The world faces important challenges across a wide spectrum of economic, social and environmental issues, and the sport community is not immune from their impacts. The Olympic Movement has both an opportunity and a duty to actively contribute to the global sustainability debate in line with its vision of “Building a better world through sport”.

With this in mind, and in response to recommendation 5 of Olympic Agenda 2020 (“Include sustainability within the Olympic Movement’s daily operations”), the IOC conducted the International Federation (IF) Sustainability Project throughout 2016. The IOC carried out the project with three objectives: obtaining an overview of IFs’ sustainability initiatives; identifying common topics, good practices and shared challenges; and sharing information among the IFs. As part of this project, the IOC collaborated with the IFs to compile a series of case studies reflecting how IFs are contributing towards a more sustainable world.

Each case study is aligned with one or more of the IOC’s five sustainability focus areas: infrastructure & natural sites; sourcing & resource management; mobility; workforce; and climate. These focus areas were selected through an extensive stakeholder engagement process, taking into consideration today’s key sustainability challenges and the manner in which the IOC believes the Olympic Movement can most significantly contribute to addressing them.

The case studies are also aligned with the United Nations’ (UN) framework of 17 Sustainable Development Goals (SDGs). This framework is pivotal for the Olympic Movement: in September 2015, the UN General Assembly confirmed the important role that sport can play in supporting the UN’s 2030 Agenda for Sustainable Development and its SDGs.

“Sport is also an important enabler of sustainable development. We recognise the growing contribution of sport to the realisation of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.”

Paragraph 37, UN 2030 Agenda for Sustainable Development
Highlighting its commitment to sustainability, FIFA made the decision in 2009 to include it in its future bidding agreements, starting with the 2018 FWC bidding process. This required each bidding country to provide comprehensive information on activities aimed at social development, economic sustainability and environmental protection as part of the staging of the FWC.

In December 2010, the Russian Federation was selected to host the 2018 FWC. Then, in late 2013, FIFA began working with the LOC to create a sustainability strategy for the event. The 2018 FWC in Russia was planned in close connection with long-term national development strategies and programmes, with the ultimate goals of creating social, environmental and economic benefits for host cities and regions and creating a new standard for large events within the country.

Between October 2013 and April 2015, FIFA and the LOC completed a four-stage process to develop the strategy:

- **Social – Contributing to human and social development:** Health & safety; Decent work & capacity building; Inclusivity & equality; Social development, healthy living & sport legacy
- **Environmental – Protecting the environment:** Green-building standards for stadiums; Transport, carbon, energy & waste management; Risk mitigation & biodiversity
- **Economic – Enhancing local economic development:** Ethical business practices; Local economic development

In order to identify material issues and develop effective measures to organise and stage a more sustainable event in Russia, FIFA and the 2018 FIFA World Cup Local Organising Committee (LOC) have developed a sustainability strategy for the 2018 FIFA World Cup (FWC).
FIFA and the LOC have implemented a Sustainability Management System (SMS) in accordance with the ISO 20121:2012 standard on event sustainability management. Compliance requires formal processes to ensure senior management’s commitment to developing objectives and action plans that address key sustainability issues; providing adequate implementation resources; embedding sustainability in daily activities; communicating in a transparent manner; monitoring progress; and addressing possible failures in a proactive manner with a perspective of continual improvement. Monitoring and reporting on the implementation of the sustainability strategy are requirements of both ISO 20121:2012 and the AA1000 Stakeholder Engagement Standard. Updates will be available in early 2017. The final 2018 FWC sustainability report will be published at the end of 2018 in English, French, German, Spanish and Russian, thus making it accessible to a wide range of stakeholders.

**COMMUNICATION**
The final report will be sent to FIFA media contacts using various channels. Copies will also be sent to stakeholders within the sustainability field.

**EVALUATION**
A similar approach had previously taken for FIFA’s sustainability strategy at the 2014 FWC, predominantly based on best practice and international standards such as the ISO 26000 and ISO 20121.

Perhaps the biggest improvement since the 2010 FWC is the fact that FIFA now takes a coordinated and comprehensive approach to sustainability, looking at all possible issues and selecting those most relevant both for the organisation and, more importantly, for the stakeholders. Some solutions are easier to organise and implement than others, which are more challenging but can have a major impact; for example, counteracting ticket-holders’ carbon emissions or ensuring stadium accessibility. This change has made FIFAs approach much more grounded, and much more effective at focusing resources where FIFA and the LOC can have the largest impact.

FIFA has consistently used external service providers to support the process with both desk research and the moderation of some training and educational workshops. These external providers offer additional resources to do time-consuming research; provide expertise that is not available within the LOC or FIFA; and offer stakeholders a comfortable environment in which to speak.

As of late 2016, FIFA was on track to deliver its objectives for the 2018 FWC.