



SUSTAINABILITY STRATEGY 2020-2030

April 2020

Executive Summary

World Athletics (WA) is the global governing body for the sport of Athletics. Today World Athletics encompasses track and field, race walking, road running, cross-country, mountain and trail running. Boasting 214 national Member Federations, World Athletics has significant global reach, and is responsible for the worldwide development of the sport of athletics.

World Athletics is committed to ensuring that its athletics events, which are held all over the world, and its headquarters, based in Monaco, are fully aligned to the principles of sustainability. This is in recognition of but not limited to the growing environmental challenges that the world faces today, specifically air pollution, climate change and our over consumption of resources and materials escaping unmanaged into the environment alongside the social issues of global equality and diversity creating unequal opportunities. All these global issues pose a serious threat to the quality of our lives and communities.

Sustainability within athletics is defined as driving the practices and behaviours of individuals and organisations developing the sport in such a way that it:

- accounts for the needs of future generations,
- provides a fair and level sporting platform based on sound ethical principles,
- actively involves interested parties and is open about decisions and activities, and
- ensures actions take a balanced approach to their social, economic and environmental impact.

Putting in place a robust sustainability strategy ensures World Athletics and its partner organisations have a framework for delivering tangible benefits across the three pillars of sustainability - environmental, social and economic. The vision for sustainability is:

Our sustainability vision is to become the leading International Sports Federation in delivering best in class sustainable events

The strategy is based on key areas of impact recognising that some are under World Athletics's control and others only under their influence. Aligned to all aspects is the importance of working with the stakeholders, in particular across the permitted and licenced events.



World Athletics sustainability framework of impact, control and influence

The sustainability strategy sets out World Athletics’s commitment to accelerating athletics towards a sustainable future, contributing to a better world. In some areas, this will require a change from ‘business as usual’, in some cases it will be about influence and specification and in others it will be around developing partnerships to deliver scalable change. The objectives addressing each focus area and the 2030 Target can be seen in the Table below. The recommended actions required to achieve the targets are set out in the Strategy.

Focus areas	Objectives	2030 Target	Delivery through
Leadership in sustainability	<p>Be a recognised driver in sports sustainability</p> <ul style="list-style-type: none"> • Promote sustainability across athletics and the sport • Ensure delivery showcases best practice • Visible commitment and credible evidenced action across a range of sustainability targets for World Athletics and through influence across the sport 	<ul style="list-style-type: none"> • 100% World Athletics, sanctioned events and Member Federations are aware of sustainability implications and start to take action • 100% Sanctioned events commit to World Athletics Sustainability Charter • 100% World Athletics Series (WAS) events deliver to ISO20121 standard and deliver continual improvement • 100% corporate partners are engaged and activating around an aspect of sustainability 	World Athletics Corporate, World Athletics Events
Sustainable production and consumption	<p>Positively manage the impact of procurement</p> <ul style="list-style-type: none"> • Minimise any social or environmental impact from procurement of products and services • Maximise local economic impact around events • Establish sustainable procurement code and 3rd party assurance of world athletics procurement 	<ul style="list-style-type: none"> • Technical and event standards account for social and environmental impacts as well as performance requirements • Baseline of impact at WAS events and action plan for all events established • 100% compliance with sustainable procurement code across World Athletics activities • 100% compliance with sustainable procurement code at sanctioned events 	World Athletics Event delivery partners, sponsors, suppliers, technical standards
Climate change and carbon	<p>Transition to carbon neutrality by 2030</p> <ul style="list-style-type: none"> • Minimise carbon emissions across World Athletics activities • Identify credible means to offset unavoidable emissions 	<ul style="list-style-type: none"> • Achieve 2030 Carbon Neutrality across World Athletics operations and WAS events (annual 10% reduction in carbon emissions from 2019 baseline) • 100% sanctioned events commit to carbon neutrality targets 	Events, World Athletics operations

Focus areas	Objectives	2030 Target	Delivery through
Local environment and air quality	<p>Ensure environmental conditions enable individuals to participate safely</p> <ul style="list-style-type: none"> • Maximise venues for safe participation in athletics where air quality is safe for athletes and communities • Minimise impact of events and venues on local environment 	<ul style="list-style-type: none"> • Venue, event and equipment standards incorporate environmental factors • Venue and event standards minimise impact on surrounding environments • 100% host cities establish low emission zones around stadia and athletics arenas • Air quality targets are understood, set and monitored protecting runners and athletes 	Events and Host City partnerships, technical and venue standards
Global Equality	<p>Demonstrably share skills across the world</p> <ul style="list-style-type: none"> • Build technical, event management and performance capability across wider geography • Build global pipeline and capacity of female leaders to achieve World Athletics Council minimum gender targets by 2027 	<ul style="list-style-type: none"> • 100% World Athletics geographic areas are capable of hosting high quality sustainable international events in at least one city • 100% World Athletics geographic areas have recognised opportunity pathways for both genders in all professions in athletics across athletes, coaches, technical officials, administrators • Annual female leadership seminars conducted in all Areas 	World Athletics Events, Training and development
Diversity, accessibility and wellbeing	<p>Ensure athletics is open to everyone</p> <ul style="list-style-type: none"> • Maximise participant awareness around health and wellbeing risks • Ensure diverse workforce and fair treatment of staff and those working at and on our events, and for our suppliers and partners • Facilitate a collaborative approach to developing disability in athletics programmes catering to a range of disabilities across Member Federations 	<ul style="list-style-type: none"> • 100% athletes competing at international events have standardised basic health checks • 100% awareness and implementation of diversity policy throughout the sport • 100% MFs have established collaborative disability in athletics programmes • 100% implementation of staff wellbeing policy and World Athletics process to deal with issues. • 100% implementation of an athlete and related officials' policy, and World Athletics processes to tackle harassment and safety. 	World Athletics Events, Technical standards, Training and development, venue, suppliers and partners

In addition to setting identified objectives and associated targets within sustainability focus areas, the associated World Athletics departments responsible for delivering against the objectives are identified. Assigning accountability for both delivery, monitoring and reporting is critical for continual improvement.

Committing to the targets and openly reporting on progress will drive World Athletics to achieve more. It is recommended that an annual sustainability report using the Global Reporting Initiative framework as best practice in sustainability reporting is produced, where progress is reported against the strategy framework and the delivery of each aspect. In addition, it is recommended that World Athletics utilise the International Sustainable Event Management System standard, ISO20121, for World Athletics events to create an audit and reporting framework which can be extended across all World Athletics activities and will provide a robust framework for assessing progress and identifying areas of action to focus on.

Sustainability is about behavioural change when it comes to delivery. Implementation of a communication and engagement plan will focus on taking people on a journey along the spectrum of engagement levels, from a lack of knowledge through to being knowledgeable, engaged and empowered to take effective action. A communications and engagement strategy will set out how World Athletics will inform and inspire individuals to take individual and collective action on sustainability and influence others to do the same, building momentum for change.

When developing a detailed roadmap to achieving the 2030 Sustainability targets, there are many factors that

a) need to be considered in both determining a timeline against each action and the approach to realising the action (enforcement or supportive/ collaborative) and

b) may affect the progress through delivery against each action. Factors taken into consideration in developing the roadmap for delivery include:

- Sustainability risk impact and priority
- Where on the sphere of influence the action falls: within the control or influence of World Athletics
- Phase of event/ venue bidding process
- Existing partner/ venue contractual commitments and terms

The roadmap can be seen in the following table for each key focus area:

- Corporate
- Events
- Technical and Venue Standards
- Training and Development
- Member Federations and Governance
- Partnerships

Actions are identified against each priority area and are in turn themselves prioritised, ranked in high (red)/ medium (orange)/ low (green). In addition, each action is ranked according to the delivery timeframe which relates to the time frame required to achieve the set target. This is ranked 1-10 with 1 (red) being delivered within 1 year and 10 (green) being delivered to the 2030 targets.

Where the actions are repeated annually, the time to achieve the first deliverable is given.

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
Corporate					
	Leadership in Sustainability	1	Publish World Athletics Sustainability Strategy 2020-2030 and providing strategic support for the implementation of the sustainability strategy	High	1
		2	Commitment to global initiatives	High	1
		3	Monitoring and reporting	High	10
		4	Build a wider communications strategy to inspire and engage wider stakeholder community	High	1
	Sustainable production and consumption	5	Develop and implement World Athletics sustainable procurement code	High	1
		6	Implement waste management hierarchy	High	2
	Climate change and carbon	7	Carbon roadmap 2020-2030	High	10
		8	100% renewable electricity	High	1
		9	World Athletics Sustainable Travel policy	Medium	2
	Local environment and air quality	10	In collaboration with the Monégasque municipality, implement air quality monitoring programme across the municipality of Monaco	High	1
	Global equality	11	Upskilling of federation capacity	Medium	6
		12	Continue staff welfare programme and share best practice	High	10
	Diversity, accessibility and wellbeing	13	Ensure office and facilities are accessible	High	1
Events					
	Leadership in Sustainability	1	Develop Sustainable event management system for World Athletics events, certified to ISO20121	High	2
		2	Implement World Athletics “Athletics for a Better World” sustainable event charter	High	4
		3	Establish scope and implement programme of sustainable benchmarking of events in Athletics and share best practice	High	2
	Sustainable production and consumption	4	Embed responsible procurement code into Events	High	5
		5	Implement a waste management plan aligning to the waste hierarchy	High	5
		6	Establish an event reuse programme	Medium	4

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
	Climate change and carbon	7	WAS events to implement World Athletics commitment to Sport for Climate Action framework	High	2
		8	Embed climate action into World Athletics sustainable charter for sanctioned events	High	5
	Local environment and air quality	9	Air Quality Monitoring	High	10
		10	Set and implement environmental standards for World Athletics events and venues	Medium	4
		11	Create best practice guide to minimise impact of sanctioned events on local environment	Medium	6
		12	Develop and share a toolkit with the local community around improving air quality	Low	3
	Global equality	13	Officials mentoring programme and Member Federation delivery partnerships	Low	4
		14	Maximise local economic impact	Low	3
	Diversity, accessibility and wellbeing	15	Sustainable Event Operations Manual to include diversity and accessibility	Low	2
Technical and Venue Standards					
	Leadership in Sustainability	1	Review technical standards, embedding sustainability criteria, for equipment	High	3
		2	Establish a venue sustainability standard	High	4
	Sustainable production and consumption	3	Best practice guidance for manufacturing to support delivery of the standard	Low	3
		4	Best practice for venue owners and operators	Medium	3
		5	Host technical and Venue Sustainability Forums	Medium	3
	Climate change and carbon	6	Provide resources to support equipment manufacturers develop carbon reduction plan	Low	5
		7	Provide resources to support venue owners develop carbon reduction plan	Low	5
	Local environment and air quality	8	Include air quality factors (volatile organic compounds – VOC) emissions as part of equipment and venue standard	High	4
		9	Support venue owners implement a plan to improve air quality in and around venues	Low	6

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
	Global equality	10	Build up capacity of local businesses, globally, to supply world of athletics	Low	10
		11	Build up quality of regional stadia to host global events	Low	10
	Diversity, accessibility and wellbeing	12	Establish diversity plan for training referees and officials	High	7
		13	Broaden the accessibility of Technical Officials Training Programmes	Medium	2
Training and Development					
	Leadership in Sustainability	1	Embed sustainability into World Athletics training and coaching materials and develop new resources	High	2
		2	Develop legacy projects, capitalising on the impact of athletics events	Medium	4
	Sustainable production and consumption	3	Promote and develop if needed, training materials for sustainable sourcing	Medium	4
	Climate change and carbon	4	Promote and develop if needed, training around managing impacts of climate change and carbon emissions	Medium	2
		5	Reduce the travel requirement for delivering programmes for coaches, technical officials etc., through on-line provision	High	3
	Local environment and air quality	6	Promote and develop if needed, training around air quality and local environmental impacts	High	6
	Global equality	7	Balanced recognition of World Athletics Approved sustainable venue charter across areas	High	7
		8	Sustainable Training Facility exchange programme	Low	3
	Diversity, accessibility and wellbeing	9	Targeted skills development programme	High	2

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
Member Federations and Governance					
	Leadership in Sustainability	1	Engage Members Federations with benefits of sustainability	High	1
		2	Provide all Member Federations with best practice guidance and support for their operations, national championships and sport development.	Medium	3
		3	Support Member Federations in development of their own sustainability strategies	Medium	5
		4	Support Member Federations in incorporating athlete/ team management activities into their sustainability strategies	Medium	5
	Sustainable production and consumption	5	Maximise local economic benefit by engaging with local suppliers	Medium	3
		6	Focus on resource efficiency to reinforce sustainability targets	Low	3
		7	Establish a reuse programme for equipment	Medium	4
	Climate change and carbon	8	Provide best practice guidance for Member Federations in managing carbon emissions	High	1
		9	Proactively promote and encourage implementation of healthy, sustainable travel policies	High	2
	Local environment and air quality	10	Protect local environment and air quality conditions for national, regional and local athletics areas.	Medium	7
	Global equality	11	Support in building capacity within smaller federations through federation and sponsor alliances	Low	3
		12	Target an 'even' geographic spread of World Athletics WAS and sanctioned events	Medium	7
	Diversity, accessibility and wellbeing	13	Support Member Federations achieve in-territory demographic equity across the sport	High	7

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
Partnerships					
	Leadership in Sustainability	1	Align World Athletics's commercial offering to existing partners and embed sustainability into partnership agreements	High	1
		2	Develop commercial plan considering and leveraging the sustainability strategy, in order to secure new partnerships around sustainability	High	1
	Sustainable production and consumption	3	Innovation partners e.g., around materials and waste – closed loop manufacturing of equipment	Low	2
	Climate change and carbon	4	Identify partners around renewable energy and sustainable transport	High	1
		5	Develop partnerships with host cities around climate change and carbon	Medium	4
	Local environment and air quality	6	Leverage event venue contracts to establish ongoing actions and commitment for improving air quality	High	2
	Global equality	7	Secure global partners with the resource and appetite to engage across geographic regions to drive equality	Low	2
	Diversity, accessibility and wellbeing	8	Ensure partnership values align to World Athletics values on diversity, accessibility and wellbeing	Low	2

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1. INTRODUCTION

World Athletics is the global governing body for the sport of athletics. Today World Athletics encompasses track and field, race walking, road running, cross-country, mountain and trail running. Boasting 214 national Member Federations, World Athletics has significant global reach, and is responsible for the worldwide development of the sport of athletics.

World Athletics is committed to ensuring that its athletics events, which are held all over the world, and its headquarters, based in Monaco, are fully aligned to the principles of sustainability. This is in recognition of the growing environmental challenges that the world faces today, specifically air pollution, climate change and our over consumption of resources and materials escaping unmanaged into the environment. All these global issues pose a serious threat to the quality of our lives and communities.

As part of its commitment to sustainability, World Athletics signed a partnership with the United Nations Environment Programme (UNEP) earlier this year undertaking to engage consumers and to advocate for policy and practice change in the area of clean air. In 2018, World Athletics also signed the UN Clean Seas commitment, joining a number of sports organisations in a move to address the increasing flow of plastics entering the world's rivers and seas.

WORLD ATHLETICS VISION

To lead, govern and develop the sport of athletics in all its forms worldwide, uniting the Athletics family in a spirit of excellence, integrity and solidarity.

WORLD ATHLETICS MISSION

- To lead, govern and develop athletics in all its forms worldwide, uniting the athletics family in a spirit of excellence, integrity and solidarity.
- To protect our sport and its athletes on every level of participation
- To engage our followers and deliver events of the highest quality
- To celebrate our sport with pride.

We do this through an organisation focused on four key functions:

1. Developing and delivering great events & competitions that showcase elite performances
2. Running World Athletics through good governance, setting rules, managing records, administrating anti-doping processes and raising and distributing revenues.
3. Educating & empowering the sport of athletics through development programmes aimed at growing the sport at grass roots level and delivering training programmes and tools for schools, coaches, technical officials, clubs etc
4. Engaging fans through a series of marketing, commercial and communication initiatives, activities and partnerships.

2. OUR SUSTAINABILITY COMMITMENT

Sustainability within athletics is defined as driving the practices and behaviours of individuals and organisations developing the sport in such a way that it:

- accounts for the needs of future generations,
- provides a fair and level sporting platform based on sound ethical principles,
- actively involves interested parties and is open about decisions and activities, and
- ensures actions take a balanced approach to their social, economic and environmental impact.

WHY DEVELOP A SUSTAINABILITY STRATEGY?

Putting in place a robust sustainability strategy ensures World Athletics and its partner organisations have a framework for delivering tangible benefits across the three pillars of sustainability - environmental, social and economic. Key benefits include:

- better management of the sport's social and environmental risk factors;
- identification of opportunities benefitting the sport and engaging a wider group of stakeholders;
- more efficient use of resources delivering lower operating costs enabling greater investment in the sport;
- wider activation platform for partnerships to bringing significant economic, social and environmental benefits to local communities.

A robust approach to sustainability enhances athletics as a commercial proposition to funding partners. This enables the sport to not only deliver on sustainability objectives but to also attract more resources into the development of the sport. Finally, putting sustainability at the heart of its vision for athletics aligns World Athletics with, and shows leadership of, the growing movement of sustainability in sport.

APPROACH TO DEVELOPING THE STRATEGY

The strategy has been developed using the 'plan-do-check-act' approach where issues are identified, prioritised and reviewed, measurable objectives are set and achievement is monitored. A programme of specific actions has been identified to achieve these objectives. Taking the strategy into implementation will require work plans setting out the activities and resources required for each activity. To ensure appropriate oversight of the programme, a robust governance model and clear roles and responsibilities framework has been defined.

Stakeholder communication and engagement has been a large part of the development of the strategy, recognising the importance of engaging individuals and organisations across athletics to build a strategy that can achieve lasting change in sustainable practices and behaviours.

In line with the values of World Athletics, transparency and credibility are important to the success of the sustainability programme. Open and accountable reporting and communication is a key part of the strategy.

OUR SUSTAINABILITY VISION

Our sustainability vision is to become the leading International Sports Federation in delivering best in class sustainable events

3. STRATEGIC CONTEXT

In the 21st century, as the global population continues to explode, and individuals become more aware of the environmental and social impact of the way they live, the pressure to work, live and play sustainably is growing. Awareness of sport’s unique position as a platform to raise awareness and tackle the issues is also growing, with many sports starting to explore sustainable practices and raise awareness with supporters and fans. As society’s values shift, so to do those of businesses and investors looking for commercial partnerships with sport.

To deliver scalability, we have aligned our strategy to global initiatives in the United Nations Sustainable Development Goals (UN-SDGs or Global Goals), UN Climate Change (UNCC) Climate Action Framework, UN Environment Clean Air and the IOC Sustainability Framework.

[The United Nations 2030 Agenda for Sustainable Development](#) provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

Olympic Agenda 2020 is the strategic roadmap, of the IOC, for the future of the Olympic Movement. The 40 recommendations are like pieces of a jigsaw puzzle that, when you put together, form a picture that shows the IOC safeguarding the uniqueness of the Olympic Games and strengthening sport in society. IOC is committed to supporting the delivery of the UN Sustainable Development Goals (SDGs) through the Olympic movement, addressing 11 of the 17 SDG’s, highlighted in Figure 1 below.



Figure 1 UN SDG’s to which the IOC aims to contribute towards

World Athletics’s position as the world governing body for athletics offers an opportunity to both drive change in areas under its direct control, and to influence change across the sport more widely. This sustainability strategy covers both aspects: all activities in the direct control of World Athletics, and the priority action areas across the broader sport of athletics which World Athletics can influence from individuals at the local level to national organisations and collaborating at the international scale with partner organisations to scale impact further. This is illustrated in Figure 2.

The sustainability strategy has been developed in line with the international sustainability standard for events, ISO 20121 – building on the Plan, Do, Check, Act process of continual improvement to facilitate the implementation of the framework and to achieve ISO 20121 certification for World Athletics controlled events. The structure of the ISO framework is outlined in Figure 3.

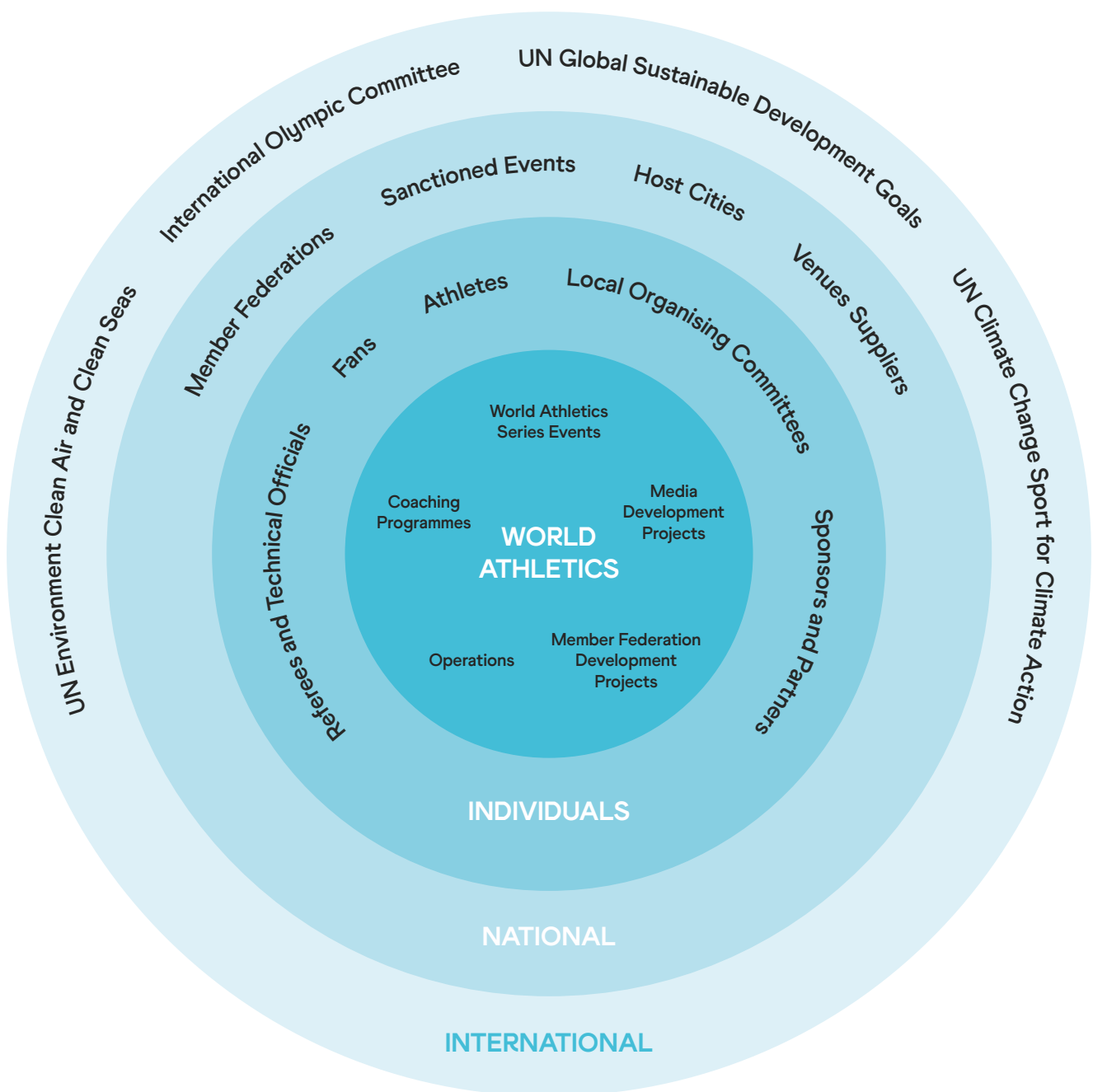


Figure 2: World Athletics context and spheres of influence

PLAN

Identify interested parties and map interactions with World Athletics

Outline scope of World Athletics' sustainability strategy aligning with World Athletics vision and mission

Defined principles of sustainability within strategy and establish commitment through World Athletics sustainable development policy

Identify issues and rank the associated risks and opportunities to set objectives and identify projects required to deliver them

Define roles and responsibilities for delivery of sustainable strategy

DO

Deliver Work Plans

1. Sustainability management system action plan to structure operations with appropriate procedures
2. Delivering sustainability through WAS events setting new benchmark standards, sharing best practices and using events as a platform to engage
3. Delivering sustainability, sharing best practice, driving efficient use of resources and maximum investment in sport
4. Expanding technical standards to incorporate all aspects of sustainability action plan to support innovation across athletics community
5. Sustainability training programme to build on and maintain competencies and awareness across sustainability area
6. Programme of engagement with Member Federations driving engagement to deliver programmes at national level building the profile of sustainability across athletics world
7. Data collection and reporting action plan which outlines processes to produce accurate, complete and transparent reports

CHECK

Monitor identified clear Key Performance Indicators (KPIs) against which to track progress against work plans, targets and achievement of objectives

ACT

Review and identify areas for improvement and implement corrective actions

Figure 3: Development of World Athletics's Sustainability Strategy

4. World Athletics SUSTAINABILITY STRATEGY

The sustainability strategy sets out World Athletics’s commitment to accelerating athletics towards a sustainable future, contributing to a better world. In some areas, this will require a change from ‘business as usual’, in some cases it will be about influence and specification and in others it will be around developing partnerships to deliver scalable change. Figure 4 shows the starting framework identifying the key areas of impact, control and influence and importance of working with the stakeholders, in particular across the permitted and licenced events.



Figure 4: World Athletics sustainability framework of impact, control and influence

In developing the priority areas of the strategy, we have identified the stakeholders and their interests, their specific issues which present risks which in turn can be seen as significant opportunities. From these we have identified a set of objectives and recommended actions.

GOVERNANCE, ROLES AND RESPONSIBILITIES

Delivering sustainability is never the remit of a single person and needs to be embedded into the culture of an organisation across all delivery areas and levels of responsibility. Clear governance and leadership assigning roles and responsibilities are essential components of delivering the sustainability programme responsibly. World Athletics stakeholders can be seen in Figure 5.

World Athletics Sustainable Development Advisory Group will continue to advise World Athletics on the development of its sustainability vision, strategy and practical implementation across the sport.

World Athletics Council will be responsible for overall decision making and oversight of policy and resourcing for the programme, in line with its role in World Athletics governance in general. World Athletics Executive Director of Communications has been allocated responsibility from the CEO for the overall development and execution of the strategy, supported by World Athletics Senior Management Team (SMT). The strategy has been aligned to the existing World Athletics departments and relevant members of the staff responsible for the delivery of the specific sustainability initiatives will be allocated as the actions identified move into their implementation phases.

Clear lines of accountability will be required to ensure delivery of the strategy and these will be developed and reviewed as the strategy matures. A reporting framework will be developed to ensure robust tracking and oversight of progress, resourcing, issues and risks is maintained throughout the programme.

STAKEHOLDERS

To achieve lasting change in sustainable practices and behaviours across the sport of athletics requires the support and engagement of many different stakeholders as identified in Figure 4. The strategy will build wide engagement across the stakeholder groups recognising the opportunity for scalability by embracing all events in the transition to a sustainable future for athletics.

To ensure stakeholder communication and engagement is effective across the sustainability projects, a baseline stakeholder analysis has been undertaken. The resulting understanding of each stakeholder's role in sustainability and current level of engagement will be used to develop a robust stakeholder communication and engagement plan during the initiation phase of the programme. Ongoing management and review will ensure all stakeholders are engaged in an appropriate and timely manner throughout the programme.

IDENTIFYING THE SIGNIFICANT SUSTAINABILITY ISSUES

Sustainability issues are defined as activities that result in an economic, social or environmental impact representing a sustainability risk or opportunity. These were identified across all World Athletics business activities, and subsequently scored and ranked using a series of criteria including likelihood of occurrence, severity, compliance history, in order to develop a priority list. Table 1 details the top 20 sustainability issues identified and the associated risks and opportunities. The full table of issues can be found in World Athletics strategy document "World Athletics Issues Significance Matrix".

Rank	Sustainability Issues	Risk	Opportunity
1	Waste production - hazardous and non-hazardous	Legal compliance issue - waste	Reduce cost, compliance, best practice
2	Unsustainable material consumption (low durability, non-reusable, recyclable, non-biodegradable)	Excessive cost resulting from non-reusable or recyclable materials. PR issue from 'single use items'	implement sustainable procurement code and showcase best practice
3	Pollution – Greenhouse gas emissions (GHG)/ Emissions to Air	Legal compliance issue - GHG/ Air quality. Detrimental to athlete health competing in poor air quality	Showcasing best practice
4	Resource consumption - Energy, water, materials (efficiency)	Continued operational cost and footprint Visible wasteful behaviour impacting on public image	Drive resource/energy efficiency Drill best practice down to the supply chain
5	Employee diversity	Legal compliance issue - employee diversity	Diverse workforce
6	Inclusion and Diversity	Events are hard to access for some groups and participation and appeal decreases	Events are open and inclusive to all and participation of competitors and visitors increases
7	Sustainability awareness	Limited reach around sustainability message	Wider influence and reach through fans/ partners/ suppliers - show leadership
8	Pollution - water, land	Legal compliance issue - pollution water/ land	Showcasing best practice
9	Health and safety	Non-compliance (legal), high criticism - health and safety	Increase communication around Health and Safety issues - public image as a Responsible Organisation
10	Leadership in event delivery	Get 'left behind' as a leading international federation in sustainable management	Lead and build recognition of position as leading federation
11	Embedded energy/carbon (footprint)	Intense use of high carbon means/ technology/material	Support and encouraging use of low carbon technology
12	Stakeholder engagement	Complaints	Limited number of complaints
13	Economic impact	Economic impact to a few suppliers	Focus on local supplier market
14	Labour Conditions	Legal compliance issue - modern slavery act, child labour	Responsible, sustainable procurement process
15	Accessibility	Legal compliance issue - accessibility	Showcasing best practice
16	Fair-trade and ethical trading and procurement	Poor image and PR	Showcasing best practice
17	Employment	Lower employment coming from decreased participation in the sports	Increased employment opportunities from reputation
18	Material/ supplier/ product costs	Cost prohibitive to use sustainable materials/ practices	Work closely with suppliers to drive cost efficiency
19	Nuisance - noise, odour, litter	Legal compliance issue - nuisance	Showcasing best practice
20	Employee work life balance/ health	Long working hours/ high travel requirement compromising - work life balance and health	Staff retention and high productivity

Table 1: Ranked World Athletics sustainability issues detailing associated risk and opportunity.

The sustainability issues appearing on the priority list were then grouped, representing the foundation of 6 sustainability priorities. These will be delivered by focusing on the key areas previously identified and presented to Council in March 2019 of infrastructure, sourcing and resource management, mobility, workforce, air and culture. These sustainability priorities, listed below and detailed in the following sections are:

1. Leadership in Athletics
2. Sustainable production and consumption
3. Climate Change and Carbon
4. Local environment and air quality
5. Global equality
6. Diversity, Accessibility and Wellbeing

1. Leadership in Athletics

Having accepted responsibility for their activities and committed to the development and implementation of a sustainability strategy, World Athletics needs to demonstrate solid leadership by proactively addressing the transition to a more sustainable future and showcasing what is possible across technology, events and general operations. The strength of an international federation embracing sustainability is the broad reach it can achieve through existing system of permitting, licencing and selection of venues and delivery bids for World championship events.

2. Sustainable production and consumption

Optimizing the lifecycle of materials and reducing waste and the management of supply chain issues can be one of the most effective sustainability focus topics. This begins with developing and implementing a sustainable procurement policy, applicable to products and services. Identification of suppliers able to support the delivery of the sustainability goals is critical.

Management of waste was identified as one of the most significant issues to World Athletics. The problem of persistence of plastics and our single use culture needs to be tackled through material specification at the procurement phase. However, this needs to be aligned to the waste management potential at the various locations.

Waste is costly and, in many cases, unnecessary. Good practice in waste management is to follow the waste management hierarchy as shown in Figure 5. During procurement questions need asking as to where the product has come from, what is its impact in production and use and how will it be disposed of, or can it be reused.

Key areas for sustainable procurement are temporary event structures, equipment and clothing, energy and power, food sourcing, travel and transport and the venues/ stadia hosting the events.

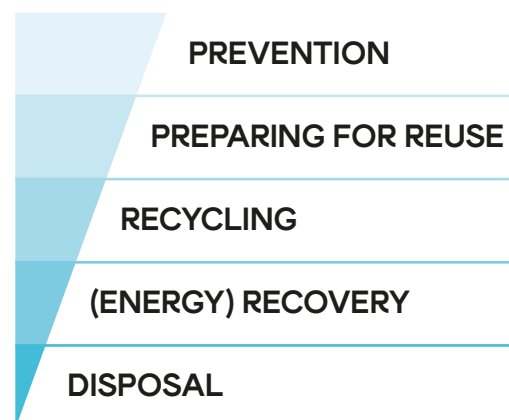


Figure 5 Waste Hierarchy

3. Climate Change and Carbon

Climate change driven by accelerated global carbon emissions are already impacting our lives. Athletics is a global sport with many of the highest-level athletes coming from areas that will be most impacted by changing climate, increased desertification leading to lack of rains for crops, for example. Athletics, in particular the major world championship events, produce a significant carbon footprint. However, they also have the opportunity to drive technology and legacy to change energy sources to renewables. Significant carbon emissions in athletics will be across travel, temporary power at events, energy consumption in stadia and venues as well as production of equipment.

World Athletics business activities themselves place a large travel demand on all stakeholders, whether internal or external, be that for training, competition or meetings/ conferences etc. Whilst travel is fundamental to uniting people through sport, travel-related carbon emissions represent one of the main environmental impacts associated with sport.

Carbon mitigation steps will be considered across 5 activities:

3.1 Travel

3.1.1 flights taken by World Athletics employees/ officials, athletes, coaches

3.1.2 ground transport including official cars and public transport

3.1.3 freight

3.2 Energy Consumption

3.2.1 Heating, cooling and power used at permanent and temporary venues and in headquarters/ offices

3.3 Resources

3.3.1 Considered within the sustainable production and consumption focus area

3.4 Food and Beverage

3.4.1 Considered within the sustainable production and consumption focus area

3.5 Waste

3.5.1 Considered within the sustainable production and consumption focus area

4. Local environment and air quality

Air pollution poses a major threat to both health and climate. New data from the World Health Organisation shows that 9 out of 10 people breathe air containing high levels of pollutants with more than 90% of air pollution related deaths occurring in low- and middle-income countries, mainly in Asia and Africa. It is estimated that air pollution kills around 7 million people every year from exposure to fine particles in polluted air that penetrate deep into the lungs and cardiovascular system, causing diseases including stroke, heart disease, lung cancer, chronic obstructive pulmonary diseases and respiratory infections, including pneumonia.

Air quality is closely linked to earth's climate and ecosystems globally. Many of the drivers of air pollution (i.e. combustion of fossil fuels) are also sources of high CO₂ emissions. Some air pollutants such as ozone

and black carbon are short-lived climate pollutants that greatly contribute to climate change and affect agricultural productivity.

Actions and policies to reduce air pollution, represent a “win-win” strategy for both climate and health, lowering the burden of disease attributable to air pollution, as well as contributing to the near- and long-term mitigation of climate change.

World Athletics owned World Athletics Series - WAS - events and World Athletics sanctioned events often cause significant local traffic disruption which, in turn, can elevate air quality issues. Through intelligent planning and integration of initiatives to monitor and/ or improve air quality, World Athletics can promote and protect a healthy environment for athletes, World Athletics family, fans and the local community.

With an informal network of more than half a billion runners around the world, World Athletics is in a unique position to promote global awareness of the health impacts of air pollution.

5. Global Equality

Aligning with one of the core World Athletics values, UNIVERSALITY, World Athletics has a responsibility to ensure that everyone has an opportunity to participate in athletics. This is applicable to individuals and, also, to the ability of Member Federations to have the opportunity to secure World Athletics support and recognition for events. The opportunity is significant through procurement, mentoring, building skills to close the global inequality gap.

Leveraging “Athletics for a Better World”, World Athletics can provide the leadership so that stakeholders can add value to their own work by concentrating the synergies of projects in the fields of health, environment, social inclusion and peace.

6. Diversity, Accessibility and Wellbeing

World Athletics has long been a leading international federation championing equal access to competition. Committing to having equal gender representation on its council by 2027 and, with a roadmap to achieve this, World Athletics is leading by example on gender parity.

Whilst many nationalities, physiologies, genders, races and religions are celebrated within the sport, there remains an imbalance, particularly in relation to the retention and progression within the sport, as technical officials, referees, judges, etc. Whilst programmes are in place at either ends of the participation spectrum, World Athletics must continue to innovate to achieve diversity throughout the athletics world, focusing on retention within the sports, creating a well-signposted, inclusive pathway into the governance of the sport, including technical officials.

Through the recognition of a gender imbalance within the sport and an enthusiasm to address this at all levels, from grassroots participation through to administration and governance, World Athletics continues to address the issues of equality and inclusion across the sporting world.

World Athletics duty of care applies beyond the direct World Athletics family involved through participation and engagement with athletics. It also applies to volunteers, construction workers building

sports infrastructure, those working for suppliers providing goods and services to athletics bodies and events. People should not have their lives or health put at risk because of their work, nor should they be subject to discrimination, forced labour or other abusive practices.

World Athletics is committed to a fair, safe, healthy and non-discriminatory working environments, promoting accessibility to training, education and encouraging a positive work-life balance.

Irrespective of geography, politics, religion, everyone has equal rights to being able to participate in athletics without fear of verbal or physical abuse, in an environment conducive to sporting achievement, at all levels. World Athletics will provide best practice guidelines and exercise influence through Member Federations to ensure that running, jumping and throwing can be universally enjoyed.

OBJECTIVES, TARGETS AND DELIVERY RESPONSIBILITY

A strategic objective has been identified for each sustainability focus area. These can be seen in Table 2. Against each objective is a high-level target and the department involved in the delivery and achievement of the objective.

Focus areas	Objectives	2030 Target	Delivery through
Leadership in sustainability	<p>Be a recognised driver in sports sustainability</p> <ul style="list-style-type: none"> Promote sustainability across athletics and the industry Ensure delivery showcases best practice Visible commitment and credible evidenced action across a range of sustainability targets for World Athletics and through influence across the sport 	<ul style="list-style-type: none"> 100% World Athletics, sanctioned events and Member Federations are aware of sustainability implications and start to take action 100% Sanctioned events commit to World Athletics Sustainability Charter 100% World Athletics – WAS events deliver to ISO20121 standard and deliver continual improvement 100% corporate partners are engaged and activating around an aspect of sustainability 	World Athletics Corporate, World Athletics Events
Sustainable production and consumption	<p>Positively manage the impact of procurement</p> <ul style="list-style-type: none"> Minimise any social or environmental impact from procurement of products and services Maximise local economic impact around events Establish sustainable procurement code and 3rd party assurance of World Athletics procurement 	<ul style="list-style-type: none"> Technical and event standards account for social and environmental impacts as well as performance requirements Baseline of impact at WAS events and action plan for all events established 100% compliance with sustainable procurement code across World Athletics activities 100% compliance with sustainable procurement code at sanctioned events 	World Athletics, Event delivery partners, sponsors, suppliers, technical standards

Focus areas	Objectives	2030 Target	Delivery through
Climate change and carbon	<p>Transition to carbon neutrality by 2030</p> <ul style="list-style-type: none"> Minimise carbon emissions across World Athletics activities Identify credible means to offset unavoidable emissions 	<ul style="list-style-type: none"> Achieve 2030 Carbon Neutrality across World Athletics operations and WAS events (annual 10% reduction in carbon emissions from 2019 baseline) 100% sanctioned events commit to carbon neutrality targets 	Events, World Athletics operations
Local environment and air quality	<p>Ensure environmental conditions enable individuals to participate safely</p> <ul style="list-style-type: none"> Maximise venues for safe participation in athletics where air quality is safe for runners and communities Minimise impact of events and venues on local environment 	<ul style="list-style-type: none"> Venue, event and equipment standards incorporate environmental factors Venue and event standards minimise impact on surrounding environments 100% host cities establish low emission zones around stadia and athletics arenas Air quality targets are understood, set and monitored protecting runners and athletes 	Events and Host City partnerships, technical and venue standards
Global Equality	<p>Demonstrably share skills across the world</p> <ul style="list-style-type: none"> Build technical, event management and performance capability across wider geography Build global pipeline and capacity of female leaders to achieve World Athletics Council minimum gender targets by 2027 	<ul style="list-style-type: none"> 100% World Athletics geographic areas are capable of hosting high quality sustainable international events in at least one city 100% World Athletics geographic areas have recognised opportunity pathways for both genders in all professions in athletics across athletes, coaches, technical officials, administrators Annual female leadership seminars conducted in all Areas 	World Athletics, Events, Training and development
Diversity, accessibility and wellbeing	<p>Ensure athletics is open to everyone</p> <ul style="list-style-type: none"> Maximise participant awareness around health and wellbeing risks Ensure diverse workforce and fair treatment of staff and those working for our suppliers and partners Facilitate a collaborative approach to developing para-athletic programmes across Member Federations 	<ul style="list-style-type: none"> 100% athletes competing at international events have standardised basic health checks 100% awareness and implementation of diversity policy throughout the sport 100% MNAs have established collaborative para-athletics programmes 100% implementation of staff wellbeing policy tackling harassment, and World Athletics process to deal with issues. 	World Athletics, Events, Technical standards, Training and development, venue, suppliers and partners

Table 2: World Athletics's sustainability focus areas, objectives and targets, detailing World Athletics departments involved in delivering against the identified sustainability targets

ALIGNING WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

As stated at the outset of the strategy, we have aligned our focus areas with the UN's Sustainable Development Goals. This can be seen in Table 3.

World Athletics Sustainability focus area	United Nations Sustainability Goals	World Athletics office and operations	Member Federations	Tech/ equipment and sporting standards	WAS Events	Circuit Events	Road Race Label events	Brand/ Marketing	Partnerships	Coaching, development	Communications, Broadcast, Media Ops
Leadership in Sustainability	16. Peace, Justice and strong institutions			*				*	*	*	*
	17. Partnerships for the goals	*						*	*	*	*
Sustainable Production and Consumption	12. Responsible consumption and production			*				*			*
Climate Change and Carbon	7. Affordable and clean energy				*	*	*	*	*		*
	9. Industry, innovation and infrastructure			*				*			*
	13. Climate action							*	*		*
Local Environment and Air Quality	3. Good health and wellbeing	*			*	*	*	*	*	*	*
	11. Sustainable cities and communities		*		*	*	*	*	*		*
	15. Life on land							*	*		*
Global equality	8. Decent work and economic growth	*		*		*		*		*	*
	10. Reduced inequalities		*					*		*	*
Diversity, Accessibility and Wellbeing	4. Quality Education							*	*	*	*
	5. Gender Equality	*	*	*	*	*	*	*		*	*

Table 3: World Athletics Sustainability Strategy focus areas and aligned UN Sustainable Development Goals

5. PROGRAMME APPROACH AND DELIVERY

Driving up sustainability across the sport is a significant undertaking, requiring a robust, structured programme of work that maps out a journey towards World Athletics’s vision. To deliver this aim, the sustainability programme will take a two-tiered approach. The first priority will be addressing the areas in World Athletics’s direct control, enabling World Athletics to lead by example, and set a framework to be adopted across the sport at regional, national and local level. The second tier will focus on stakeholders under the influence of World Athletics, engaging and influencing stakeholders, including Member Federations, World Athletics sanctioned events, World Athletics supply chain to drive change more broadly, benefitting from World Athletics’s working best practices within its own activities.

These actions and recommendations are aligned to World Athletics’s business activities, the operational areas which World Athletics will deliver sustainability through, namely:

- World Athletics Corporate – leadership including office and Operations
- Events – WAS and sanctioned events
- Member Federations
- Coaching, Development and Participation
- Technical/ Equipment and sporting standards
- Partnerships

Actions identified under each business activities cover the key priorities and are focused on achieving the identified objectives as summarised in the Table below.

Key Priority	Objective
Leadership and sustainability	Be a recognised driver in sports sustainability
Sustainable production and consumption	Positively manage the impact of procurement
Climate change and carbon	Transition to carbon neutrality by 2030
Local environment and air quality	Ensure environmental conditions enable individuals to participate safely
Global equality	Demonstrably share skills across the world
Diversity, accessibility and wellbeing	Ensure athletics is open to everyone

WORLD ATHLETICS CORPORATE

The headquarters of World Athletics are in Monaco where all the international federation staff are based and where communications to the stakeholders comes from. This office is where international delegates, visitors and committee members will come to at some point in time. It is essential, therefore, that the corporate operations reflect the corporate commitments and decisions made by World Athletics and its committees so that any visitors and staff will sense how sustainability is embedded into the heart of the organisation.

Key Priority: Leadership and sustainability	Objective: Be a recognised driver in sports sustainability
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The role of an International Federation can be a significant one when it comes to sustainability. They have the ability to set the standards and requirements for the sport, building on performance and safety requirements, they are able to deliver far reaching social and environmental benefits to local communities and participants.

Action 1: Publish World Athletics Sustainability Strategy 2020-2030 and providing strategic support for the implementation of the sustainability strategy

This initial strategy has been drafted with the input from all sectors of World Athletics as well as reaching out a wider stakeholder audience across manufacturers, event organisers and Member Federations. The strategy development has been aligned to international sustainability standards and is built on stakeholder input and a sound understanding of the sustainability issues and opportunities that World Athletics face. The next steps in development of the strategy is to engage wider across World Athletics, ensuring broad understanding and support for the strategy.

A working group, such as World Athletics Sustainable Development Advisory Group will lead on steering the strategy forward and prioritising actions to take forward. A preliminary road map has been developed at the end of this strategy document. Like all change programmes, different ways of working can be seen as disruptive and ensuring support at the outset will be essential. Adequate support and resources for the different areas should bring rewards in the end whether through efficiencies and cost savings or more significantly through partnerships and sponsorship.

Leading by example will also be critical and starting with the activities within World Athletics's control – HQ operations and WAS events, will set the scene for influencing and ultimately embedding sustainability into the core of World Athletics. The following sections outline actions to be taken for World Athletics centrally.

Once agreement has been achieved, a summary of the strategy should be widely disseminated and promoted to all areas of Athletics encouraging wider partnerships to be developed. Launching the sustainability plan needs credible, evidenced action against a range of sustainability targets, demonstrating visible commitment. This is targeted for World Athletics World Championships in Doha 2019.

Action 2: Commitment to global initiatives

The world of sport and sustainability is gathering momentum and has been highlighted in World Athletics Sustainability - Global analysis of sustainability best practice: Briefing Report researched as background preparation for this strategy. Sports at the international level, particularly those engaging at the UN and IOC levels, like athletics, will be left behind if they are not participating in the international initiatives and signing up to the frameworks. World Athletics is already a signatory to UN Clean Air initiative. In December 2018, the UN launched a further initiative addressing one of the most pressing global issues - climate change. The UNCC Sport for Climate Action Framework creates a collaboration with sports to drive positive climate action, engage fans and stakeholders wider in actions to mitigate climate change and reduce carbon emissions. The following activities are recommended:

- Ensure strategic alignment with IOC and UNSDGs

- Review and support the UN Climate Change Sport for Climate Action framework – aligning World Athletics’s activities across key priority of Climate Change and Carbon with the Sport for Climate Action collaborative framework
- Broaden activation and benefits to athletics of partnerships with UN around Air Quality building partnerships with host cities to provide clean air zones for athletics

Supporting and delivering across the UN initiatives, particularly around air and climate, will put World Athletics front and central in terms of sport and sustainability leadership.

Action 3: Monitoring and reporting

World Athletics can ensure credible progress against the objectives identified by establishing robust monitoring and benchmarking of its own achievements and those of the partners – whether sanctioned events, Member Federations, manufacturers or venues for example. Reporting, transparency and the ability to share best practice will build the momentum and maximise benefits to individuals and the sport. Key Performance Indicators (KPIs) have been identified for each of the strategy areas to monitor progress against targets.

It is also recommended that an World Athletics Annual Sustainability Report is published where yearly progress is reported on highlighting challenges as well as successes. This can highlight successes across the industry and encourage others to follow.

Action 4: Build a wider communications strategy to inspire and engage wider stakeholder community

Engage with stakeholders on sustainability, promoting World Athletics sustainability vision, commitments and focus areas across the global stakeholder community to achieve clarity and engagement across the sporting community.

A stakeholder matrix, developed as part of this strategy, identified and scored stakeholder groups according to their current level of importance, influence and engagement with sustainable practices. This can be used to develop a targeted sustainability communications plan to engage across the spectrum of stakeholders, identified earlier in figure 5. The global communications strategy will identify the channels through which to engage with each respective stakeholder.

Key Priority: Sustainable production and consumption	Objective: Positively manage the impact of procurement
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Procurement is at the heart of all sustainability strategies. Suppliers play a key role in the ability to deliver across a number of sustainability commitments. A procurement code that sets out the requirements is critical. At HQ Monaco, the procurement of office supplies, goods and services from consultancy to travel and transport will demonstrate how sustainability is at the heart of all operations.

Action 5: Develop and implement World Athletics sustainable procurement code

A sustainable procurement code describes how to ensure that the key sustainability priorities are delivered through the products and services that are bought. Each procurement decisions asks:

1. Where did it come from
2. How was it made
3. How did it get here and how was it
4. what is the impact during its use
5. What will happen at the end of the use/ service

Depending on the procurement process, the sustainable procurement code should require sign off and be embedded into the procurement process. Additionally, identifying a credible independent partner to work with industry partners and suppliers where needed to investigate supplier issues will be critical to the process.

Action 6: Implement waste management hierarchy

The waste management hierarchy of avoid – reduce – reuse – recycle – dispose should be at the heart of World Athletics operations. As with procurement a series of questions should be asked about potential waste materials:

- can I do without it?
- can someone else use it?
- what is it made from and can it be recycled?
- Who can recycle it?
- Can I safely dispose of it?

Hand in hand with the office procurement an effective reuse scheme and office recycling should be implemented.

Key Priority: Climate change and carbon	Objective: Transition to carbon neutrality by 2030
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World Athletics has recognised the importance of climate action and the impact this has on athletics, human health and wellbeing. Across all operational areas, World Athletics is looking to support the UN Sport for Climate Action framework and avoid, reduce and de-carbonise the use of energy. For HQ, this will be largely electricity and travel.

Action 7: Carbon roadmap 2020-2030

The carbon impact of World Athletics HQ should be assessed and monitored and a clear carbon reduction roadmap 2020-2030 established. This will help prioritise areas for action and identify the opportunities to reduce and potentially offset. This is also an area where a renewable energy or sustainability partner may be interested in sponsoring World Athletics and its global reach. The target of the roadmap is to reach carbon neutrality by 2030.

The HQ carbon roadmap will include all HQ activities and could also provide a template for other Member Federations and sanctioned events.

Action 8: 100% renewable electricity

World Athletics's mains electricity and gas is provided by the only provider in Monaco – SMEG. Tariff Go is a tariff provided by SMEG where they provide certificates for the renewable energy procured. SMEG certifies that the equivalent of the electrical energy consumption provided for customers at the 'tariff go' is produced from sources of renewable origin. World Athletics should ensure that their tariff is 100% renewable – Tariff Go.

It is unclear whether there is a green gas provision available.

Action 9: World Athletics Sustainable Travel policy

Travel will be a significant proportion of World Athletics carbon impact. Where possible, individuals should walk or cycle. Where necessary, logistics to coordinate and minimise individual trips should be implemented. Any World Athletics transport – owned or hired - should look to be low-carbon – electric for example, with the renewable energy charging capability.

Key Priority: Local environment and air quality	Objective: Ensure environmental conditions enable individuals to participate safely
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The commitment to the local environment and air quality should be reflected in all operations, specifically in the implementation of the travel policy (see Action 9) and the 100% renewable energy (see Action 8).

Supporting the importance of the air quality monitoring project and the impact of clean energy and transportation on human health, World Athletics can showcase actions through their choice of energy provision and transportation by staff. In addition, they are working closely with the Monégasque municipality on air quality around the stadium.

Action 10: In collaboration with the Monégasque municipality, implement air quality monitoring programme across the municipality of Monaco

In close collaboration, World Athletics will continue to monitor air quality at strategic locations in Monaco, including the stadium, feeding the data to the Monaco municipality. This will form part of the wider Air Quality monitoring project and understanding the impact on runners and athletes. Where emissions exceed the safe levels for participation in athletics, World Athletics will work with the Municipality to identify actions to take to create safe areas to train and compete.

Key Priority: Global Equality	Objective: Demonstrably share skills across the world
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As a central international function, there is potential to build on the capacity of the Member Federations through mentoring, internships and apprentice programmes to up-skill the capacity within the Member Federations to drive global equality. Additionally, partnering up the larger federations with some of the smaller federations may build capacity and therefore strength in athletics globally.

Action 11: Upskilling of federation capacity

Identify areas where global inequality exists across Federation staff and look to provide a range of opportunities to build capacity globally.

Under the umbrella of “Athletics for a Better World”, World Athletics will develop a member federation alliance to promote a collaborative approach to share best practice across federations, providing opportunities for smaller federations to partner and work in unison with larger federations to build their knowledge and skills.

Key Priority: Diversity, accessibility and wellbeing	Objective: Ensure athletics is open to everyone
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World Athletics has a staff of approximately 70 from nearly 20 different nationalities across 14 departments, based at World Athletics Monaco headquarters. Monégasque employment law provides a list of people benefiting from employment priority status who are, in order of priority:

- individuals of Monaco nationality;
- children or spouses of individuals of Monaco nationality;
- residents of the Principality of Monaco; and
- residents of the surrounding communes (Cap d’Ail, La Turbie, Beausoleil, Roquebrune-Cap-Martin) that have already been employed in Monaco.

World Athletics is committed to both employee diversity and, with a full programme of initiatives that look after the staff and build the team, achieving both welfare and staff motivation.

Action 12: Continue staff welfare programme and share best practice

World Athletics employees are privileged with the staff welfare programme that is in place which incorporate the identification of staff representatives, trips and staff training. The following benefits are also enjoyed by staff:

- 1% of gross salary goes into a fund managed by management and the staff representatives to fund staff activities
- A “mutuelle” paid by World Athletics to supplement the reimbursement of medical expenses paid by the Monégasque social security system
- A Tickets restaurant scheme that is worth €10 (50% of which is paid by World Athletics) for every day worked.

World Athletics will both continue with the staff welfare programme and share best practices across Member Federations, as part of their commitment to global staff diversity and welfare.

Action 13: Ensure office and facilities are accessible

All areas of World Athletics operation, including Monaco headquarters should have an accessibility plan, ensuring that offices and facilities are accessible to all.

WORLD ATHLETICS EVENTS

Major athletic events can be a huge spectacle with mass following. The track and field sports at the Olympics and Paralympics are the central feature of the Games. These events provide huge reach and opportunity for sustainability programmes and is the real power of these initiatives.

World Athletics has different relations with the different events – some, such as the World Athletic Series (WAS) events, are within the direct control of World Athletics, whereas the Diamond League events and the “Label Road Races” programme, encompassing 100+ road races (marathons, half marathons and other distances), including the 6 marathons that collectively form part of the “Abbott World Marathon Majors” series, are all sanctioned events. These sanctioned events require approval from World Athletics which, in the past, has focused on quality and safety for the athletes. This sustainability strategy and new refreshed approach provides the opportunity to embed a wider spectrum of requirements across these events in return for recognition of the standard achieved.

There is another level of opportunity around these major events with the host cities and event partners to develop clear partnerships to deliver impact beyond the event itself, delivering positive impact legacy projects for local communities.

1. World Athletics will develop its own approach to delivering sustainable events which will incorporate a standard set of operations delivering sustainability best practices for all WAS event organisers to adhere to, aligning with, and simplifying the delivery against, the strategic targets for sustainable events. The sustainable event document will be developed as a phase 2 deliverable and built as part of the documentation framework for ISO20121 certification.
2. The second tier of events include all World Athletics sanctioned events, delivered through local organising committees. In addition to existing contractual obligations, including operational, commercial, marketing etc, sustainability criteria will be incorporated into all bidding and contractual documents as contractual requirements. In addition, all organisers of World Athletics sanctioned events will commit to World Athletics sustainable events charter in order to secure/ renew World Athletics sanctioned event agreements. Recognition as an World Athletics “Athletics for a Better World” event will be required at a standard reflective of the event. E.g. Diamond League events would have a requirement to achieve ABW Platinum recognition.
3. All other athletics events will have the opportunity, and will be encouraged through the Member Federations, to sign up to a tiered World Athletics “Athletics for a Better World” events standard, developed to facilitate a scalable, global standard providing the platform for events, at all levels, to be recognised by World Athletics for the sustainable practices
4. Whilst sporting events are short-term and finite, they present a platform, a springboard, to drive awareness and inspire behavioural change acting as a catalyst for positive change. Event attendees, local communities and the event supply chain can be inspired and educated during an event to create a lasting legacy, leaving a positive impact long after the event has finished. For multi-year events, this platform is even stronger with the ability for continual improvement.

World Athletics events have the ability to inspire – globally through media distribution and, locally through direct community engagement. World Athletics, through the various partnerships associated with the events will engage city stakeholders, supporting the development of community projects focused around improving health and wellbeing including grass roots programmes, healthy spaces and campaigns for clean air.

Key Priority:
Leadership and sustainability

Objective:
Be a recognised driver in sports sustainability

Sustainable events are increasing in recognition and level of achievement. The international standard for events, ISO20121 developed during the London 2012 Olympics provides a credible robust framework for delivering sustainable events. It is recommended this framework becomes the operational framework for all World Athletics events.

Leveraging the positive impact associated to major sporting events through the development of legacy projects is a key deliverable across events, particularly World Athletics owned WAS events. Reference: Training and Development, Action 2.

Action 1: Develop Sustainable event management system for World Athletics events, certified to ISO20121

This strategy has been developed using the ISO20121 framework and the initial steps required in developing a management system for events is well underway. Further development of the system to account for the legal and other requirements, the operational plans, sustainability communications, assignment of clear roles and responsibilities and a framework for monitoring, measuring, checking and improving needs to be implemented. It is recommended this is undertaken as an initial step to ensure that all World Athletics events are managed in a sustainable way, according to World Athletics sustainability strategy.

Action 2: Implement World Athletics “Athletics for a Better World” sustainable event charter

World Athletics Sustainable Event Charter is a pre-requisite for any events to be sanctioned by World Athletics. The Charter ensures that sanctioned events not only deliver world class sporting events but showcase and deliver world class event sustainability aligning and supporting World Athletics sustainability strategy. As a core component to the Sustainable Event Charter, World Athletics will develop a list of best practice criteria against each of the 6 focus areas identified in the sustainability strategy against an associated scoring system to facilitate tiered recognition of achievement.

This approach facilitates the event best practice standards to be applicable, scalable and credible, at a global level across World Athletics 3 spheres of responsibility.

- **World Athletics Owned, WAS, Events:** Requirement to be ISO 20121 certified and recognised as an World Athletics ABW Platinum event
- **Sanctioned events:** Minimum World Athletics ABW event requirements will be imposed, applicable to the position of the sanctioned event. World Athletics will encourage and support to facilitate ISO 20121 certification for all sanctioned events.
- **National/ Local events:** Will be encouraged and supported to sign World Athletics sustainable event charter and achieve ABW recognition.

More information can be found in the document: World Athletics Sustainability: Recommendations for Best Practice Standards for Athletics Events

Action 3: Establish scope and implement programme of sustainable benchmarking of events in Athletics and share best practice

In order to develop best practice guidelines and meaningful, ambitious, achievable targets, World Athletics needs to develop and implement benchmarking across all WAS events in 2019/ 2020, implemented in line with the calendar of events, in order to truly understand the current situation. It is important to develop transparent reporting of the benchmarking programme, demonstrating leadership and responsibility, from which World Athletics can share learnings and best practices.

The findings from the benchmarking will be used as the foundation for SMART objectives within a tiered framework for national and local events to achieve World Athletics 'ABW' recognition for sustainable practices.

Key Priority: Sustainable production and consumption	Objective: Positively manage the impact of procurement
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As with the corporate operations, establishing the right framework for procurement is the key to delivering a sustainability strategy. When it comes to events, this is increasingly important. A supplier through design of temporary infrastructure can delivery on a zero-waste target through modular design and technology compared to another supplier using wood, glue and nails rendering the materials non-recyclable and creating additional work and cost at the breakdown stage.

Action 4: Embed responsible procurement code into Events

A sustainable procurement code, embedded as part of the sustainable event management system, is a core component of both economic and resource efficiencies. Engaging with the supply chain is a key part of the management system and fundamental to a successful strategy. Creating a sustainable supply chain takes time and requires a business case. Businesses will need to understand the benefits that embracing sustainability can have on them. A major event is an opportunity to inspire change but collaboration with regular and/ or multiple events will increase the likelihood for change to become the new 'norm'. The more education that can be provided to the supply chain, promoting and empowering the choice to use sustainable business decisions, the easier it will be.

Where existing relationships exist, conversations with these suppliers may reveal surprising results. Where new contracts are being explored, sustainability requirements should be integrated into the request for proposals.

Action 5: Implement a waste management plan aligning to the waste hierarchy

Waste management at events is not simple and one size doesn't fit all but is a key component of any event sustainability plan. The types of waste should be managed throughout the lifecycle of the event, from procurement, through build, event delivery and breakdown and, where possible, eliminated. The waste management plan should minimise waste and maximise reuse/ recycling. The build and breakdown tend to be quantities of wood, plastics, cardboard and event carpet. These can be minimised through the requirement of modular stands and tents. Branding is also a significant waste element and for events that occur year on year, ensuring there is no date stamp, means the branding can be stored and used multiple times.

Event time waste can be managed through simple, yet clear, messaging to the public and consistent provision of bin options across the event.

Where food is provided, particularly in hospitality, waste food may be able to be passed on to a food bank or charity that collects it and uses it for local deprived communities.

Action 6: Establish an event reuse programme

Whether equipment or temporary infrastructure, many of the materials only used for event time can provide significant benefit for community groups, sports clubs or local organisations. A full resource plan will enable the second life of materials and equipment to be identified prior to the event and therefore the time pressure of the breakdown will not jeopardise the ability to reuse materials and equipment.

Key Priority: Climate change and carbon	Objective: Transition to carbon neutrality by 2030
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Events can provide a significant carbon impact as well as the opportunity to deliver wider legacy. Event partners around clean energy are increasing and may be able to provide an opportunity for individuals to offset travel, such as BP’s activation as a sustainability partner during the London 2012 Games, or Toyota showcasing their hydrogen fuel cell car during the 2017 World Athletics Championships.

Action 7: WAS events to implement World Athletics commitment to Sport for Climate Action framework

World Athletics’s commitment to the UN Sport for Climate Action framework spans all operating areas, including WAS events. The first step to fulfilling this commitment is to identify the main carbon impacts of WAS events, likely to be around temporary power, mains power, travel and transport. On identification of the main carbon impacts and priority actions, a collaborative approach working closely with supply chain and partners will be required in order to mitigate the carbon impact of events.

Carbon Impact Area	Mitigating actions
Temporary Power	Working with temporary power providers to deliver efficient solutions Install temporary power infrastructure utilising hybrid technologies/ alternative fuels
Mains Power	Identify opportunities for venues to transition to renewable energy tariffs
Travel and Transport	Utilise local resource to reduce international travel Promote healthy and public transport options Logistic arrangements to minimise local transport requirements

Table 4: Example carbon impact areas and mitigating actions

Significant carbon impact areas, priorities and actions will be developed for each event and implemented under the event management system.

Action 8: Embed climate action into World Athletics sustainable charter for sanctioned events

Once the carbon impact areas, priorities and actions have been identified, the events department will be embedded into World Athletics sustainable events charter. The first phase of implementation will be to engage with all existing venues to obtain commitment to the charter and the identified actions and report against their carbon reductions. The roadmap 2020-2030 will consider existing contracts and identify milestones for embedding the sustainable events charter into the tender/ renewal process. All new venue contracts and contract renewals require a commitment in order to secure World Athletics sanctioned status.

Key Priority: Local environment and air quality	Objective: Ensure environmental conditions enable individuals to participate safely
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In 2018, World Athletics made a 5 year commitment to support the UN Clear Air programme. To ensure that the programme is delivering benefit to World Athletics and world of athletics, World Athletics will start to work closer with the UN and the host cities to establish clean air zones around key athletics areas. The objective of the air quality monitoring programme is not to highlight issues but to raise consciousness and awareness to drive improvements. Recognising that this is not a programme World Athletics can deliver in isolation, World Athletics will need to work to securing new, stronger, partnerships and to encourage governments to take more responsibility for air quality.

Action 9: Air Quality Monitoring

The recent installation of the air quality monitoring kit in Yokohama International Stadium marks the 5th installed at athletics stadiums as part of the programme, following Monaco, Addis Ababa, Sydney and Mexico City. World Athletics will work with venues, stadiums and suppliers, working towards their ambitious target of developing an air quality monitoring network across 1,000 World Athletics certified tracks around the world, establishing clear air quality targets.

World Athletics events are not the focus of the air quality monitoring programme but a platform for raising the awareness and to bring the focus to improving the health and lives of local communities. World Athletics will work closely with host cities to leverage and amplify the monitoring programme at World Athletics-certified tracks to deliver legacy air quality monitoring and share best practices, including sustainable transport strategies and clear air zones to improve the air quality and health for local communities, particularly around schools, green spaces and areas of sports participation.

Action 10: Set and implement environmental standards for World Athletics events and venues

Based on the evidence from the air quality project and wider environmental impact, ensure that WAS events do not negatively impact the surrounding environment.

Upon implementation of air monitoring programmes, World Athletics will set air quality standards for WAS and sanctioned events, utilising the WHO air quality standards. The 2005 WHO Air quality guidelines offer global guidance on thresholds and limits for key air pollutants that pose health risks. The Guidelines indicate that by reducing particulate matter (PM10) pollution from 70 to 20 micrograms per cubic metre ($\mu\text{g}/\text{m}^3$), we can cut air pollution-related deaths by around 15%.

The Guidelines apply worldwide and are based on expert evaluation of current scientific evidence for:

- particulate matter (PM)
- ozone (O₃)
- nitrogen dioxide (NO₂)
- sulphur dioxide (SO₂).

These WHO air quality guidelines (<https://www.who.int/airpollution/guidelines/en/>) are, currently, being revised, with an expected publication date in 2020.

Whilst the stadia-based WAS events have a limited impact on the wider environment, sound protocol should ensure elimination of litter, pollution and damage to species and habitats.

Action 11: Create best practice guide to minimise impact of sanctioned events on local environment

World Athletics accept responsibility to ensure that sanctioned events, in particular the newer offroad and wilderness events, are respectful of the local environment. World Athletics will develop a best practice guide to minimise the environmental impact of all sanctioned events. Included within the best practice guide will be a code of conduct, actions to eliminate waste and damage to species/ habitats.

Action 12: Develop and share a toolkit with the local community around improving air quality

As part of building event legacy, World Athletics events, through engagement with community groups are well positioned to share learnings from both local air quality monitoring projects and wider global experiences. A toolkit will be developed, demonstrating best practice initiatives, along with simple actions to improve air quality (both indoors and outdoors) and shared across the local community, including local athletic clubs, school resources, community projects and businesses. The toolkit will promote responsibility, at all levels, and will include actions that any individual/ family can take to improve air quality in their homes, such as healthy travel choices, giving your car the day off, purchasing house plants, eco-friendly cleaning products, through to larger initiatives that would require government authorities/ businesses to embrace, such as low emission zones, clean air days, city greening projects.

Key Priority: Global equality	Objective: Demonstrably share skills across the world
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Global/ International sporting events present a significant demand, in terms of travel and skills required to deliver major sporting events. World Athletics (owned and sanctioned) events represent a platform to build the capacity, skills and experience of event professionals both across the globe and at the local level, ensuring the next generation of event organisers are equipped to deliver sustainable events and create platforms for wider messaging through skills development programmes.

Action 13: Officials mentoring programme and Member Federation delivery partnerships

WAS events and World Athletics sanctioned events provide opportunities to facilitate skills development locally through the establishment of mentoring programmes under the Member Federation alliance, to be implemented by World Athletics Member Federations department. The objective of the mentoring programme is, through local upskilling, increase the capability to run future sustainable events with a local team, thereby reducing travel demands.

Focus and opportunity should also be given to upskilling Member Federations across the globe. Under a member federation alliance programme, to be established through World Athletics Member Federations department, delivery partnerships would invite representatives from other Member Federations to work as part of a WAS event delivery team to benefit from the resource and knowledge of WAS delivery team, growing the ability to host international events across the globe.

Action 14: Maximise local economic impact

In addition to the social and environmental benefits, adhering to World Athletics sustainable procurement code will maximise the local economic impact utilising local business products and services, offering job opportunities and driving positive impact to local community groups.

Key Priority: Diversity, accessibility and wellbeing	Objective: Ensure athletics is open to everyone
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Action 15: Sustainable Event Operations Manual and Event Charter to include diversity and accessibility

With a sphere of influence spanning the globe, World Athletics events are subject to laws and regulations applicable within the respective nation. Irrespective of location, World Athletics events are expected to promote and inspire event visitors, athletes, staff, partners and suppliers across sustainability and use the event as a platform to drive wider social and environmental benefits.

Recognising the global disparity in legislation relating to health, welfare and accessibility, World Athletics will need to embed criteria into World Athletics WAS contractual documents to ensure compliance to the sustainability strategy, in addition to local and national legislation. As part of the sustainable events charter, a compliance checklist will ensure that events are planned and delivered with an accessibility plan and that all World Athletics events are, truly, events for all.

TECHNICAL AND VENUE STANDARDS

Host venues, equipment and technical officials, including referees, are a critical part of any athletics activity. At the major events, these aspects become the framework for the actual sport and present a clear opportunity to deliver visible sustainability achievements. Any sporting sustainability strategy needs to ensure that the infrastructure and equipment supporting the sport is aligned to the strategic sustainability goals.

Key Priority: Leadership and sustainability	Objective: Be a recognised driver in sports sustainability
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World Athletics certifies the performance of track surface, hurdles, shot, discus, hammer, javelin, landing mats, as well as the actual stadium venues ensuring they meet the required performance standard for athletes. Currently, the certification revolves, predominantly, around performance and technical criteria. A robust sustainability strategy will require responsibility to be taken by venues and equipment manufacturers, under the guidance of World Athletics. Enforcing sustainability criteria on venues and equipment manufacturers will require a longer, phased approach due to the nature, scale and longevity

of the venue / equipment infrastructure and / or contracts. However, it is widely accepted that a more sustainable approach needs to be adopted, so World Athletics should drive collaborative, commercial conversations to build a sustainable roadmap with venue operators and suppliers / manufacturers.

Action 1: Review technical standards, embedding sustainability criteria, for equipment

In consultation with and through the development of partnership with technical stakeholders, World Athletics will review the technical standards, embedding sustainability criteria accounting for social and environmental impacts.

Performance standards for equipment can be certified to a standard that incorporates how the product was made and what it is made of, ensuring the principles of the sustainable procurement code are taken into account throughout the manufacturing process. Additional guidance, such as the IOC's responsible sourcing guidelines exist, which will further assist venues and equipment manufacturers meet sourcing requirements and expectations, moving towards a more consistent approach to sourcing materials and services. These components will become a requirement under World Athletics sanctioning agreements that event organisers will have to meet. This will ensure that supplier ethics, labour conditions, resource efficiency, materials used, carbon impact, air quality emissions (volatile organic compounds - VOCs) and end of life planning are all considered for equipment manufacturing.

This action will require buy in from the suppliers and will see a phased approach, in recognition of existing contracts and equipment lifespan and, also, in many cases a need for innovative approaches to manufacturing processes and life-cycle analysis. In some cases, further technology or product development may be needed and a collaborative approach can be undertaken to address this. The procurement code will identify those materials to be avoided such as PVC. This will require partnerships with key industries to develop / trial / promote new products with a lower environmental impact.

In the development of this strategy, direct conversations with World Athletics stakeholders are encouraging. Some suppliers are already embracing these aspects of manufacturing, welcoming the industry to be driven by more specific social and environmental requirements.

Action 2: Establish a venue sustainability standard

The two main sustainability standards for the environmental assessment of buildings are LEED (Leadership in Energy and Environmental Design) and BREEAM (Building Research Establishment Environmental Assessment Method). As venue selection will become a core part of event certification, World Athletics will utilise these standards to set expectations for stadia, relating to venue resource and economic efficiency and environmental responsibility.

In many cases, this will require a collaborative partnership between Member Federations and stadia owners to develop the sustainable management of both new and existing stadia and overcome the challenges of, in many Member Federations, limited venue options.

Key Priority: Sustainable production and consumption	Objective: Positively manage the impact of procurement
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World Athletics will implement sustainable procurement across all its activities. There will, very often, need to be a process of education involved to help equipment manufacturers and venue owners understand a) the business benefits and b) that responsibility is not just about their own products and services but, also, their supply chain.

Action 3: Best practice guidance for manufacturing to support delivery of the standard

To achieve the standards that World Athletics will start to look to establish (Action 1), World Athletics will encourage and support equipment manufacturers implement a supply chain management system to improve their economic, environmental and social impact whilst, in many cases, reducing their operational costs. This best practice guidance will include:

- Sustainable procurement code
- Waste management plan adhering to the waste hierarchy
- Framework of monitoring and reporting against resource consumption and waste production to evaluate performance
- Identification of community groups that could benefit from reuse of equipment

In addition to working closely with suppliers/ partners to implement a supply chain management system, in many cases, a collaborative approach will be required to develop innovative approaches to overcome sustainable manufacturing challenges working towards new products/ processes with a lower environmental impact, promoting more sustainable equipment and maintenance regimes.

Action 4: Best practice for venue owners and operators

To achieve the standards that World Athletics will start to look to establish (Action 2), World Athletics will help venues to transition to meet the required standards and will provide, potentially through the Member Federations, best practice and examples for venue/ stadia owners.

Action 5: Host Technical and Venue Sustainability Forums

Across the sport of athletics, there are many sustainable initiatives implemented across the spectrum of stakeholders that should be given the platform to showcase achievements and demonstrate the “art of the impossible” to all. Specific focus forums with industry leaders, panel discussions and Q&As, hosted at World Athletics/ World Athletics sanctioned events will be a platform for identifying industry-wide challenges and case studies, spotlighting initiatives and forming industry-wide, collaborative, innovative partnerships to develop equipment and venues with greater environmental, social and economic responsibility.

Key Priority: Climate change and carbon	Objective: Transition to carbon neutrality by 2030
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World Athletics will encourage and support equipment manufacturers and venue owners to identify, accept responsibility for and take actions to reduce, their carbon impact. The primary business activities contributing to climate change are, typically, associated with travel and energy use with other contributing factors dependent on the specific business activity. World Athletics, through sharing best practice will educate and empower venue owners and equipment manufacturers to develop their own carbon reduction plans which will, inevitably, incorporate actions to reduce and embrace alternative travel, and, also, to switch to alternative, renewal energy sources.

Action 6: Provide resources to support equipment manufacturers to develop carbon reduction plans

World Athletics will encourage and support equipment manufacturers develop a carbon reduction plan to reduce their carbon impact, demonstrating business efficiencies to ensure that maximum resources are going into the sporting product/ facility, rather than operational costs. The carbon reduction plan will include:

- Identification of businesses activities contributing to carbon impact
- Monitoring and reporting framework to benchmark, quantifying the current carbon impact and to establish KPIs and associated targets
- Carbon action plan to achieve against targets, including carbon reduction roadmap.

Action 7: Provide resources to support venue owners to develop carbon reduction plans

Similarly, to action 6, World Athletics will encourage and support venue/ stadia owners and operators to develop carbon reduction plans.

Key Priority: Local environment and air quality	Objective: Ensure environmental conditions enable individuals to participate safely
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According to WHO figures, a staggering 91% of the world's population live in areas with above average levels of air pollution, with children most impacted. With an informal network of more than half a billion runners around the world, World Athletics is in a unique position to promote global awareness of the health impacts of air pollution.

Athletes are, particularly, vulnerable to air quality due to their increased respiratory demands during training and racing, along with extended periods of time during training sessions and competitions outside, often in cities where air quality is often poorer.

Action 8: Include air quality factors (volatile organic compounds – VOC) emissions as part of equipment and venue standard

VOC emission levels should be included as part of World Athletics equipment and venue standard to ensure that any off gassing from paints, resins, glues or other materials is negligible and not detrimental to the health of those training, competing, working or visiting venues.

Action 9: Support venue owners implement a plan to improve air quality in and around venues

The air quality in and around an athletics venue will have an effect on the participation and, therefore, utilisation of a venue. World Athletics will develop a best practice guide for venues and local authorities, including case studies, to support them in identifying actions that can be taken to improve air quality around athletics venues and open spaces, parks etc to increase participation in athletics and sporting activities. This may also include consideration to activity scheduling to align with times where air quality is better.

Key Priority: Global equality	Objective: Demonstrably share skills across the world
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Action 10: Build up capacity of local businesses, globally to supply world of athletics

As part of building local national capabilities, World Athletics guidance for partners and suppliers to achieve World Athletics required standards will enable businesses to engage at the national and local level. World Athletics could look to provide content or host workshops to showcasing sustainable manufacturing and venue operations providing a platform for local businesses to understand relevant standards and what compliance to standards entails, learning from those leading the way.

Action 11 Build up the quality of regional venues/stadia to host global events

A challenge that has been cited by Member Federations is a reluctance to implement sustainability criteria within venue contractual obligations due to the perceived limited options of venues able to comply with such clauses.

However, there are an increasing number of athletic stadia embedding sustainability initiatives into their design refurbishment and operations and these are increasing. Setting requirements now will drive the quality of operations up but it is likely this will need to go hand in hand with some support and guidance for smaller venues to make sure they are not left behind. This action should go hand in hand with working in unison with Member Federations to support venues hosting national athletic competitions and identify those that, with support, could host World Athletics events.

Implementing a development strategy, would enable the venue to comply with host venue criteria embedded within the bidding and contractual requirements, associated with World Athletics WAS and sanctioned events. The development strategy should demonstrate operational and economic efficiencies which would, ultimately, facilitate a greater proportion of resources are allocated directly to driving participation and performance.

Key Priority: Diversity, accessibility and wellbeing	Objective: Ensure athletics is open to everyone
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World Athletics has already accepted responsibility and committed to gender equity through its own organisation and governance structure. At the other end of the spectrum, there is also balance in demographic representation in athletic participation, from the grassroots level. However, this does not appear to be the case through the family of technical officials for athletics. Consideration needs to be given to the causes of this inequality and actions that can be taken to achieve diverse demographic representation in this area of the sport with, for example, implementation of targeted development pathways, as required.

Action 12: Establish diversity plan for training referees and officials

The first step is to benchmark the global demographic representation of technical officials, across gender, age, geography through the consolidation of member federation databases, in order to develop a diversity plan identifying inequalities (e.g. gender, geographical, age etc), barriers (real or perceived) and actions to develop training pathways targeting equity.

Action 13 Broaden the accessibility of the Technical Officials Training Programmes

Develop an accessible, online training platform facilitating a training pathway with consideration to balancing inequalities identified from the benchmarking and diversity plan with additional World Athletics support applied where required. This online training platform should be designed to increase accessibility to the training programmes and decrease travel requirements. Also, consideration should be given to building the modules in a way that content is appealing and relevant to other sports achieving a) engagement with World Athletics and b) a revenue generator to feed into coaching programme.

As a complimentary “thread” to the online training platform, technical official mentoring programmes should be built into the delivery of World Athletics WAS events.

TRAINING AND DEVELOPMENT

World Athletics has the opportunity to embed sustainability from the grass roots through the training and development programmes to secure participation, from first steps into the sport, through to elite competition and into the governance of the sport. Establishing on-line courses will widen the reach of the training programmes to those less able to afford the travel costs. In addition, targeting female participants specifically will grow the career opportunities and in turn likely drive female participation at the grass roots and elite levels. Participation at the grass roots level relies on volunteers and ensuring these volunteers have the right skills and confidence to run, coach and participate themselves will drive the overall numbers across the athletics disciplines.

Key Priority: Leadership and sustainability	Objective: Be a recognised driver in sports sustainability
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Action 1: Embed sustainability into World Athletics training and coaching materials and develop new resources

Embedding sustainability into World Athletics training and coaching materials will ensure that all aspects of sustainability become business as usual to anyone who is taking part in the leadership aspects of athletics. The material will become operational best practice to support the delivery of existing training programmes. Whilst the majority will be embedded into existing programmes, it may be that additional programmes are developed specifically around sustainability, for example sustainable event delivery.

Action 2: Develop legacy projects, capitalising on the impact of athletics events

Leveraging the positive impact associated to major sporting events, a toolkit could be developed demonstrating best practice for engaging community groups and fuelling local grassroots programmes on the back of major events. Legacy programmes might incorporate:

- Subsidised tickets for disadvantaged community and/ or school groups
- “Chat with Champion” programme facilitating direct engagement with the stars of athletics
- Re-distribution of athletics equipment to benefit local clubs/ grassroots programmes
- Interactive coaching forums aimed at coaches and volunteers, including sustainable practices
- Environmental initiatives, such as tree planting programmes (reinforcing commitment to clean air)
- Kids Athletics programme developed within community groups/ schools

Key Priority: Sustainable production and consumption	Objective: Positively manage the impact of procurement
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Action 3: Promote and develop if needed, training materials for sustainable sourcing

There are simple actions that any facility (club or venue) could take to operate more efficiently and to reduce waste and this stems from rules around procurement, ensuring products that are bought have a planned second life or beneficial disposal route planned. The IOC has produced guidance for sustainable sourcing which could be promoted to or adapted for all aspects of athletics involved in sourcing. Sustainability training as identified in Action 1 could develop specific modules on sustainable sourcing.

<https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/IOC/What-We-Do/celebrate-olympic-games/Sustainability/Olympic-Games-Guide-on-Sustainable-Sourcing-2019.pdf>

Key Priority: Climate change and carbon	Objective: Transition to carbon neutrality by 2030
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Action 4: Promote and develop if needed, training around managing impacts of climate change and carbon emissions

Similar to Action 3, there are simple steps that could be taken for venue, club and event operators to take in reducing carbon emissions and being efficient about energy and water consumption. Sustainability training could include modules on energy and water efficiency as well as sustainable transport planning.

Action 5: Reduce the travel requirement for delivering coaching programmes through on-line provision

World Athletics will take steps to increase the number of international coaches across each of the areas to both increase global equality of coaching skills and to reduce the need for international travel to deliver coaching programmes.

The development of online training and coaching modules will further reduce travel requirements and, therefore, carbon impact in certifying coaches.

Key Priority: Local environment and air quality	Objective: Ensure environmental conditions enable individuals to participate safely
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Action 6: Promote and develop if needed, training around air quality and local environmental impacts

Similar to Action 3 and 5, there are simple steps that could be taken for venue, club and event operators to take in reducing impacts on the local environment and air quality as well as the consequential impact on athletes of poor air quality. Ensuring venue managers and event organisers are aware of the impacts and their ability to make informed choices will drive healthier places to compete and train. Sustainability training could include modules on local environmental impact and air quality.

Key Priority: Global equality	Objective: Demonstrably share skills across the world
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Action 7: Balanced recognition of World Athletics approved sustainable venue charter across areas

Similar to the proposed sustainable event charter, World Athletics could develop a Sustainable Venue Charter where facilities are able to sign up to the over-arching commitment and through various levels of delivery be able to achieve different levels of sustainability recognition. Sustainability should become an integral part of World Athletics venue recognition and different levels of sustainability implementation should be achieved in order to host certain levels of event.

Providing support to venues whether online guidance, hands on support or facilitating sharing best practice and solutions between venues, World Athletics can encourage an increasing level of sustainability to be embedded into venue management. Actions may include resource efficiency measures to save operational costs, inclusivity and community programmes to engage a wider audience, air quality monitoring and connecting to local transport management to create safe environments to compete and train. Providing a framework of achievements will help World Athletics to engage, inspire and encourage responsibility at all levels of training from grassroots through to international training facilities and will support Member Federations to achieve a global footprint of recognised sustainable training centres.

Action 8: Sustainable Training Facility exchange programme

Supporting smaller Member Federations and less resourced venues, World Athletics could develop partnerships, bridging borders and cultures, through a series of exchange programmes for Member Federations and venues to benefit from each other's experiences around sustainability building equality and sustainability capacity, globally.

Key Priority: Diversity, accessibility and wellbeing	Objective: Ensure athletics is open to everyone
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As the keyholder to participation, the training and development department within World Athletics, through the implementation of both global and targeted training programmes will promote access to the sport focusing on diversity, inclusivity, accessibility and equity. These programmes will build clear pathways into and through the world of athletics.

Building diverse pathways within the industry, positions of responsibility will encourage individuals to stay within the sport. As parity in competitors increases, so can parity in the skills available for coaching and other areas of responsibility across the sport.

Action 9: Targeted skills development programme

By first identifying demographic inequalities, World Athletics can develop specific skills and coaching pathways to drive participation in under-represented demographic groups. E.g. Women in Athletics programme.

Skill development programmes could be around provision of targeted work experience, internships and apprenticeships as well as mentoring programmes both within World Athletics and at World Athletics WAS events targeting gender equity and global equality. Working with partners and suppliers can also be a route to build skills base further.

MEMBER FEDERATIONS AND GOVERNANCE

Member Federations play a key role in the development of sport and athletics is no different. There is, clearly, large disparity across the Member Federations in terms of skills, capacity and resource and any sustainability strategy needs to acknowledge this and provide support where needed.

A key role for Member Federations is the staging of their national championships, these enable the athletes to qualify for world championships. In addition, Member Federations administer national grants for facility development, events and training and coaching programmes.

Key Priority: Leadership and sustainability	Objective: Be a recognised driver in sports sustainability
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Member Federations have the opportunity to embrace the commitments made internationally and develop a national strategy, aligning to the international focus areas, addressing the specific in-territory issues and developing action plans that can be applied down to the national and grass roots level, fundamental to the future of the sport. Ensuring that park runs are able to operate in clear air, on good surfaces and without impacting local communities, but rather inspiring local communities to take part as well.

Action 1: Engage members federations with benefits of sustainability

For World Athletics sustainability strategy to gather momentum across the world of athletics, World Athletics needs to engage and educate Member Federations, not only in the strategy but the rationale behind the strategy and the benefits associated to adopting sustainable practices, spanning the three pillars of sustainability.

World Athletics congress and conferences are a primary platform to communicate and engage directly with Member Federations, as a unification of the athletics world, driving the sport forward. World Athletics will place sustainability front and centre at Congress and World Athletics Conferences, demonstrating leadership, by delivering congress and conferences to recognised sustainability standard – using ISO20121 as the framework (see events for detail). Sustainability should be integrated into all focus topics and provide the opportunity to showcase initiatives from Member Federations and Local Organising Committees and to share best practice with interactive forums promoting a collaborative approach to recognising and working through challenges (real or perceived).

To ensure that Member Federations embrace the strategy, World Athletics will share the draft strategy and consult with World Athletics council and congress, inviting input before finalising the strategy and will translate all sustainability resources for all Member Federations, distributing simultaneously, ahead of a wider, public release.

Action 2: Provide all Member Federations with best practice guidance and support for their operations, national championships and sport development.

Member federation resources should be allocated towards driving participation and delivering sporting excellence, at all levels, rather than being consumed by inefficient resource consumption and operational costs. World Athletics will utilise their member federation communication channels to share best practice guidance, demonstrating opportunities associated with sustainable practices, from operational/ financial efficiencies, opportunities around sustainability partnerships to health and wellbeing of athletes and participants. World Athletics will be on hand to support Member Federations in building partnerships around sustainability to deliver better environments for athletes and communities.

Action 3: Support Member Federations in development of their own sustainability strategies

World Athletics will look to provide support to Member Federations in developing their own sustainability strategy, adhering to and reinforcing World Athletics sustainability strategy, and developing a communications plan to engage with their own members/ clubs/ universities and the wider local communities.

Action 4: Support Member Federations in incorporating athlete/ team/ personnel management activities into their sustainability strategies

Raising awareness of the impacts and embedding a sustainable approach to team/ athlete preparation and participation in athletic competitions is an area that World Athletics will provide support to Member Federations by sharing best practice and facilitating knowledge transfer around the issues and opportunities.

Best practice guidelines will consider management of teams competing at major international events through to recommendations for individuals to take greater responsibilities of their own activities. Personnel considered include athletes, coaches, doctors/ physios, technical officials, family and guidelines will include topics such as travel and logistics, team kit distribution and packaging, sustainable food sourcing, training equipment and schedules.

The overall aim to ensure that national teams will become key supporters of the sustainability initiatives delivered at events and national athletes becomes ambassadors of the wider sustainability message.

Key Priority: Sustainable production and consumption	Objective: Positively manage the impact of procurement
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Similar to World Athletics, Member Federations have business activities that are under their direct control and also those that are managed by 3rd parties within their sphere of influence.

Action 5: Maximise local economic benefit by engaging with local suppliers

Member Federations should, in their own operations, commit to World Athletics sustainability strategy and, in the development of their own strategy (see Action 1) implement a sustainable procurement code where local suppliers are engaged to build on the ability to support national and when appropriate international events.

Action 6: Focus on resource efficiency to reinforce sustainability targets

Member Federations should engage across their partners and supply chain(s), sharing best practices to maximise local economic benefits and minimise waste. Driving waste out of the operational costs will enable more funding to be spend on the sport and equipment benefitting the local communities.

Sustainability considerations should be factored into venue and equipment selection to improve health and local environmental impacts.

Action 7: Establish a reuse programme for equipment

Establishing an equipment reuse programme embedded into legacy projects from major events and independently run events will maximise local community benefits through the improvement of local athletics facilities.

Key Priority:
Climate change and carbon

Objective:
Transition to carbon neutrality by 2030

Climate change is a global issue that affecting every person on the planet with impacts including ocean acidification, disruption of the food chain, 'extreme' weather events, home and habitat destruction and sea level rise.

There is no community immune to climate change. The specific impact will be determined by geographic factors and the relevance of these will differ between Member Federations. Therefore, World Athletics needs to support Member Federations in taking and responsibility themselves and promoting best practice through the national athletics community, embracing World Athletics strategy and implementing actions against focus areas to address area specific issues.

Action 8: Provide best practice guidance for Member Federations in managing carbon emissions

Common impacts will be around energy and water and World Athletics can encourage and support Member Federations to build in effective energy and water management strategies. These can include the utilisation of renewable energy sources, mains and micro generations for the own operations, energy efficiency tips and water reuse and efficiency schemes. World Athletics could set a target to get Member Federations committing to switch to renewable energy tariffs.

Action 9: Proactively promote and encourage implementation of healthy, sustainable travel policies

As part of overall guidance for Member Federations, World Athletics could provide Member Federations with a toolkit to proactively promote healthy and sustainable travel policies both in house and across their operational remit. The opportunities will different geographically and providing scooter recharging points may be relevant in one location whereas working with local cities to provide safe bike lanes and bike parking may be appropriate elsewhere.

Key Priority:
Local environment and air quality

Objective: Ensure environmental conditions enable individuals to participate safely

From the hosting of the national events down to the park run areas, Member Federations can incorporate local environmental conditions and air quality into the quality standard of athletics events and activities. Setting standards for national championships will require working closely with the host cities. Identifying how to manage air quality and ensure that the event and venue are not contributing to detrimental impacts on the athletes and local communities is critical.

Action 10: Protect local environment and air quality conditions for national, regional and local athletics areas.

World Athletics will support Member Federations enhance local environmental conditions for sport by providing generic planning guidance to Member Federations to engage at the national and local level. These planning guidelines will include

- Member Federations engage and support the UN Clean Air programme
- Incorporating and promoting local public transport network available for access to athletics facilities/ programmes. This would also ease pressures on local infrastructure and communities
- Local actions to promote responsible use of green space and minimise impact on species and habitats
- Local actions to improve air quality – secure bike parking, e-scooter plug in points, incentives to leave cars at home where feasible
- Create national partnerships around athletics stadia and key athletics areas – clear air zones.

Key Priority: Global equality	Objective: Demonstrably share skills across the world
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There is clear disparity between federations, those with their own partnerships/ funding sources and those reliant entirely on World Athletics funding where the focus is on national championships and building opportunity for a few elite athletes with inadequate resources to address inequality issues.

Action 11: Building capacity within smaller federations through federation and sponsor alliances

World Athletics could engage with the Member Federations potentially through sustainability forums to understand regional challenges and limitations and establish member federation alliances that support the capacity of smaller federations.

Whilst participation is generally not seen as a problem for World Athletics, engaging and inspiring participation in emerging Member Federations through the Athletics for a Better World programme for example will build the ability of the smaller federations to host larger events and attract external support and potentially funding. Sponsors could be supporting the major events could also be encouraged to support a smaller national event or coaching programme.

A federation alliance programme could also unite federations in engaging, supporting and inspiring each other towards global equality. The member federation alliance could incorporate

- sharing best practices through a toolkit of resources, and direct engagement of the alliance members at World Athletics events.
- established, resource ‘rich’, federations take a leading role in equipping smaller, developing federations with knowledge and skills
- Member federation exchange programme, providing emerging federations the opportunity to partner with established federations in the delivery of World Athletics events.

Action 12: Target an 'even' geographic spread of World Athletics WAS and sanctioned events

Through the bidding and selection process, World Athletics could strive to achieve a global distribution and 'even' geographic spread of World Athletics WAS and sanctioned events, promoting global equality, proactively approaching those venues with the capabilities of delivering world class sporting events both on and off the field of play.

World Athletics could also, through Member Federations, identify venues hosting national events with the potential to deliver regional/ international events and implement a skills development programme to support the member federation build the number of facilities capable of hosting World Athletics events (owned and sanctioned) within their territory.

Key Priority: Diversity, accessibility and wellbeing	Objective: Ensure athletics is open to everyone
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Action 13: Support Member Federations achieve in-territory demographic equity across the sport

Having established targeted pathways to address inequalities within participation and governance of the sport, World Athletics will support Member Federations in understanding the current status, in terms of demographics and in the implementation of training and event initiatives addressing the specific inequalities within their territory.

Member Federation sustainability programmes could address for example:

- Gender equity – participants, coaching, leadership roles
- Access to the sport and participation for all groups – address different social and financial barriers
- Health and wellbeing
 - Local facilities – healthy environments, good air quality, creation of low emission zones
 - Safety of athletic areas – roads, green paths, safe tracks network
- Equipment reuse – reuse/ refurbish schemes

PARTNERSHIPS

Sport and sustainability is about delivering more than just the sporting spectacle. Unilever recently announced their commitment to working with companies 'with a purpose'. Similarly, corporations interested in sponsoring sport and bringing their brand or service to life around a sporting spectacle are looking for platforms that deliver more than just branding opportunities. Sports with 'purpose' will be more attractive to commercial opportunities and will therefore enable more funding to be brought into the development of the sport offering and the wider impact it can have both socially and environmentally. Equally, sports with 'purpose' will facilitate better environments and better communities for those participating in their sport.

Aligning to the right type of partner is critical as a wrong match can easily negate the positive work achieved and also take excessive time to manage the critics. Upon announcement of World Athletics sustainability, there will be a 'honeymoon' period, during which World Athletics will need to be seen to be making very proactive steps to implement the strategy and, in parallel, World Athletics will have an opportunity to secure new partnerships around the sustainability strategy, adding both momentum and resource to the implementation. Credible progress will be needed to secure sustainability partners.

Key Priority:
Leadership and sustainability

Objective:
Be a recognised driver in sports sustainability

Demonstrating credible leadership is essential for partnerships and actions have been covered under World Athletics Corporate section. World Athletics has already made high level partnerships and joined some of the UN's global commitments. Aligning with the UN Sustainable Development Goals and the Dow Jones Sustainability Index are important when it comes to positioning a corporate offering.

Action 1: Align World Athletics's commercial offering to existing partners and embed sustainability into partnership agreements

The first step is to work with existing partners and explore the potential of these partnerships to deliver more. Bringing groups of partners together can also be a powerful way to lock in partners for the greater good.

Embracing sustainability will give World Athletics a greater platform to engage with the corporate sponsors. Working with Dentsu to identify the range of opportunities will be the first action to take.

Going forward, a sustainability commitment should be agreed between all partners and World Athletics – similar to the event charter to ensure that partner's values are aligned.

Action 2: Develop commercial plan considering and leveraging the sustainability strategy, in order to secure new partnerships around sustainability

Using World Athletics sustainability focus areas as a starting point, World Athletics commercial strategy should be reviewed and updated, identifying business sectors and, subsequently, brands for a targeted commercial approach. For World Athletics, relevant sectors include amongst others:

- Sustainable transport – electric and hybrid mobility
- Air quality monitoring
- Clean/ renewable energy
- Ethical/ sustainable manufacturers - equipment as well as venue fixtures and fittings - carpets/ coatings/ chemicals
- Sustainable venues and infrastructure
- Reuseable, low impact temporary event infrastructure

Key Priority:
Sustainable production and consumption

Objective:
Positively manage the impact of procurement

Partners may include suppliers, and these can support the delivery of the sustainability strategy and strive towards the commitment to zero waste. Ensuring these partners are aligned with the procurement code is critical, however, there are also wider opportunity to develop innovative solutions to support delivery of the sustainability objectives.

Action 3: Innovation partners e.g., around materials and waste – closed loop manufacturing of equipment

Taking a leading role, through their own actions and through sharing best practices, World Athletics can challenge suppliers to identify innovations to help deliver World Athletics sustainability goals.

World Athletics will need to re-imagine existing ways of working and by bringing partner suppliers, and potentially main suppliers, together in workshops to identify what is possible and create a roadmap to zero carbon, zero emissions and build local capacity for supporting the athletics industry.

Key Priority: Climate change and carbon	Objective: Transition to carbon neutrality by 2030
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Action 4: Identify partners around renewable energy and sustainable transport

Within the commercial plan (Action 2), attention should be given to securing partners within the renewable energy and sustainable transport sectors. Both sectors would benefit from a global marketing platform directly showcasing their products and, simultaneously, assist World Athletics towards their sustainability targets.

Identifying a renewable energy partner that links to venues, clubs and individuals will show the scalability potential of sport to drive change as well as future proofing the ability of venues and stadia against rising fossil fuel sources of energy. Creating a framework for venues to install their own solar electric, solar thermal or wind powered generation will enable the finances to be spent on the sport as opposed to the increasing electricity prices that will be inevitable.

Action 5: Develop partnerships with host cities around climate change and carbon

The goal of any World Athletics partnership should be for cities and communities to benefit from staging World Athletics events long after the event itself. Through establishing partnerships with local authorities, World Athletics events should present a city with a springboard for developing and/ or amplifying existing initiatives to tackle climate change.

Through venue partnerships and supplier partnerships, venues could be encouraged and supported to turn to renewable energy sources. Step 1 would be to identify a key city already engaged in presenting its sustainability or low carbon message and engage wider across this platform.

Key Priority: Local environment and air quality	Objective: Ensure environmental conditions enable individuals to participate safely
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Whilst poor air quality is a global issue, the scale of the problem is not uniform being amplified in city environments across the planet, according to new data from the World Health Organisation, 9 out of 10 people breathe air containing high levels of pollutants with more than 90% of air pollution related deaths occurring in low- and middle-income countries, mainly in Asia and Africa. Therefore, air quality and environmental improvement programmes are not a one-size fits all.

Partnership efforts, aligned to Action 5 with cities, should be targeted both in terms of geographic focus and tailoring authentic activation platforms addressing the specific issues experienced.

Action 6: Leverage event venue contracts to establish ongoing actions and commitment for improving air quality

This is an area where World Athletics can, authentically, lead the sporting world. Air quality is a significant issue for the world and one that positive action can have rapid impacts. A clear example was prior to the Beijing Olympics, where turning off the coal fired plants saw rapid impact in air quality.

World Athletics’s commitment to the UN Clean Air programme presents the platform for securing support and partnerships with host cities to improve air quality for the benefit of the local communities, through the establishment of low emission zones around athletics venues and open spaces or training venues where people participate not only just in athletics but all sports, where the impact of poor air quality is exacerbated on human health.

Commercial partners with air quality interests whether from air quality monitoring equipment, alternative fuels, or sustainable electric transportation partners would all be aligned in this area. Reviewing the air quality project to create a proactive programme benefitting the athletics community should be considered.

Key Priority: Global equality	Objective: Demonstrably share skills across the world
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Action 7: Secure global partners with the resource and appetite to engage across geographic to drive equality

Partnerships should be identified with a global focus and a social remit to invest in less developed communities and build skills across the globe will align to this World Athletics objective.

Key Priority: Diversity, accessibility and wellbeing	Objective: Ensure athletics is open to everyone
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Action 8: Ensure partnership values align to World Athletics values on diversity, accessibility and wellbeing

Sustainability clauses relating to this World Athletics focus area will be embedded in all partnership agreements to ensure staff welfare and diverse workforce, applicable to partners and their supply chain (see Action 1).

World Athletics Sustainability Strategy Summary Actions

Delivery area	Sustainability priority area					
	Leadership in sustainability		Sustainable production and consumption	Climate change and carbon		
Corporate	1	Publish World Athletics Sustainability Strategy 2020-2030 and provide strategic support for the implementation of the sustainability strategy	5	Develop and implement World Athletics sustainable procurement code	7	Carbon roadmap 2020-2030
	2	Commitment to global initiatives	6	Implement waste management hierarchy	8	100% renewable electricity
	3	Monitoring and reporting			9	World Athletics Sustainable Travel policy
	4	Build a wider communications strategy to inspire and engage wider stakeholder community				
Events	1	Develop Sustainable event management system for World Athletics events, certified to ISO20121	4	Embed responsible procurement code into Events	7	WAS events to implement World Athletics commitment to Sport for Climate Action framework
	2	Implement World Athletics "Athletics for a Better World" sustainable event charter	5	Implement a waste management plan aligning to the waste hierarchy	8	Embed climate action into World Athletics sustainable charter for sanctioned events
	3	Establish scope and implement programme of sustainable benchmarking of events in Athletics and share best practice	6	Establish an event reuse programme		
Technical and Venue Standards	1	Review technical standards, embedding sustainability criteria, for equipment	3	Best practice guidance for manufacturing to support delivery of the standard	6	Provide resources to support equipment manufacturers develop carbon reduction plans
	2	Establish a venue sustainability standard	4	Best practice for venue owners and operators	7	Provide resources to support venue owners to develop carbon reduction plans
			5	Host Technical and Venue Sustainability Forums		
Training and Development	1	Embed sustainability into World Athletics training and coaching materials and develop new resources	3	Promote and develop if needed, training materials for sustainable sourcing	4	Promote and develop if needed, training around managing impacts of climate change and carbon emissions
	2	Develop legacy projects, capitalising on the impact of athletics events			5	Reduce travel requirement for delivering programmes for coaches and technical officials through on-line provision
Member Federations and Governance	1	Engage Members Federations with benefits of sustainability	5	Maximise local economic benefit by engaging with local suppliers	8	Provide best practice guidance for Member Federations in managing carbon emissions
	2	Provide all Member Federations with best practice guidance and support for their operations, national championships and sport development.	6	Focus on resource efficiency to reinforce sustainability targets	9	Proactively promote and encourage implementation of healthy, sustainable travel policies
	3	Support Member Federations in development of their own sustainability strategies	7	Establish a reuse programme for equipment		
	4	Support Member Federations in incorporating athlete/ team management activities into their sustainability strategies				
Partnerships	1	Align World Athletics's commercial offering to existing partners and embed sustainability into partnership agreements	3	Innovation partners e.g., around materials and waste – closed loop manufacturing of equipment	4	Identify partners around renewable energy and sustainable transport
	2	Develop commercial plan considering and leveraging the sustainability strategy, in order to secure new partnerships around sustainability			5	Develop partnerships with host cities around climate change and carbon

World Athletics Sustainability Strategy Summary Actions

Sustainability priority area				Delivery area
	Local environment and air quality	Global equality	Diversity, accessibility and wellbeing	
10	In collaboration with the Monégasque municipality, implement air quality monitoring program across the municipality of Monaco	11 Upskilling of federation capacity	12 Continue staff welfare programme and share best practice	Corporate
			13 Ensure office and facilities are accessible	
9	Air Quality Monitoring	13 Officials mentoring programme and Member Federation delivery partnerships	15 Sustainable Event Operations Manual and Event Charter to include diversity and accessibility	Events
10	Set and implement environmental standards for World Athletics events and venues	14 Maximise local economic impact		
11	Create best practice guide to minimise impact of sanctioned events on local environment			
12	Develop and share a toolkit with the local community around improving air quality			
8	Include air quality factors (volatile organic compounds – VOC) emissions as part of equipment and venue standard	10 Build up capacity of local businesses, globally to supply world of athletics	12 Establish diversity plan for training referees and officials	Technical and Venue Standards
9	Support venue owners implement a plan to improve air quality in and around venues	11 Build up the quality of regional venues/stadia to host global events	13 Broaden the accessibility of the Technical Officials Training Programmes	
6	Promote and develop if needed, training around air quality and local environmental impacts	7 Balanced recognition of World Athletics Approved sustainable training facilities across areas	9 Targeted skills development programme	Training and Development
		8 Sustainable Training Facility exchange programme		
10	Protect local environment and air quality conditions for national, regional and local athletics areas	11 Building capacity within smaller federations through federation and sponsor alliances	13 Support Member Federations achieve in-territory demographic equity across the sport	Member Federations and Governance
		12 Target an 'even' geographic spread of World Athletics WAS and sanctioned events		
6	Leverage event venue contracts to establish ongoing actions and commitment for improving air quality	7 Secure global partners with the resource and appetite to engage across geographic areas to drive equality	8 Ensure partnership values align to World Athletics values on diversity, accessibility and wellbeing	Partnerships

6. MONITORING AND REPORTING

Monitoring, progress reviews and reporting will be critical to the on-going successful implementation of the sustainability strategy. The objectives and associated targets have been identified in Table 2 where they are set against the identified sustainability focus areas. In addition, the associated World Athletics departments responsible for delivering against the objectives are identified. Assigning accountability for both delivery, monitoring and reporting is critical for continual improvement.

Committing to the targets and openly reporting on progress will drive World Athletics to achieve more. Sustainability reporting is an increasingly established process and can be delivered as standalone reports – an annual sustainability report - or as a section of the corporate financial report, forming the ‘non-financial’ reporting section. Initially aligning to the same timeframe as the annual financial report would be prudent, whether it is a standalone or integrated report depends on the overall target audience for both reports. However, a clear commitment to reporting should be made building up transparency in delivery.

It is recommended that an annual sustainability report using the Global Reporting Initiative framework as best practice in sustainability reporting would be recommended, where progress is reported against the strategy framework and the delivery of each aspect. In addition, developing the ISO20121 framework for World Athletics events will create an audit and reporting framework which can be extended across all World Athletics activities and will provide a robust framework for assessing progress and identifying areas of action to focus on.

The metrics to measure and track progress against achieving the targets will need to be collected from World Athletics departments, events, suppliers and the Member Federations. The proposed metrics should be reviewed and aligned to information and data that is readily available or can relatively easily be collected.

Whilst it may be interesting in some areas to have a high level of detail, at the strategic level, the purpose of the monitoring is to identify priorities, level of progress and barriers to achieving the targets. Monitoring KPIs should be identified accordingly.

7. COMMUNICATION AND ENGAGEMENT

To embed sustainability behaviours and practices across the sport requires attention to what individuals think, feel and do as well as making practical changes to governance, systems and processes. A communications and engagement strategy will set out how World Athletics will inform and inspire individuals to take individual and collective action on sustainability and influence others to do the same, building momentum for change.

To achieve this goal, implementation of the strategy will need to set out a framework of programme-level communication and engagement activities and processes, as well as addressing the communication needs of individual projects. The success of the programme will rely on the buy in, or required actions, of a broad number of individuals. Sustainability is about behavioural change when it comes to delivery and there are different levels of engagement that can be identified, namely:

1. Lack of knowledge
2. Knowledgeable but not engaged
3. Knowledgeable, engaged but unwilling to change their operations
4. Knowledgeable, engaged but unsure of actions to take
5. Knowledgeable, engaged and taking effective action

A communication and engagement plan should focus on moving people towards level 5 - knowledgeable, engaged and empowered to take effective action. The output can be likened to a coaching programme where individuals are motivated by their own interests and gain knowledge and start to take action in manageable, achievable steps, building on incremental successes.

Outward facing communications and engagement should be focused on building up a movement to support global achievement of the high-level objectives. The power of an international sports federation is the reach and scalability of impact, building the capacity of individuals to take personal and collective action to create better environments and communities in the short, medium and longer term.

A communications strategy should look to align the messaging with the corporate, hosting and delivery partners. This can be throughout the year but areas where messaging will be maximised will be around the flagship events from fans visiting but as importantly through the social media and broadcast channels.

Developing high profile ambassadors will also build the following. Finding those athletes that are passionate about a certain aspect of the strategy and have a real drive in their message will certainly help the programme. Whilst there may be some coaching needed in the specifics of the issues that is of interest to them, the engagement and support needs to exist.

8. ROADMAP FOR DELIVERY

World Athletics sustainability sets out the ambition and commitment to lead the sport of athletics through a transition towards a sustainable future, contributing to a better world, over the next 10 years.

World Athletics sustainability objectives, grouped by strategic focus area, are detailed in Table 2, “World Athletics’s sustainability focus areas”, within this strategy, along with the 2030 target.

When developing a more detailed roadmap to achieving the 2030 Sustainability targets, there are many factors that a) need to be considered in both determining a timeline against each action and the approach to realising the action (enforcement or supportive/ collaborative) and b) may affect the progress through delivery against each action. Factors taken into consideration in developing the roadmap for delivery include:

- Sustainability risk impact and priority
- Where on the sphere of influence the action falls: within the control or influence of World Athletics
- Phase of event/ venue bidding process
- Existing partner/ venue contractual commitments and terms

The initial focus for the implementation of the sustainability strategy is on World Athletics taking responsibility for their own business activities, demonstrating leadership to the wider athletics and sporting communities building momentum for wider delivery. A process of benchmarking and reporting is needed to obtain baseline data for 2019 to set the starting point for monitoring delivery progress.

In parallel, actions spanning World Athletics sphere of influence kick off with the process of engaging and educating stakeholders to obtain universal awareness, support and, ultimately, commitment to World Athletics sustainability strategy. Through the development of a tailored communication plan, each stakeholder will be taken on the journey to becoming knowledgeable, engaged and empowered to take effective action.

The specific actions detailed in the preceding sections are summarised in a working document supporting the strategy where the actions, timelines, KPIs and Targets are grouped by World Athletics department and then ordered according to associated timeframe and priority status.

DELIVERY TIMEFRAME

Each action is ranked according to the delivery timeframe which relates to the time frame required to achieve the set target. This is ranked 1-10 with 1 being delivered within 1 year and 10 being delivered to the 2030 targets.

PRIORITISATION OF ACTIONS

Each action is subsequently ranked in terms of priority for starting implementation. A high/ medium/ low priority is given to each one. A red flag – high priority - given to those which should start immediately, an orange flag - medium priority starting within 6 months and a green flag – lower priority starting within a year.

A summary table can be seen below:

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
Corporate					
	Leadership in Sustainability	1	Publish World Athletics Sustainability Strategy 2020-2030 and providing strategic support for the implementation of the sustainability strategy	High	1
		2	Commitment to global initiatives	High	1
		3	Monitoring and reporting	High	10
		4	Build a wider communications strategy to inspire and engage wider stakeholder community	High	1
	Sustainable production and consumption	5	Develop and implement World Athletics sustainable procurement code	High	1
		6	Implement waste management hierarchy	High	2
	Climate change and carbon	7	Carbon roadmap 2020-2030	High	10
		8	100% renewable electricity	High	1
		9	World Athletics Sustainable Travel policy	Medium	2
	Local environment and air quality	10	In collaboration with the Monégasque municipality, implement air quality monitoring programme across the municipality of Monaco	High	1
	Global equality	11	Upskilling of federation capacity	Medium	6
	Diversity, accessibility and wellbeing	12	Continue staff welfare programme and share best practice	High	10
		13	Ensure office and facilities are accessible	High	1
Events					
	Leadership in Sustainability	1	Develop Sustainable event management system for World Athletics events, certified to ISO20121	High	2
		2	Implement World Athletics "Athletics for a Better World" sustainable event charter	High	4
		3	Establish scope and implement programme of sustainable benchmarking of events in Athletics and share best practice	High	2
	Sustainable production and consumption	4	Embed responsible procurement code into Events	High	5
		5	Implement a waste management plan aligning to the waste hierarchy	High	5
		6	Establish an event reuse programme	Medium	4

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
	Climate change and carbon	7	WAS events to implement World Athletics commitment to Sport for Climate Action framework	High	2
		8	Embed climate action into World Athletics sustainable charter for sanctioned events	High	5
	Local environment and air quality	9	Air Quality Monitoring	High	10
		10	Set and implement environmental standards for World Athletics events and venues	Medium	4
		11	Create best practice guide to minimise impact of sanctioned events on local environment	Medium	6
		12	Develop and share a toolkit with the local community around improving air quality	Low	3
	Global equality	13	Officials mentoring programme and Member Federation delivery partnerships	Low	4
		14	Maximise local economic impact	Low	3
	Diversity, accessibility and wellbeing	15	Sustainable Event Operations Manual to include diversity and accessibility	Low	2
Technical and Venue Standards					
	Leadership in Sustainability	1	Review technical standards, embedding sustainability criteria, for equipment	High	3
		2	Establish a venue sustainability standard	High	4
	Sustainable production and consumption	3	Best practice guidance for manufacturing to support delivery of the standard	Low	3
		4	Best practice for venue owners and operators	Medium	3
		5	Host technical and Venue Sustainability Forums	Medium	3
	Climate change and carbon	6	Provide resources to support equipment manufacturers develop carbon reduction plan	Low	5
		7	Provide resources to support venue owners develop carbon reduction plan	Low	5
	Local environment and air quality	8	Include air quality factors (volatile organic compounds – VOC) emissions as part of equipment and venue standard	High	4
		9	Support venue owners implement a plan to improve air quality in and around venues	Low	6

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
	Global equality	10	Build up capacity of local businesses, globally, to supply world of athletics	Low	10
		11	Build up quality of regional stadia to host global events	Low	10
	Diversity, accessibility and wellbeing	12	Establish diversity plan for training referees and officials	High	7
		13	Broaden the accessibility of Technical Officials Training Programmes	Medium	2
Training and Development					
	Leadership in Sustainability	1	Embed sustainability into World Athletics training and coaching materials and develop new resources	High	2
		2	Develop legacy projects, capitalising on the impact of athletics events	Medium	4
	Sustainable production and consumption	3	Promote and develop if needed, training materials for sustainable sourcing	Medium	4
	Climate change and carbon	4	Promote and develop if needed, training around managing impacts of climate change and carbon emissions	Medium	2
		5	Reduce the travel requirement for delivering programmes for coaches, technical officials etc., through on-line provision	High	3
	Local environment and air quality	6	Promote and develop if needed, training around air quality and local environmental impacts	High	6
	Global equality	7	Balanced recognition of World Athletics Approved sustainable venue charter across areas	High	7
		8	Sustainable Training Facility exchange programme	Low	3
	Diversity, accessibility and wellbeing	9	Targeted skills development programme	High	2

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
Member Federations and Governance					
	Leadership in Sustainability	1	Engage Members Federations with benefits of sustainability	High	1
		2	Provide all Member Federations with best practice guidance and support for their operations, national championships and sport development.	Medium	3
		3	Support Member Federations in development of their own sustainability strategies	Medium	5
		4	Support Member Federations in incorporating athlete/ team management activities into their sustainability strategies	Medium	5
	Sustainable production and consumption	5	Maximise local economic benefit by engaging with local suppliers	Medium	3
		6	Focus on resource efficiency to reinforce sustainability targets	Low	3
		7	Establish a reuse programme for equipment	Medium	4
	Climate change and carbon	8	Provide best practice guidance for Member Federations in managing carbon emissions	High	1
		9	Proactively promote and encourage implementation of healthy, sustainable travel policies	High	2
	Local environment and air quality	10	Protect local environment and air quality conditions for national, regional and local athletics areas.	Medium	7
	Global equality	11	Support in building capacity within smaller federations through federation and sponsor alliances	Low	3
		12	Target an 'even' geographic spread of World Athletics WAS and sanctioned events	Medium	7
	Diversity, accessibility and wellbeing	13	Support Member Federations achieve in-territory demographic equity across the sport	High	7

World Athletics Department	Sustainability Focus Area	Action No	Action	Action Priority	Delivery Year
Partnerships					
	Leadership in Sustainability	1	Align World Athletics's commercial offering to existing partners and embed sustainability into partnership agreements	High	1
		2	Develop commercial plan considering and leveraging the sustainability strategy, in order to secure new partnerships around sustainability	High	1
	Sustainable production and consumption	3	Innovation partners e.g., around materials and waste – closed loop manufacturing of equipment	Low	2
	Climate change and carbon	4	Identify partners around renewable energy and sustainable transport	High	1
		5	Develop partnerships with host cities around climate change and carbon	Medium	4
	Local environment and air quality	6	Leverage event venue contracts to establish ongoing actions and commitment for improving air quality	High	2
	Global equality	7	Secure global partners with the resource and appetite to engage across geographic regions to drive equality	Low	2
	Diversity, accessibility and wellbeing	8	Ensure partnership values align to World Athletics values on diversity, accessibility and wellbeing	Low	2

