in particular with those in the health, environmental, and social development sectors, including academic institutions, to connect more people and communities to sport and the Olympic values.**

- A. Establish a Collaborative Network
- B. Develop Joint Projects and Initiatives
- C. Empower ENOCs with Resources and Training

**4.8**

**Maximise the benefit of hosting the Olympic Games in Europe to increase the relevance of the Olympic movement for young generations.**

- A. Youth Engagement and Participation
- B. Leveraging Technology and Digital Platforms
- C. Legacy and Sustainable Impact

**4.9**

**Maximise the benefit of hosting the Olympic Games in Europe to increase the relevance of the Olympic movement for young generations.**

- A. Youth Engagement and Participation
- B. Leveraging Technology and Digital Platforms
- C. Legacy and Sustainable Impact





**Communications  
about and  
promotion  
of the role of  
safe, inclusive,  
accessible, and  
sustainable sport  
as an enabler  
of sustainable  
development**



**EOC as an organisation**

**5.1**

**Elevate the EOC's communication platforms and content to magnify messages that influence or alter societal norms regarding sports and their societal significance.**

- A. Develop Engaging and Impactful Content
- B. Engage in Advocacy and Partnerships
- C. Utilise Innovative Communication Channels



**EOC as an enabler of sustainable development through sport in Europe**

**5.2**

**Cultivate a holistic strategy for advancing the promotion and dissemination of secure, all-encompassing, accessible, and sustainable sports, as a catalyst for sustainable development.**

- A. Develop a Comprehensive Communication Strategy
- B. Foster Collaboration and Knowledge Sharing
- C. Monitor and Evaluate the Impact

**5.3**

**Collaborate with the IOC to optimise the potential of the European-hosted Olympic Games in championing Olympic values and the beneficial impact of sports in furthering the United Nations Sustainable Development Goals.**

- A. Integrate UN SDGs into Olympic Games Programming
- B. Engage Athletes and Sports Community as Advocates
- C. Foster Collaboration with Partners and Stakeholders



## Cooperation, delivery partnerships, and synergies



### EOC as an organisation

6.1

**Secure an appropriate budget for the delivery of the Implementation Plan through the development of multi-donor/multi-source funding of activities.**

- A. Resource Mobilization Strategy
- B. Strengthening Partnerships and Collaboration
- C. Demonstrating Impact and Accountability



### EOC as an enabler of sustainable development through sport in Europe

6.2

**Cultivate a holistic strategy for advancing the promotion and dissemination of secure, all-encompassing, accessible, and sustainable sports, as a catalyst for sustainable development.**

- A. Stakeholder Mapping and Engagement
- B. Strategic Partnerships and Alliances
- C. Cross-Sector Collaboration and Initiatives



## Advocacy



### EOC as an organisation

7.1

**Increase funding opportunities for sports in EU funding programs.**

- A. Advocate for Inclusion of Sports in EU Funding Priorities
- B. Strengthen Capacity Building for Sports Organizations
- C. Demonstrate Sports' Added Value in EU Policy Objectives



### EOC as an enabler of sustainable development through sport in Europe

7.2

**Increase the support of and recognition by European policymakers of the value and essential service provided by safe, accessible, and sustainable sport and of its contribution to UN SDGs.**

- A. Evidence-Based Advocacy and Awareness Campaign
- B. Engage in Policy Dialogues and Partnerships
- C. Showcase High-Impact Sports Initiatives

# Delivery



## ► 1. Assign Clear Responsibilities

Identify and assign clear responsibilities to individuals (Single Point Of Contact - SPOC) within the European Olympic Movement (EOC, ENOCs, events). Ensure that each action has a designated owner who is accountable for its successful delivery.



## ► 2. Foster Collaboration and Partnerships

Promote collaboration among different stakeholders, including sports organisations, government agencies, NGOs, academic institutions, corporate sponsors, and international organisations. Seek partnerships to leverage expertise, resources, and support.



## ► 3. Allocate Adequate Resources

Ensure that sufficient financial, human, and technological resources are allocated to implement the actions effectively. Secure funding, if necessary, and allocate budgets for each initiative.



## ► 4. Monitor Progress and Evaluate the Impact

Regularly monitor the progress of each action and evaluate its impact. Use key performance indicators (KPIs) and metrics to assess the effectiveness and success of the initiatives.



## ► 5. Communicate and Engage

Maintain open and transparent communication with all stakeholders involved. Engage with them throughout the implementation process to address challenges, gather feedback, and build support.



## ► 6. Adapt and Adjust as Needed

Be flexible and willing to adjust the plan based on feedback, changing circumstances, or new opportunities. Continuously refine and improve the actions to achieve the desired outcomes.



## ► 7. Celebrate Success and Share Best Practices

Acknowledge and celebrate the achievements of each action. Share success stories and best practices within the European Olympic Movement and beyond to inspire others and foster a culture of continuous improvement.



## ► 8. Set Milestones and Deadlines

Establish clear milestones and deadlines for each action to track progress and maintain momentum. Celebrate achievements at each milestone and use them as motivation to move forward.

# Governance

Governance, within the context of the European Olympic Committees (EOC) and the European Olympic Movement, can be understood through the above-mentioned four spheres of influence: Organisation, Events, Leader of the European Olympic Movement, and Enabler of Sustainable Development through Sport in Europe. Additionally, governance encompasses seven priority areas that reflect all three pillars of sustainable development.



## ► 1. Organisation

Governance in the EOC focuses on the internal structure, processes, and decision-making mechanisms of the organisation itself. This involves setting up effective and accountable systems to ensure transparent and responsible management of resources, finances, and operations.



## ► 2. Events

Governance concerning the EOC sports events relates to how the EOC manages and oversees various sporting events within Europe. It involves creating policies and guidelines for event organisation, ensuring fairness and integrity in competition, and promoting sustainable practices during the events.



## ► 3. Leader of the European Olympic Movement

Governance in this sphere revolves around the role as the umbrella body for the European NOCs including defining strategic directions, fostering collaboration with stakeholders, and advocating for the principles of sustainable development through sport.



## ► 4. Enabler of Sustainable Development through Sport in Europe

This aspect of governance centres on the EOC's commitment to leveraging sport as a means to promote sustainable development in Europe. It involves developing initiatives and programs that address social, environmental, and economic challenges and contribute positively to the overall well-being of society.

The seven priority areas that further define governance in the European Olympic Committees (EOC) and the European Olympic Movement are crucial for promoting sustainable development through sport in Europe. These areas encompass various aspects of the EOC's operations and their impact on society and the environment.



### **1. Effective and Accountable Governance**

Ensuring that the EOC operates efficiently, transparently, and responsibly in achieving its objectives.



### **2. Climate and Nature**

Incorporating environmental considerations into the EOC's activities and events, taking steps to reduce the carbon footprint, and promoting nature conservation.



### **3. Equal, Safe, Inclusive, and Enabling Environment**

Ensuring that sports within the European Olympic Movement are accessible to all, regardless of gender, race, or background. Promoting safety, inclusivity, and enabling opportunities for participation for everyone.



### **4. Wellbeing, Participation, and Education**

Focusing on the overall well-being of athletes and participants, encouraging active and healthy lifestyles and emphasising the importance of education and personal development through sports.



### **5. Communications about and Promotion of the Role of Safe, Inclusive, Accessible, and Sustainable Sport as an Enabler of Sustainable Development**

Disseminating information and raising awareness about the positive impact of safe, inclusive, and sustainable sports in promoting sustainable development across Europe.



### **6. Cooperation, Delivery Partnerships, and Synergies**

Collaborating with various stakeholders, including governments, organisations, and communities, to achieve common sustainable development goals through sport.



### **7. Advocacy**

Engaging in advocacy efforts to influence policies and decision-making processes at regional, national, and international levels, to prioritise and support sustainable sports initiatives and the values they promote.

# Management System

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## ► Staff Resources

Evaluate the current workforce within the European Olympic Movement to ascertain the availability of necessary skills internally. If necessary, enlist new personnel or involve external consultants and experts to address any skill gaps. Additionally, implement training and capacity-building programs to augment the capabilities of current staff members engaged in the implementation process.



## ► Financial Resources

Explore various funding avenues, sponsorships, grants, partnerships, and fundraising campaigns. Work closely with potential donors, sponsors, and partners to secure financial backing for specific initiatives or the comprehensive Implementation Plan. Allocate budgets judiciously, ensuring a strategic distribution of resources based on the priorities and anticipated impact of each action.



## ► Material Resources

Ensure the availability of essential technology and infrastructure to facilitate communication, data management, and project coordination. Assess the current inventory of material resources and acquire any additional items required for the successful implementation of the plan. Develop protocols to ensure the effective and efficient utilisation of material resources, encompassing guidelines for maintenance and appropriate disposal when necessary.



## ► Establish Partnerships and Collaborations

Initiate outreach to potential partners, stakeholders, and relevant organisations with the aim of establishing strategic partnerships and collaborations. Investigate opportunities for shared resources, in-kind support, and joint initiatives with partner organisations. Harness existing networks within the sports sector and beyond to identify additional resources and garner support for the objectives at hand.



## ► Project Management and Oversight

Appoint dedicated project managers and teams for a set of actions to oversee the implementation process. Set up transparent reporting mechanisms and communication channels to ensure seamless coordination and collaboration among all stakeholders. Conduct regular reviews of the progress for each action, identifying challenges, and implementing corrective measures as necessary to maintain the project's trajectory towards success.

# Reporting and evaluation

Actions	Description
Set Clear Reporting Timelines	Determine reporting timelines and frequency for each action. Regular reporting intervals, such as monthly, quarterly, or annually, can help track progress and identify any issues or challenges early on.
Standardise Reporting Formats	Develop standardised reporting templates that clearly outline the information required for each action. Ensure that these templates are user-friendly and provide a consistent structure for reporting across all initiatives.
Engage Stakeholders in Reporting	Involve all relevant stakeholders in the reporting process, including staff, partners, beneficiaries, and donors. Encourage their active participation and feedback to ensure comprehensive and accurate reporting.
Implement Monitoring and Evaluation Systems	Establish a monitoring and evaluation system to track the implementation of each action against the defined KPIs. Regularly review data and performance indicators to measure progress and identify areas for improvement.
Conduct Mid-term and Final Evaluations	Plan for mid-term evaluations to assess progress and effectiveness halfway through the implementation period. Conduct final evaluations at the end of each action to assess the overall impact and outcomes.
Use Both Qualitative and Quantitative Data	Collect both qualitative and quantitative data to provide a comprehensive view of the actions' performance. This may include surveys, interviews, focus groups, and data analysis.
Analyse and Interpret Results	Analyse the data collected during reporting and evaluations to draw meaningful insights. Interpret the results to identify successful strategies, challenges, and lessons learned.
Share Findings and Recommendations	Share the findings of the reporting and evaluation processes with relevant stakeholders. Provide clear and actionable recommendations for future improvements and adjustments.
Ensure Accountability and Transparency	Foster a culture of accountability and transparency throughout the reporting and evaluation process. Be open about successes and challenges and take responsibility for your actions.
Continuously Improve	Use the insights gained from reporting and evaluation to inform decision-making and continuously improve the implementation of future actions.