

Headline 6.1 Daily Operations

1. Definition

Sport is a powerful, global platform with the ability to engage and inspire people across cultures and geographies. Its influence extends to all corners of the Earth, making it a significant force in addressing critical global issues, including climate change. The urgency to reduce atmospheric greenhouse gases and prevent further destabilisation of Earth's climate is more pressing than ever. With the world's population at its highest and consumption levels threatening finite resources, sport governing bodies are increasingly recognising their role in promoting environmental sustainability.

This recognition goes beyond mere acknowledgment; it involves fully integrating sustainable practices throughout their daily operations. Sport governing bodies are now measuring their carbon footprint, adopting policies focused on environmental conservation, and implementing comprehensive strategies to reduce resource consumption and carbon emissions. These sustainable operations span a wide range of activities, including facility management, transportation, procurement, waste management, and policy development. The role of sport in advocating for environmental responsibility is not just influential but also a moral obligation.

Central to these efforts is the Sports for Climate Action Framework, a UN-led initiative that guides sports organizations in aligning their activities with the Paris Agreement. This framework outlines principles and targets for reducing emissions, urging the global sports community to actively contribute to the fight against climate change. Notable organisations such as the International Olympic Committee, National Olympic Committees, International Federations, and many more have committed to these goals, aiming to reduce emissions by 50% by 2030 and achieve net-zero emissions by 2040.

This commitment to environmental sustainability aligns with broader global initiatives like the UN 2030 Agenda and the Sustainable Development Goals (SDGs), which offer a comprehensive roadmap for sustainable development. The Paris Agreement, a landmark in climate change efforts, aims to limit global warming to well below 2°C, ideally to 1.5°C above pre-industrial levels. By embracing these frameworks, sport organisations leverage their global influence to drive meaningful action towards a sustainable future.

2. Ideal Scenario

The ideal scenario for sport organisations involves fully integrating sustainable practices throughout the organisation. This begins with measuring their carbon footprint and adopting policies and strategies that prioritise environmental conservation, resource minimisation, and carbon emission reduction. A comprehensive reduction strategy is implemented across all dimensions of the organisation to achieve these goals.

Sport organisations also engage stakeholders—including athletes, fans, sponsors, and local communities—in sustainability initiatives and awareness campaigns. By becoming signatories to global initiatives like the UN Sport for Climate Action Framework, they further demonstrate their commitment to addressing climate change. Compliance with reporting requirements and the implementation of actions

under this framework is crucial, as is the development of concrete action plans to reduce carbon emissions from operations, activities, and events by 50% by 2030.

Moreover, sport organisations prioritise nature conservation, avoiding damage to natural habitats and species. Whenever possible, they aim to restore and regenerate nature within the framework of their operations and events, contributing positively to global sustainability efforts.

To maintain relevance and effectiveness, sport organisations continuously review and enhance their environmental sustainability strategies. This involves regularly analysing performance data, incorporating stakeholder feedback, and adapting to evolving environmental conditions.

Finally, environmental sustainability is embedded into the organisational culture as a core decision-making criterion. A mindset of continuous improvement is promoted, fostering a shared responsibility for environmental stewardship at all levels of the organisation. Through these efforts, sport organisations not only minimise their negative environmental impacts but also play a significant role in advancing global sustainability.

3. Risks

- Reputational damage and loss of trust from stakeholders.
- Losing relevance and appeal especially to young people.
- Public scrutiny and negative media coverage.
- Governmental pressure and legal compliance risks jeopardising public funds.
- Decreased fan and sponsor support.
- Financial instability and loss of revenue.
- Increased operational costs due to inefficient resource use.
- Vulnerability to climate-related risks such as extreme weather events.
- Missed opportunities for innovation, cost savings, and revenue generation.
- Long-term environmental degradation and loss of natural resources.
- Team difficulties in the procurement process: effective green procurement requires thorough documentation, training, and the establishment of policies and procedures at the entity level to ensure that all involved personnel understand and follow the process correctly.
- Lack of suppliers/providers that can meet sustainability criteria.
- Limited internal buy-in: ensuring buy-in and dedication from every level of the sport organization, including management, staff, and stakeholders, is vital for effectively implementing decarbonization strategies.

4. Instruments and key elements

<i>Instruments</i>		<i>Key elements</i>
Carbon Measurement	Footprint	<ul style="list-style-type: none"> • Annually measure the carbon footprint of the organisation. • Communicate your carbon footprint.

<p>Carbon reduction strategy</p>	<ul style="list-style-type: none"> • Based on carbon footprint, identify the biggest emission factors. • Ensure the strategy is endorsed by leadership, management, and the board, and includes specific targets and actions. • Ensure the targets are in line with the goals of the Sport for Climate Action Framework. • Engage stakeholders in the development of the strategy. • Readjust the carbon reduction strategy if needed based on the annual carbon footprint measurement.
<p>Awareness raising and advocacy for Climate Action</p>	<ul style="list-style-type: none"> • Launch a comprehensive internal communication campaign to raise awareness among staff about the organisation's environmental sustainability initiatives and upcoming activities. • Promote climate action awareness and advocate for sustainability within your organisation and among member organisations. Actively involve stakeholders in the implementation of sustainability activities. • Make policy makers aware of how sport is affected by climate change.
<p>Responsibility/Climate Action Officer</p>	<ul style="list-style-type: none"> • Foster shared responsibility among staff and volunteers with strong board support. • Form a sustainability team from diverse organisational resources to lead initiatives, track progress, and report to leadership. • Engage leadership and management in sustainability discussions to secure commitment, with one member appointed as the managerial lead. • Designate a Climate Action Officer to oversee carbon footprint measurement and reduction strategies.

5. Good practice examples

Example “Carbon Footprint Measurement Tool”

Organisation: OCEAN – EOC EU Office

Description: With the aim of empowering NOCs and equipping them with the relevant tools, the OCEAN project (Olympic Committees of Europe Approaching Carbon Neutrality) developed a carbon footprint measurement tool that is specifically catered to the needs of National Olympic Committees. With a baseline measurement of the carbon footprint, users are then able to design a carbon footprint reduction strategy and regularly re-assess their carbon footprint with the tool to examine the effectiveness of the strategy and measures and taken and readjust where needed.

Further information: <https://project-ocean.eu/>

Example “Sustainability Strategy”

Organisation: ASAP – NOC Czechia

Description: “As Sustainable As Possible” created a Sustainability Strategy Creation Roadmap, an External Communications Cheatsheet and provides case studies to illustrate internal processes and potential challenges when moving to an integrated sustainability approach. The ASAP Roadmap to create a sustainability strategy guides the user step-by-step through the process beginning with an organisational screening, a materiality analysis, setting out the vision, creating an action plan, establishing a sustainability management system, reporting and communications, and finally the adoption of the strategy.

Further information:

[Homepage | ASAP \(asap-sport.com\)](https://asap-sport.com)

[23-asaproadmapfinal-1.pdf \(asap-sport.com\)](https://asap-sport.com/23-asaproadmapfinal-1.pdf)

Example “Sustainability Impact Tracker”

Organisation: UCI

Description: Combining both carbon emissions and the Sustainable Development Goals, this tracker enables commitment to components of a positive impact policy. Within the SGD calculator areas of performance and progress can be identified for an even more positive impact. It creates value and new assets enabling to improve brand reputation, sustainable communication and reporting. The Carbon Calculator allows accurate calculation of scope 1-3 emissions, generates a personalised user path and define and monitors personalised action plans and off-setting projects.

Further information: <https://uci-sustainability-impact-tracker.com/en/>

Example “Sustainability Strategy”

Organisation: International Skating Union

Description: Transition Action Plan 2023-2030; The ISU emphasises sustainability as crucial for maintaining its operational legitimacy and leveraging skating’s positive influence for societal and environmental well-being. By embracing sustainability, the ISU aims to reduce costs, mitigate risks, and identify new opportunities while enhancing its reputation as an ethical and innovative sports federation. Through its Sustainability Strategy aligned with the ISU Vision 2030, the organisation omits to addressing environmental, social, and economic concerns across stakeholder groups. By promoting innovative technologies and practices within ice rinks and fostering responsible development, the ISU seeks to minimise its environmental footprint, engage its global fan base, and support local skating communities and arenas for future generations. To develop the Strategy, the ISU conducted a thorough stakeholder mapping and engagement process. The Transition Action Plan 2023-2030 covers the areas 1. Ice Rinks; 2. Circularity and Carbon; 3. Nature; and 4. Community. Each area defines targets for the ISU as an organisation and as an event organiser and outlines specific actions to take.

Further information:

[Breaking the ice: the ISU unveils comprehensive sustainability plan for Ice Skating's future - International Skating Union](#)

[Microsoft Word - ISU Sustainability Strategy 2023-2030_20231218_clean_LW.docx](#)

Example “Sustainability Strategy”

Organisation: International Hockey Federation

Description: The sustainability strategy for hockey aims to ensure a sustainable future by focusing on positive impacts for people, reducing environmental effects, and ensuring financial stability. It promotes diverse participation, strong governance, and gender balance. Environmental goals include reducing water usage, carbon emissions, and plastic waste, with a commitment to climate action. Prosperity targets involve increasing visibility, fan engagement, securing new partnerships, and optimizing event distribution. Progress will be tracked through biennial sustainability reports, with efforts communicated via media and other channels.

Further information: [fih-sustainability-strategy-for-hockey.pdf](#)

Example “Carbon Footprint Measurement Tool”

Organisation: UEFA

Description: The UEFA Carbon Footprint Calculator is an online tool to help anyone involved in football calculate, understand and therefore act on their emissions related to the game. It was designed to highlight emissions in football-specific domains, such as the areas of mobility, facilities, purchased goods and services, as well as logistics, all within the context of football. According to the greenhouse gas protocol, verified by an independent third party, and tested by multiple football organizations during its development, the calculator has been crafted to aid in simplifying and cost-effectively managing and reducing carbon emissions across all initiatives of this type: UEFA also features a document that presents the full methodology of the Carbon Footprint Calculator and to help the users to get comfortable with the tool, tutorial videos and a user guide.

Further information: [UEFA Carbon Footprint Calculator | UEFA.com](#)

Example “Carbon Audit”

Organisation: World Baseball Softball Confederation (WBSC)

Description: The WBSC, as a signatory of the Sports for Climate Action, aims to exemplify sustainability within the realm of International Federations. A key component of this commitment is the carbon audit, which involves identifying and assessing greenhouse gas emissions and setting measurable goals and targets for achieving net-zero emissions. Starting with the baseline established in 2022, this audit process provides a framework for future progress. The WBSC is focused on implementing strategies to reduce emissions and maintaining transparency in reporting progress, aligning with the global 1.5°C climate ambition. Measuring emissions is considered a fundamental step in reaching these sustainability objectives.

Further information: [WBSC Sustainability](#)

Example “Emission of Major Spot Event”

Organisation: Fédération Internationale de Basketball (FIBA)

Description: The 2022 FIBA Women’s Basketball World Cup has achieved a significant milestone by becoming the first carbon-neutral event certified by the International Olympic Committee (IOC). Following an assessment by Pangolin Associates, which revealed 14,062 tonnes of CO2 equivalent emissions, the Local Organising Committee (LOC) offset these emissions through verified carbon offset projects. Melissa King, Chief Executive of the LOC, attributed this success to the combined efforts of ticket buyers, FIBA, the Australian Government, teams, staff, and volunteers. The event’s legacy will include documentation of these practices to guide future event organizers.

Further information: [FIBA Women World Cup 2022](#)

6. Steps to the next level

To level 2 ★★ “Emerging”	To level 3 ★★★ “Developing”	To level 4 ★★★★ “Established”	To level 5 ★★★★★ “Embedded”
<ul style="list-style-type: none"> Establish a dedicated sustainability team composed of diverse resources across the organisation to lead sustainability initiatives, monitor progress, and regularly report outcomes to leadership and stakeholders. Engage the leadership, management, and board in discussions on environmental sustainability to gauge their commitment and secure approval for launching sustainability actions, with one member designated 	<ul style="list-style-type: none"> Measure your organisation's carbon footprint to assess its environmental impact, ensuring accurate data collection and analysis. Set clear environmental sustainability goals aligned with international frameworks such as the UN Sustainable Development Goals (SDGs) and the UN Sports for Climate Action Framework (S4CA), ensuring these goals are actionable and measurable. 	<ul style="list-style-type: none"> Broaden your environmental sustainability approach by considering all dimensions beyond climate action and carbon footprint, including the impact on nature. Evaluate the potential benefits of joining the UN Sports for Nature Framework. Provide advanced training for key staff members in sustainable sourcing, carbon footprint reduction, and biodiversity conservation, ensuring the involvement of 	<ul style="list-style-type: none"> Continuously review and enhance the environmental sustainability strategy by regularly analysing performance data, incorporating stakeholder feedback, and adapting to evolving environmental conditions to ensure relevance and effectiveness. Implement a comprehensive reduction strategy across all organisational dimensions, applying the AAROM approach: Anticipate, Avoid, Reduce, Offset, and

<p>as the managerial lead responsible for overseeing these initiatives.</p> <ul style="list-style-type: none"> Conduct an assessment of staff and leaders to evaluate their understanding of the connection between environmental sustainability and sports organisations, identifying areas where training and education may be required. Organise engaging and interactive activities designed to increase internal buy-in and strengthen staff commitment to the organisation's environmental sustainability goals. Research and select appropriate carbon footprint calculators to accurately measure the organisation's environmental impact. <p>Transport & Commuting</p> <ul style="list-style-type: none"> Raise awareness among staff about the environmental impact of transportation 	<ul style="list-style-type: none"> Develop a carbon footprint reduction strategy based on your carbon footprint assessment. Ensure the strategy is endorsed by leadership, management, and the board, and includes specific targets and actions. Appoint a Climate Action Officer within your staff as responsible person to oversee and coordinate the carbon footprint measurement and implementation of the carbon reduction strategy. Formally commit to environmental sustainability by signing up for the UN Sports for Climate Action Framework and integrating its principles into your organisational practices. Incorporate the environmental sustainability policy into the organisation's mission statement and strategic plan, 	<p>external experts to enhance the depth and effectiveness of the education.</p> <ul style="list-style-type: none"> Actively engage stakeholders in the development of the carbon reduction strategy by maintaining transparency in your environmental sustainability policy, regularly seeking feedback to measure success, and identifying areas for improvement. Promote climate action awareness and advocate for sustainability within your organisation and among member organisations. Actively involve stakeholders in the implementation of sustainability activities. Present an annual overview and action plan to the board and management to ensure their continued engagement and alignment with the organization's environmental 	<p>Mobilize efforts to minimise environmental impact.</p> <ul style="list-style-type: none"> Integrate environmental sustainability into the organisational culture by embedding it as a core decision-making criterion, promoting a mindset of continuous improvement, and fostering a shared responsibility for environmental stewardship across all levels of the organisation. <p>Transport & Commuting</p> <ul style="list-style-type: none"> Establish new travel criteria by either renegotiating with your current travel agency or initiating a tender process to select a new agency that aligns with your environmental sustainability goals. <p>Resource & material use</p> <ul style="list-style-type: none"> Ensure all non-renewable energy use is replaced with certified green electricity, supplying areas that cannot directly
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<p>choices, particularly regarding flights and car usage, and encourage more sustainable options.</p> <ul style="list-style-type: none"> • Conduct a staff commuting survey to establish a baseline understanding of current commuting practices, and use this data to inform future sustainability efforts. • Introduce incentives to encourage sustainable commuting, such as using public transportation, carpooling, or cycling, and create an internal carpool platform to facilitate shared commutes among staff. <p>Resource & material use</p> <ul style="list-style-type: none"> • Critically review and compare energy, gas, and water contracts to identify providers that offer sustainable sources at competitive rates, and consider switching to more environmentally friendly options. • Monitor water usage across the organisation, 	<p>ensuring endorsement and active support from leadership, management, and the board.</p> <ul style="list-style-type: none"> • Launch a comprehensive internal communication campaign to raise awareness among staff about the organisation's environmental sustainability initiatives and upcoming activities. • Make public commitments to environmental responsibility by transparently communicating your organisation's efforts to measure, mitigate, and reduce environmental impacts. • Involve employees in environmental sustainability efforts by assigning specific responsibilities and competencies to implement sustainability measures, regularly monitoring and updating the organisation's 	<p>sustainability goals.</p> <p>Transport & Commuting</p> <ul style="list-style-type: none"> • Implement transportation incentives and infrastructure improvements by providing subsidies for public transportation, establishing car-sharing programs, acquiring loaner bicycles for staff use and investing in electric or hybrid vehicle fleet. <p>Resource and material use</p> <ul style="list-style-type: none"> • Conduct a comprehensive energy performance audit of your facilities with a specialised energy auditing organization to identify potential technical and organisational savings, and assess the viability of user-dependent smart control systems. • Expand your no-giveaways policy into a nationwide campaign across all sports 	<p>receive self-generated renewable energy with certified green alternatives.</p> <ul style="list-style-type: none"> • Implement comprehensive energy control measures for all organisational activities, including events. This includes configuring IT infrastructure for energy-saving modes, scheduling automatic shutdowns of electronic devices during non-use periods, and reducing heating during nighttime. <p>Procurement</p> <ul style="list-style-type: none"> • Monitor and evaluate procurement processes regularly to identify areas for improvement and ensure alignment with environmental sustainability goals. • Incorporate sustainability criteria into all procurement processes by ensuring that all suppliers and partners comply with your sustainable sourcing policy in
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<p>promptly identifying and addressing any potential leaks to conserve resources.</p> <ul style="list-style-type: none"> Gather data on fuel and electricity usage from owned facilities to establish a baseline and identify areas for improvement. Implement paper and printing reduction strategies by switching to digital formats whenever possible, using double-sided printing, setting printers to eco-mode, reducing text size before printing, reusing single-sided sheets, and using 100% recycled paper. Adopt the use of post-consumer recycled paper for all office, headquarters, and event operations to minimise environmental impact. <p>Waste management</p> <ul style="list-style-type: none"> Assess the organisation's waste generation and create incentives to reduce consumption while promoting effective waste sorting 	<p>climate balance sheet and targets.</p> <ul style="list-style-type: none"> Seek continuous feedback from internal stakeholders on your environmental sustainability initiatives through structured evaluation mechanisms, ensuring ongoing improvement and engagement. Enhance the capacity of staff and stakeholders by offering educational courses that cover the relationship between climate change and sport, and the key concepts of environmental sustainability relevant to sports organisations. <p>Transport & Commuting</p> <ul style="list-style-type: none"> Develop a comprehensive travel policy that addresses staff commuting and business travel, including: Incentives for sustainable commuting such as public 	<p>associations, encouraging them to reinvest savings into climate protection projects. Consider allocating a portion of the savings from all associations to fund a collective climate protection initiative.</p> <p>Waste management</p> <ul style="list-style-type: none"> Optimise waste management processes by enhancing waste sorting systems and minimizing overall waste generation. Develop and implement a comprehensive recycling scheme. <p>Procurement</p> <ul style="list-style-type: none"> Regularly review and refine your sustainable procurement strategy, ensuring that environmental criteria consistently take precedence over cost considerations to drive more eco-friendly purchasing decisions. 	<p>every call for offers.</p>
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<p>through initiatives like waste islands and informational materials in common areas.</p> <ul style="list-style-type: none"> • Replace single-use plastics and difficult-to-recycle materials with reusable, recycled, or recyclable alternatives to minimize waste. • Adopt reusable items for all organisational functions, including cutlery, crockery, glasses, and bottles, and eliminate individually packaged items such as sugar and milk. <p>Procurement</p> <ul style="list-style-type: none"> • Develop and implement a comprehensive procurement policy that prioritises eco-labelled products, energy-efficient goods, and climate-conscious supplier agreements. • Inventory current suppliers to evaluate their sustainability standards, focusing on minimising purchases and prioritising suppliers that meet 	<p>transportation, cycling facilities, and promoting teleworking or flexible work arrangements.</p> <ul style="list-style-type: none"> • Implementing a CO2-budget for each team or department, setting annual limits on the number of trips allowed. • Limiting short-distance flights (with exceptions only for justified cases), restricting business class to essential cases, prioritizing direct flights, and selecting airlines with the lowest CO2 emissions. • Promoting alternatives to travel, such as online meetings and constant assessment of the necessity to travel. • Prioritizing train travel when feasible, offering 1st class to use travel time efficiently as working time, and limiting car journeys with compensation for 		
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<p>environmental criteria.</p> <ul style="list-style-type: none"> • Integrate circular economy principles (Refuse, Reduce, Reuse, Repurpose, Recycle) into procurement decision-making to minimize waste and resource use. • Prioritise the purchase of energy-efficient products when acquiring new electronic devices, selecting IT equipment and printers with energy-saving labels that offer high quality and longevity. 	<p>necessary overnight stays.</p> <ul style="list-style-type: none"> • Conducting an annual review of travel activities to assess environmental impact and identify areas for improvement. • Work with travel agencies to establish specific sustainability criteria for booking travel, ensuring alignment with your environmental goals. <p>Resource & material use</p> <ul style="list-style-type: none"> • Continuously monitor and optimise energy usage across your buildings, assessing the potential for installing additional electricity measurement points through automated systems. • Implement water conservation measures at your facilities, aiming to reduce water use compared to baseline figures. 		
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	<ul style="list-style-type: none"> Eliminate the use of giveaways at events and communicate this decision by redirecting saved funds towards climate protection initiatives. <p>Waste management</p> <ul style="list-style-type: none"> Measure and categorise waste generation from permanent facilities and organisational headquarters, tracking the quantities of materials composted, recycled, landfilled, or incinerated. <p>Procurement</p> <ul style="list-style-type: none"> Establish a sustainable sourcing policy that prioritises suppliers adhering to sustainability standards, emphasizes eco-friendly materials, and incorporates circular economy principles into procurement decisions. 		
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