

**The Tokyo Organising Committee of the Olympic and
Paralympic Games**

**Update to the Sustainability Pre-Games
Report**

Period covered by this update report

This Update to the Sustainability Pre-Games Report covered the period mainly from March 2020 to June 2021.

Material updated information as of June 2021 was included in this report in order to help readers understand as latest updates as possible. However, the Games operation plan such as those relating to COVID-19 countermeasure may change even in July. Information of such events after the reporting period will not be reported in this update report.

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We welcome feedback, comments and suggestions.
Please contact Sustainability Department, Administration Bureau, Tokyo 2020 at
sustainability@tokyo2020.jp

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Statement from Tokyo 2020 President

HASHIMOTO Seiko



The Olympic and Paralympic Games Tokyo 2020 will carry significance as a symbol of global unity and solidarity, being held a year later than originally scheduled, after the lives of people all over the world have been dramatically altered by the COVID-19 pandemic.

In February 2021, I stepped into my new role as President of the Tokyo 2020 Organising Committee, a position that comes with great responsibility. In the four months since then, I have led the swift implementation of three priority measures. These are: safe Games operations, promotion of gender equality, and creating and passing on a model for future Games.

Ensuring safe Games operations

Our highest priority is a safe and secure Games. We are listening to the concerns of all stakeholders, in Japan and internationally, about the spread of COVID-19 and are taking a safety-first approach to our preparations.

As part of this effort, Tokyo 2020, IOC, and IPC published rulebooks for all Games participants. The rulebooks draw on the experience and solutions developed at sporting events held during the pandemic in Japan and other countries over the last year. They lay out clear rules for each stakeholder group at each stage in their journey, including before and upon arrival in Japan and when travelling in the country. Participants must follow requirements for things like COVID-19 testing, social distancing, mask wearing, sanitation, and avoidance of the 3Cs (Closed spaces, Crowded places, Close-contact settings) at Olympic/Paralympic Village, Games venues, and elsewhere.

In March 2021, the Japanese parties decided not to allow international spectators and volunteers to enter Japan for the Games. In June, they also made a decision to limit the number of spectators at each event to 50 per cent of venue capacity with a maximum of 10,000 people. We will continue doubling down on our efforts to prevent the spread of COVID-19 in order to operate the Games in a way that is safe and secure for both participants visiting Japan and local residents. We hope our experience lays important groundwork for sporting events in similar circumstances going forward.

Unity in Diversity

Unity in Diversity is a core concept of our Games Vision. We are refocusing on this concept and pursuing new initiatives toward fostering a society marked by mutual respect and equal opportunity.

In March 2021, we raised the percentage of female directors on the Tokyo 2020 Executive Board from 20 per cent to 42 per cent. Going forward, we plan to hold dialogues with younger generations and other stakeholders, including those outside the scope of the Games, to help inspire a movement that empowers people to play an active role in creating the society they

want to live in. Our goal is for people to look back on the Tokyo 2020 Games as a major turning point for Japan.

Passing on a model for future Games

Lastly, we aim to create and pass on an important legacy, or model, for future Olympic and Paralympic Games. The unprecedented circumstances of Games postponement have required us to work closely with our Games Delivery Partners and adapt our approach to Games preparation and operations, despite various limitations. Even before postponement, we pioneered unique solutions to global challenges, such as fabrication of the Games medals and podiums using recycled metal and plastic materials.

The Tokyo 2020 Games are being asked a crucial question, which is this: What value can be discovered in holding the Games and engaging in sport within the context of the ongoing COVID-19 crisis? Now is our opportunity to show the world the inherent power of sport and set an example of a more sustainable Games, as expressed by the Games Vision, "Sport has the power to change the world and our future." This is the legacy we aim to leave for future Games.

We are deeply thankful to everyone who has given their cooperation and guidance to Games preparations, and to the healthcare professionals and other essential workers who have sustained us amidst the hardships of the COVID-19 crisis. With your continued support, we will give everything we have to delivering a successful Games this summer — and athletes' shining moments of challenge, indomitable spirit, and triumph.

The image shows a handwritten signature in black ink on a light-colored background. The signature consists of four characters: '橋本聖子' (Hashimoto Seiko).

HASHIMOTO Seiko
Tokyo 2020 President

0. Tokyo 2020 Games as a Sustainable Society Showcase (Excerption from the Pre-Games Report)

The Sustainability Pre-Games Report published in April 2020 provided detailed coverage of sustainability efforts in our preparations for the Tokyo 2020 Games.

For your reference, this page provides an additional overview of that report.

Sustainability Pre-Games Report (main report)

<https://gtimg.tokyo2020.org/image/upload/production/kzvd87en5agm5owqoabp.pdf>

Sustainability Pre-Games Report, Sustainability Highlights (summary report)

<https://gtimg.tokyo2020.org/image/upload/production/juykxnxjkk19msyzad.pdf>

The world today is beset by many challenges of a global scale. Guided by the Sustainable Development Goals (SDGs), people all around the world are pushing radical socioeconomic reforms to solve these challenges and create a sustainable, inclusive society.

Sustainability has grown in our collective consciousness and as a topic of interest worldwide. Because of this, people are looking to the Tokyo 2020 Games to play a significant role in addressing the challenges of creating a sustainable society*.

Sustainability efforts for the Tokyo 2020 Games, guided by the concept “Be better, together —For the planet and the people,” have been carried out by a broad-based coalition led by Tokyo 2020 and composed of Tokyo Metropolitan Government (TMG), the Government of Japan, related local governments, sponsors and other delivery partners.

The sustainability management system we developed based on ISO 20121 standard and for which we obtained third-party certification in October 2019 helped make this possible.

Many of our initiatives symbolise the change we seek in creating a green, circular economy. These include fabricating the Tokyo 2020 medals from raw materials harvested from “urban mines”, such as mobile phones; fabricating the medal podiums from recycled plastic; using timber provided by local governments across Japan in the Village Plaza, a space to support athletes’ life at Olympic/Paralympic Village, with plans to return the timber after the Games; and manufacturing the Olympic and Paralympic relay torches using aluminium previously used in temporary housing for survivors of the 2011 earthquake and tsunami. Such projects illustrate to a wide audience the links between the Games and sustainability, and should help catalyse behavioural change.

* Tokyo 2020 Games Main Sustainability Themes, Sustainability Pre-Games Report. (Page 19)
<https://gtimg.tokyo2020.org/image/upload/production/kzvd87en5agm5owqoabp.pdf>

In the area of decarbonisation, we have been revising venue plans, utilising rentals and leases as sourcing practices, using 100 per cent renewable energy, and more. These efforts are projected to reduce Games-related CO₂ emissions by about 280,000 tonnes. All unavoidable emissions we have offset through partnerships with TMG and Saitama prefecture. Additionally, we are promoting the deployment of hydrogen energy by using hydrogen as fuel for the Games relay torches and cauldrons.

For a more inclusive society, we aspire to create a Games free from discrimination and harassment and where the human rights of all involved are respected. We have made steady progress in ensuring accessibility through tangible and intangible measures and have completed the matching process for our highly diverse 80,000 Field Cast members (Games volunteers).

Engaging the supply chains that provide Games-related goods and services is another necessary element of a sustainable Games. This includes on-going implementation of our Sustainability Sourcing Code and responsible operation of grievance mechanisms in cases of non-compliance.

Venue and facility development is an aspect of hosting the Games that has an especially large impact on sustainability. Some innovative initiatives have been carried out to prepare new permanent facilities with an eye toward building post-Games legacy, including presentation of an urban model for hydrogen use, and advanced resource recycling and reuse of procured goods. Sustainability has also been considered in the development of temporary facilities, such as through utilising rentals and leases.

We have also partnered with international organisations to help advance global action on sustainability. We signed a Letter of Intent with the United Nations aimed at supporting achievement of the SDGs—the first time for an Olympic and Paralympic Organising Committee—and partnered with the International Labour Organization to promote decent work. We remain committed to supporting progressive global initiatives such as the UN Global Compact and the Global Reporting Initiative.

By staging the Tokyo 2020 Games as a "sustainable society showcase" through these initiatives, we hope not only to make the Games more sustainable, but also to share with the world the approaches taken, obstacles faced, and solutions found along the way.



Tokyo 2020 Main Sustainability Themes

1. New Significance of the Games and Overview of This Report

1.1 New Significance of the Games and Sustainability

The Games postponed

In response to the global pandemic of coronavirus disease 2019 (COVID-19), the decision was made on 24 March 2020 to postpone the Olympic and Paralympic Games Tokyo 2020. The decision was difficult and unprecedented in Olympic and Paralympic history, taking place after years of preparation and just months before the Games were scheduled to begin.

Short on time, we and our delivery partners took a fresh, hard look at the reasons for holding the Tokyo 2020 Games and reiterated our determination to see that they happen. On 30 March 2020, we, the Tokyo Organising Committee of the Olympic and Paralympic Games (Tokyo 2020), along with the International Olympic Committee (IOC) and International Paralympic Committee (IPC), announced new dates for the Tokyo 2020 Games: 23 July to 8 August 2021 for the Olympic Games and 24 August to 5 September 2021 for the Paralympic Games.

Spread of COVID-19 and Sustainability

The emergence and spread of a novel coronavirus have turned life upside down for people all around the world. The global spread of COVID-19 has transformed entire economies and societies, dealing a heavy blow to the lives of people everywhere and requiring dramatic changes to socioeconomic activities of all kinds.

The impacts of COVID-19 have been even greater for people with existing health risks. Economic recession, unemployment, and poor working conditions have also deepened poverty and widened inequalities for people in economically and socially vulnerable circumstances.

That said, many of the social issues brought to light by COVID-19 are not new. Rather, they have already existed and have simply been made more obvious. The COVID-19 crisis has served to remind humanity of the importance of a sustainable society, where the environmental, social, and economic dimensions of our world exist in harmony. Despite its hardships, we see this crisis as a vital opportunity to achieve transformation toward creating a sustainable world.

New Significance of the Games and Sustainability

Postponing the Games created the need for various revisions and adjustments to the Games Plan on an administrative level. Plans related to the sustainability of the Tokyo 2020 Games are no exception. New measures required to address COVID-19 and planning changes associated with

postponing the Games have the potential to influence sustainability activities and outcomes.

Nonetheless, neither the sustainability goals of the Tokyo 2020 Games nor the significance of the Games as a "sustainable society showcase" have changed as a result of the COVID-19 crisis. We believe that the examples we present to the world will encourage people to act in service of sustainability, even as they seek to recover from the chaos caused by COVID-19.

The Tokyo 2020 Games, held as proof of humanity's potential to overcome the COVID-19 crisis, will present an exemplar toward innovative change in the Olympic and Paralympic Movements led by the IOC and IPC, and will also provide a model for future global events as people adapt to living in the new normal. We believe that holding the Games will give people hope and offer tremendous value to the world as a symbol of unity and solidarity.

Working with our delivery partners, we will continue to do everything we can to ensure that the Tokyo 2020 Games pass on a legacy that demonstrates the power of sport to improve human wellbeing and happiness and to enhance the -resilience and agility of our global society, thus serving as a springboard toward a sustainable future.

“Sustainable Recovery” by Tokyo Metropolitan Government –Toward a Resilient, Sustainable Metropolis

Tokyo Metropolitan Government (TMG) announced in March 2021 a new long-term strategy “Future Tokyo: Strategies and Visions” that will provide a guiding direction on metropolitan policies going forward. The document forecasts changes in human values and society caused by COVID-19 and rests future policies on two core concepts: structural reform and a sustainable recovery.

In designing future policies, TMG must look to the future but also aim to heal the economic, social, and emotional toll taken by COVID-19. As cities and nations worldwide seek to recover economically while addressing the climate crisis, TMG's sustainable recovery concept goes a step further by incorporating efforts to promote sustainable lifestyles.

Rather than going back to pre-COVID times, TMG will seek to upgrade its policies and create a resilient, sustainable metropolis that generates new value and adapts to changing conditions.

As the host city, TMG is applying this concept to the Tokyo 2020 Games as well. By working to deliver the Games in manner that is environmentally sustainable and safeguards stakeholders from infectious disease, TMG is promoting a sustainable recovery that supports sustainable lifestyles.

“Future Tokyo: Strategies and Visions”

<https://www.seisakukikaku.metro.tokyo.lg.jp/basic-plan/mirainotokyo-senryaku/html5.html#page=1> (in Japanese)

1.2 On the Update to the Sustainability Pre-Games Report

Our sustainability reporting plans prior to postponing the Tokyo 2020 Games were organised into three reports (Progress Report, Pre-Games Report, and Post-Games Report) intended to provide a comprehensive picture of the planning and outcomes of sustainability initiatives for the Games. As the final report prior to the Games, the Pre-Games Report was particularly important for communicating our sustainable preparation efforts.

Postponing the Games by a year, however, created a gap between publication of the Pre-Games Report (April 2020) and the new starting date of the Games (July 2021). During this time, changes have taken place in certain aspects of the Games that will look different from how they were described in the Pre-Games Report, due to the adoption of COVID-19 countermeasures and operational changes. Societal changes in the field of sustainability have also occurred during this period.

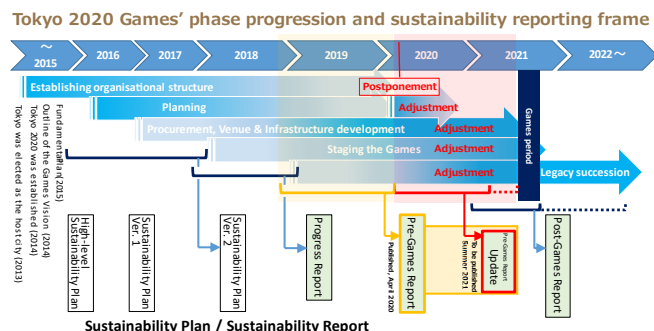
For these reasons, we created this Update Report to report on activities not covered in the already published Pre-Games Report. We believe this Update Report will contribute to a more accurate evaluation of the sustainability of the Tokyo 2020 Games by our stakeholders.

(1) Reporting plan (schedule)

Despite the postponement, the phase progression and sustainability reporting framework of the Tokyo 2020 Games (the organizing of preparations and delivery of the Games into five phases and sustainability reporting into three reports) has not changed from that previously described in the Pre-Games Report.

However, the duration of each phase, the timing of transitions between phases, and the timing of publication of the sustainability reports have changed.

The new schedule is shown below.



The placement of the Post-Games Report also remains the same. The Post-Games Report will cover staging-related details still being decided and information obtained after the Games. By its nature of being published roughly one year since the publication of our last report, the Pre-Games Report in April 2020, this Update Report also serves as our annual report.

(2) Reporting framework (adherence to international standards)

This Update Report was prepared to supplement the Pre-Games Report and therefore is meant to be used with the Pre-Games Report, not by itself.

The Pre-Games Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, and with reference to GRI's Reporting Principles. Likewise, adherence to these international standards was considered when preparing this report.

By its nature, this report does not cover all disclosures and material (important) topics required by the GRI Standards.

(3) Editorial policy, scope, and period covered by this report

The main purpose of this Update Report is to provide information not included in the Pre-Games Report. It focuses on changes associated with postponement of the Games in a manner that builds on and adds to the Pre-Games Report. This report covers the period mainly from March 2020, when the decision to postpone the Games was made, to June 2021.

While certain details regarding the Games are still undecided as of the time of preparing this report, we took care to include our plans and expectations whenever possible so that the report fulfils its purpose as the final report before the Games.

Because this report is focused on changes associated with postponement of the Games, it also serves as an Update Report to the Sustainability Highlights (summary report) published in conjunction with the Pre-Games Report (main report).

Much of the information in the Pre-Games Report still holds true for the postponed Games. Please refer to the Pre-Games Report when using this report, since this report does not repeat information in the Pre-Games Report, except when such information is necessary for an understanding of context.

Tokyo 2020 Sustainability Pre-Games Report:

<https://tokyo2020.org/en/games/sustainability/report>

Information relevant to sustainability may be found on the Tokyo 2020 website and in other formal reports issued by us and our partners.

Tokyo 2020 website: <https://tokyo2020.org/en/>

Information inclusion policy for the Update Report

A major goal of the sustainability reports of the Tokyo 2020 Games is to enable and contribute to an accurate evaluation of the Games' sustainability by stakeholders. It is important that these reports, as a means for stakeholders to obtain information for such evaluation, present material (important) topics in an easy and appropriate manner.

When preparing this report, we organised its contents to aid readers' understanding and made decisions on what information to include based on the

special role of this report as an update under the unusual circumstances of the Games' postponement.

a. Information included

While this Update is focused on changes from the Pre-Games Report, it is important that we first ensure a correct understanding of the relationship between the changes that have been made to plans for preparations and staging of the Games and the factors that led to those changes. Various changes have been made to the Games' operations. The reasons for each of those changes vary and some changes are due to a combination of factors. New measures have been added and our approach to operations have been changed to ensure safety and peace of mind regarding the spread of COVID-19. Some changes are the result of timing, since our plans for staffing and using venues assumed that the Games would be held in 2020, while other changes were made to simplify the Games. To avoid confusion, we tried to be clear about the cause-and-effect relationship between such factors and their outcomes.

Whenever possible, we also took care to discuss the effects of such changes on the goals and targets of the main sustainability themes set in the Tokyo 2020 Olympic and Paralympic Games Sustainability Plan and on the various dimensions of sustainability. Considering that the Tokyo 2020 Games will take on new significance (see 1.1) through the example it sets in the age of COVID-19, it is important that the Update Report not only covers the scope of our activities as the Tokyo 2020 Organising Committee but also explains their relationship to society and the legacy we seek to pass on.

It is also worth noting that the basic motive for sustainable action is to address social issues, and that continuous improvement is a key element of the ISO 20121 management system that we are using. Given these perspectives, how we have adapted the Tokyo 2020 Games to societal progress and developments in sustainability during the last year is another important topic in this report.

Since the publication of the Pre-Games Report, observable progress has been made on certain issues in the environmental, social, and economic domains of sustainability. Meanwhile, new issues have emerged, and some issues have grown more serious. For example, whereas understanding of the importance of decarbonization and circular economy has improved, the COVID-19 crisis has increased the consumption of single-use goods for ensuring good hygiene. Another growing social issue is the intensifying debate over the appropriateness of social activism in sports. There were also remarks made in February 2021 by the then-Tokyo 2020 president that were inappropriate, sexist, and contrary to the Olympic and Paralympic spirit. These remarks prompted a stronger interest in gender equality in Japan. Various segments of society, including an active younger generation, expressed renewed expectations that Japan will change and become a country that is truly diverse and inclusive.

For this reason, we took care to describe our response to progress and developments in important societal movements relevant to the main sustainability themes of the Tokyo 2020 Games.

b. Report structure

The core content of this report, such as COVID-19 countermeasures and operational changes associated with postponing the Games, are in various ways relevant to the main sustainability themes of the Games. Therefore, the report structure chosen for the Pre-Games Report—self-contained chapters discussing our progress against plans (individual targets) for each theme—is not suitable for gaining a comprehensive understanding of the effects of changes made and the outcomes of initiatives.

Throughout this report, we thus chose a structure that makes it easy to gain a full picture of the effects of postponement on the Tokyo 2020 Games.

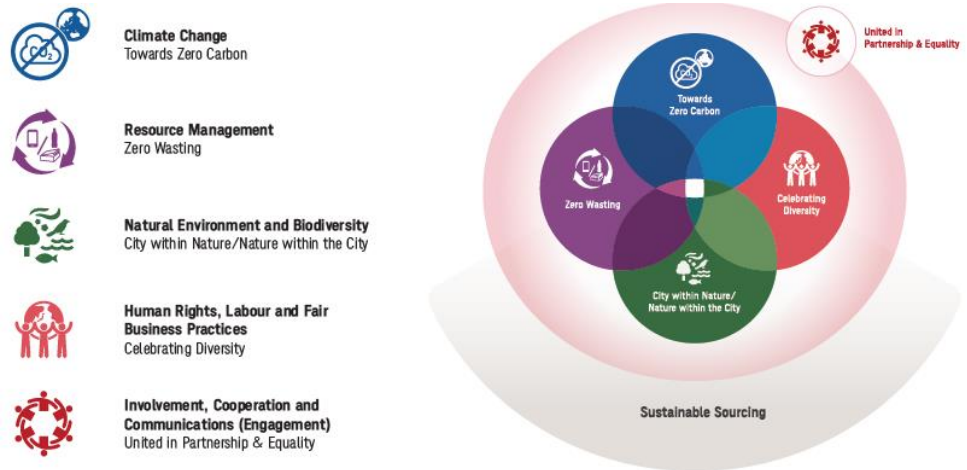
In Chapter 3 “3.3. Adapting Organisational Structures and Policies to Games Postponement,” we explain how Games preparations have changed and their significance.

In Chapter 4 “Progress of Main Themes,” we provided a summary at the beginning of each theme on how developments since postponement have influenced that theme. When discussing each topic, we focused on changes from information in the Pre-Games Report in accordance with the above-mentioned information inclusion policy.

2. Tokyo 2020 Games Main Sustainability Themes

We have identified five main themes for prioritising sustainability in the Games. These themes were selected in light of global focus on sustainability, such as the SDGs, with the goal of making the Games a positive force for solving important social issues. Sustainability in procurement and in the supply chains of procured goods and services are crucial areas of action in addition to direct Games activities, because of the many goods and services that are needed to hold the Games.

Like the SDGs, these themes are interconnected, so the implementation of these themes follows a holistic approach that takes environmental, social, and economic factors into account.



Materiality (important issues)

Materiality assessment, the process of selecting from a long list of sustainability issues those that are most important, is a core element of any effective sustainability program.

We have undertaken a careful deliberation process for identifying the most material issues related to the Tokyo 2020 Games. This process began in 2015 at an early stage of Games preparation and is based on discussions within the Urban Planning and Sustainability Commission and joined by external experts. As a result, we have identified the five main themes mentioned above, as well as concrete issues to address within each theme.

Postponement of the Games and the COVID-19 crisis are impacting our actions on these five main themes in various ways. The year-long postponement, for example, has required us to extend contracts, make new purchases, and also undertake efforts to simplify the Games. Safeguarding athletes and other stakeholders from COVID-19 infection, meanwhile, requires that we limit the transport of athletes, personnel, and spectators. It will also change the number of stakeholders involved in the Games and require additional resources to prevent infection. For these reasons, we have adapted our activities in each theme to address the impacts of postponement and COVID-19. These impacts and specific measures taken to address them are explained in the following chapters.

That said, sustainability remains a core value of the Games* and the main themes and their attending goals are still important, even in the context of a postponed Games held during the COVID-19 crisis. Our sustainability goals are a crucial part of the move to create a sustainable society and planet and are not diminished by schedule changes or the spread of a new infectious disease. We therefore have not changed the main themes or sustainability goals. Rather, we will continue to make holistic efforts to achieve the goals and take sustainability into account in all areas of the Games.

As an issue that requires mentioning, since February 2021, around six months before commencement of the Games, Tokyo 2020 has received a large amount of criticism from the Japanese and international communities regarding inappropriate remarks made by the then-Tokyo 2020 president and a key member of our preparations staff. Tokyo 2020 recognises that these actions constitute a betrayal of public trust. And so, we have expeditiously revised our organisational governance and also begun taking specific steps that, we hope, will allow us to have a positive influence on Japan so that it can make real changes in the areas of gender equality, diversity and inclusion. These activities are explained in Section 3.5 "Gender Equality, Unity in Diversity" (see page 31).

* See Section 3.2 "Status of Preparations for Games Delivery, (4) Positioning, principles and roadmap to the Games following postponement" (page 16).

3. Preparations and Organisational Structures Following Games Postponement

3.1 COVID-19 and Postponement of the Games

Since the time the emergence of a new coronavirus disease was beginning to be suspected, Tokyo 2020 has kept a watchful eye on the state of the new disease in Tokyo, across Japan, and around the world from our position as organisers of an international mega-sports event.*

When the outbreak of the new infectious disease became clear, we commenced extensive discussions with our Games delivery partners including the International Olympic Committee (IOC), International Paralympic Committee (IPC), Government of Japan (GOJ) and Tokyo Metropolitan Government (TMG) regarding the impacts of coronavirus disease 2019 (COVID-19) on the Tokyo 2020 Games. As a result of those discussions, the decision was made to postpone the Games.

A timeline of significant events leading up to that decision is shown below.

30 Jan. 2020	GOJ: Organises Novel Coronavirus Response Headquarters TMG: Organises Tokyo Novel Coronavirus Response Headquarters
4 Feb.	Tokyo 2020: Organises COVID-19 Response Headquarters
25 Feb.	GOJ: Decides on Basic Policies for Novel Coronavirus Disease Control
11 Mar.	WHO: Declares COVID-19 a pandemic
22 Mar.	IOC, Tokyo 2020: Speaking via telephone, then-Tokyo 2020 President Mori Yoshiro and IOC President Thomas Bach start discussing multiple scenarios for the Games, including postponement, and agree to make a decision in four weeks' time.
24 Mar.	GOJ, TMG, IOC, Tokyo 2020: Speaking via teleconference, then-Japanese Prime Minister Abe Shinzo, then-Tokyo 2020 President Mori Yoshiro, IOC President Thomas Bach, and Tokyo Governor Koike Yuriko agree, in light of worsening conditions around the world, to safeguard the health and safety of athletes and spectators as the top priority and postpone the Games until summer 2021 at the latest, with specific plans to be decided going forward.

* Since the outbreak of the infectious disease became obvious, we have adapted work styles to changing pandemic conditions to prevent infections among staff and minimise spread of the disease on a societal level. (Also see below.)

* Act on Special Measures for Pandemic Influenza and New Infectious Diseases Preparedness and Response

26 Mar.	GOJ: Organises Novel Coronavirus Response Headquarters based on amended Special Measures Act* TMG: Organises Tokyo Novel Coronavirus Response Headquarters based on amended Special Measures Act Tokyo 2020: Organises Tokyo 2020 New Launch Task Force
28 Mar.	GOJ: Decides new set of Basic Policies for Novel Coronavirus Disease Control *Modified multiple times thereafter
30 Mar.	Tokyo 2020, IOC, IPC, TMG, GOJ: Decide on new dates for the Tokyo 2020 Games Olympic Games: 23 July to 8 August 2021 Paralympic Games: 24 August to 5 September 2021

Preparations for staging the Games in 2021 are explained in Section 3.2 "Status of Preparations for Games Delivery".

3.2 Status of Preparations for Games Delivery

(1) New Launch Task Force

Following the decision on 24 March 2020 to postpone the Games, on 26 March Tokyo 2020 formed the Tokyo 2020 New Launch Task Force (New Launch Task Force) to deliberate on actions needed to prepare for a Games delivery in 2021. Such actions included deciding competition venues and schedules as early as possible, identifying contracts that required revision, updating plans, revising service levels, and COVID-19 countermeasures.

(2) New Games Schedule

An early decision on new dates for the Games was crucial as it would provide a cornerstone for all future preparations. On 30 March, after focused discussion among leaders of key parties, the IOC Executive Board approved new dates for the Tokyo 2020 Games. The decision was supported by all International Summer Olympic Sports Federations (IFs) and all National Olympic Committees (NOCs).

Games schedule

- Tokyo 2020 Olympic Games: Friday 23 July 2021 to Sunday 8 August 2021
- Tokyo 2020 Paralympic Games: Tuesday 24 August 2021 to Sunday 5 September 2021

The decision regarding the new dates was taken based on the following three considerations and in line with principles established by the IOC Executive Board on 17 March.

1. To protect the health of the athletes and everyone involved, and to support the containment of the COVID-19 virus.
2. To safeguard the interests of the athletes and of Olympic sport.
3. The global international sports calendar.

The new dates, roughly one year after those originally planned, were expected to give health authorities and all Games delivery partners time to deal with COVID-19. They would also have the added benefit of minimising any disruptions to the international sports calendar and provide sufficient time to finish the qualification process for the Games.

(3) Framework for Games preparations following postponement

Tokyo 2020 and IOC held an Executive Project Review on 16 April 2020 and agreed on a framework for preparations to deliver the Games starting in July 2021.

In our joint statement with IOC and IPC, we presented the preparations framework and announced that the process for delivering the Games in 2021 would be overseen by a Joint Steering Committee between the IOC and

Tokyo 2020. The joint statement also expressed our intention to replicate the 2020 Games delivery plan including competition venues and schedule in our new plans for 2021, explore opportunities to optimise and streamline service levels, reduce costs caused by the postponement, and incorporate COVID-19 countermeasures into the Games delivery plan.

(4) Positioning, principles and roadmap to the Games following postponement

On 10 June 2020, following discussions with the IOC, IPC, TMG, and GOJ, we reached an agreement with the IOC and announced the positioning, principles, and roadmap for the Olympic Games to be held in 2021. On 8 July 2020, following discussions with the IPC, we revised the positioning of the Paralympic Games in consideration of their unique value and reconfirmed the principles and roadmap to the Paralympic Games with a focus on simplification.*1

*1 For the full text of positioning, principles and roadmap to the Games following postponement, see <https://olympics.com/tokyo-2020/en/news/positioning-principles-and-roadmap-to-the-games-following-postponement>

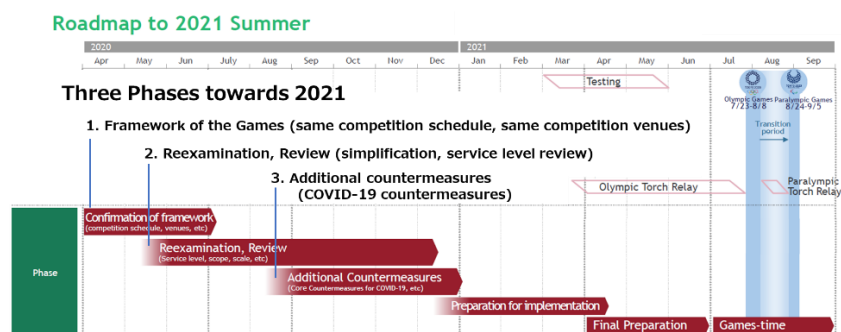
On the positioning of the Games, we declared our focus on sustainable development in addition to athletes, recovery from the 2011 Tohoku earthquake and tsunami and the power of sport as our core values and our intention to use the Games as an opportunity to help communities find a better future.*2

*2 Sustainable development is listed among the core values as follows: "Tokyo 2020 is focused on athletes, sustainable development, recovery, reconstruction and the power of sports to help communities find a better future."

We also stated that the postponed Games will be an unprecedented celebration of unity and solidarity, bringing together the best of Japan, supporting the economy, showing how sport can improve the health and happiness of people and the world, and providing a sustainable springboard to the future.

As a policy for preparations to deliver the Games in 2021, we expressed a commitment to three principles: prioritise health and safety, reduce the cost impact of postponement, and simplify the Games to ensure that they can be organised safely and sustainably.

Overview of Roadmap to the Games



(5) New competition schedule

On 17 July and 3 August 2020, we announced the new competition schedules (event calendars) for the Olympic Games and Paralympic Games, respectively.

Whilst the start and end times of sessions for certain sports were adjusted for operational reasons, overall, the 2021 competition was scheduled as originally planned, with events happening on the same days of the week as in 2020. This decision was made in line with the policy confirmed with the IOC and IPC. We also decided to prepare to hold the events at the same competition venues that were planned to be used in 2020.

(6) Games simplification

Regarding the simplification of the Games, Tokyo 2020 has been looking at this for over three months since a policy of simplification and optimisation measures for the Games was agreed. As a result, at the Coordination Commission meeting on 24-25 September, Tokyo 2020 and the IOC agreed on more than 50 items of simplification and optimisation to deliver Games fit for a post-corona world.

The primary items are:

- Review of specifications of temporary overlays and other equipment at venues, and reduction of service levels
- Reductions in decorations under the Look of the Games programme in venues and in the Olympic/Paralympic Village
- Optimisation of the Tokyo 2020 Olympic Torch Relay operations
- Encouraging stakeholders to optimise their delegation working in Tokyo
- Optimisation of staffing plans for the Organising Committee

On 7 October 2020, we presented to the IOC Executive Board a report on the status of preparations focused on the above-mentioned simplification measures and received its approval.

These simplification measures are aligned with our sustainability policy and will contribute to the reduction of CO₂ emissions and resource use. (For more on the contribution of simplifications to sustainability, see Section 4.2 "Resource Management" (*page 43*)).

(7) COVID-19 countermeasures

[a. Taskforce on COVID-19 countermeasures for the Olympic and Paralympic Games Tokyo 2020](#)

In September 2020, a taskforce led by GOJ was established to study and coordinate COVID-19 countermeasures on a broad level for the Tokyo 2020 Games. Aiming to ensure a safe and secure Games for everyone, the taskforce was organised under the Japanese Cabinet's Liaison Conference for Relevant Ministries and Agencies for Tokyo 2020 Games, with attendance from leadership of key parties, including relevant government ministries and agencies of Japan, TMG, Tokyo 2020, JOC, JPC, and infectious disease experts. The taskforce has held seven meetings.

At the sixth meeting held on 2 December 2020, attendees discussed a draft interim summary of COVID-19 countermeasures to be implemented during the Games. The interim summary laid out infection control measures for three categories of stakeholders (athletes, Games staff, spectators) at key stages of their movement and activities (entry into Japan, domestic transport, and at venues).

Although the general outline of these measures has been decided, because the global pandemic is ongoing, specific measures for certain issues will need to be decided as circumstances unfold.

Based on the interim summary, GOJ, TMG, and Tokyo 2020 will formulate specific policies, guidelines and other specifics with an eye to establishing concrete measures necessary to deliver the Games this summer, including organisational and system development and preparation for Games operations.

b. Playbook (rulebook)

On 3 February 2021, Tokyo 2020, the IOC, and IPC released the first Playbooks for stakeholders who will physically participate in the Tokyo 2020 Games.

The Playbooks are based on the interim summary published by the taskforce in December 2020. Each stakeholder group will be required to follow the specific rules outlined in the Playbooks and which are tailored to their individual operational roles.

The Playbooks outline a typical journey for each stakeholder group, beginning with measures starting 14 days before arriving in Japan, testing before departure and upon arrival in the country, and the use of smartphone applications to report health and support contact tracing during Games time. Measures will also be in place to identify, isolate, and treat any potential positive cases.

On 28 April 2021, second editions of the Playbooks were released. Significantly updated from the first editions, the revised Playbooks describe in greater detail the rules that all Games participants must follow while in Japan.

For example, all Playbooks require participants to be tested for COVID-19 twice before departing their home country. The Playbook for athletes and team officials requires them to be tested daily, to limit their activities while in Japan to those listed in their Activity Plan, to only use dedicated Games vehicles for transport, and to only take their meals in locations where COVID-19 countermeasures are implemented, such as catering facilities at Games venues.

The third editions of the Playbooks for athletes and officials released on 15 June 2021 set forth further rules, including strict management of activities for participants coming from overseas, and a requirement for self-arranged accommodation to be certified as conforming to guidelines on conduct and conditions to prevent the spread of COVID-19. They also provided more information on required COVID-19 testing frequency according to role and level of contact with athletes, details on the entire testing process itself, and clearer punitive measures for when rules are violated.

On 22 June 2021, the third editions of the Playbooks for workforce

members was released, and on 30 June, the Coronavirus Disease 2019 Infection (COVID-19) Prevention Guideline was released, which defines the rules of actions Field Casts (Games staff including Games Volunteers) should observe. Since the Games staff plays a central role in the Games operations while interacting with many stakeholders, it is important to further raise Games staff's awareness of COVID-19 countermeasures, and to ensure that they properly follow the rules. The guideline consists of three chapters: "rules of actions for Games Staff," "PCR (screening) testing and vaccination," and "response to incidents (outbreaks)," and describes intelligibly what measures and actions everyone needs to take.

Through careful communication we are making efforts to ensure that everyone involved in the Games around the world is aware of these rules.

[c. Measures taken for Tokyo 2020 Olympic Torch Relay](#)

On 25 February 2021, Tokyo 2020 announced guidelines covering COVID-19 countermeasures to be implemented during the Tokyo 2020 Olympic Torch Relay. These guidelines set out the following basic measures designed to ensure the safety and security of all participants in the Olympic Torch Relay, including spectators, torchbearers, operations staff, and local residents. They also cover appropriate responses if someone is unwell or taken ill.

- Avoidance of the 3Cs (Closed spaces, Crowded places, Close-contact settings)
- Prevention of infection spread by droplets and/or physical contact
- Thorough disinfection
- Comprehensive health management and checks
- Detailed communication
- Development of a response plan in cases where persons become infected or are suspected of being infected

We have asked stakeholders involved in the Olympic Torch Relay to consider specific measures in accordance with these guidelines and, where appropriate, in consultation with the health departments of individual prefectures and municipalities.

On 5 March, we launched a Tokyo 2020 Torch Relay COVID-19 response team, and on 16 March, the team held a press conference on its response policies. Based on these policies, roadside spectators will be issued a warning when their proximity is deemed "crowded" (indicators of "crowded" being when a group of spectators are close enough to rub shoulders or multiple rows of spectators form without sufficient space between them). Tokyo 2020 also requires participating staff members to monitor their health and take a screening test using a dedicated app, and we have been issuing communications as appropriate to all stakeholders involved in the Olympic Torch Relay through press announcements and owned media.

The Tokyo 2020 Olympic Torch Relay began on 25 March, and is currently taking place under multiple measures that ensure the safety and security of both local communities and Torch Relay participants, including spectators, runners and staff.

(8) Spectators

a. Overseas spectators

Ever since the 2013 election of Tokyo as host city, we have been preparing for the Tokyo 2020 Games with the goal of welcoming domestic and overseas spectators, celebrating the athletes, and embodying the value of the Olympic and Paralympic Games.

However, following postponement of the Games due to the COVID-19 pandemic, the taskforce on COVID-19 countermeasures issued an interim summary in December 2020 that included the following statement on overseas spectators: "The decision whether to accept overseas spectators will be made by the spring of 2021 taking into consideration the COVID-19 situation in Japan and overseas, immigration regulations in force at the time, and any prevailing restrictions on the attendance of sporting events."

On 20 March 2021, the IOC, IPC, TMG, Tokyo 2020, and GOJ met virtually to discuss overseas spectators for the Tokyo 2020 Games. During the meeting, the IOC and IPC were informed about the conclusion of the Japanese parties not to allow entry of overseas spectators into Japan for the Tokyo 2020 Games due to the prevailing worldwide COVID-19 pandemic. The IOC and IPC announced that they fully respect and accept this conclusion.

As of March, when this decision was made, the COVID-19 situation in Japan and many other countries around the world was still very challenging and a number of variant strains had emerged, whilst international travel remained severely restricted globally. Based on the present situation with the pandemic, it is highly unlikely that entry into Japan will be guaranteed this summer for people from overseas. The Japanese parties came to this conclusion in order to enable ticketholders who live overseas to adjust their travel plans and to ensure safe and secure Games for all participants and the Japanese public.

b. Limits on spectator numbers

On 21 June 2021, the five parties (IOC, IPC, Tokyo 2020, TMG, and GOJ) met to discuss spectator limits for the Olympic and Paralympic Games. The IOC and IPC were informed about and supported the policies decided by the three Japanese parties. The key decisions were as follows:

- In light of the GOJ's restrictions on public events, the spectator limit for the Olympic Games will be set at "50 per cent of venue capacity, up to a maximum of 10,000 people" at all venues. (Students in the schools' spectator programme and their supervisors will not be considered in these numbers, and will be treated separately.)
- The current competition schedule remains unchanged.
- In principle, spectators will be admitted to events subject to the above limits. However, in the event that a state of emergency or other priority measures aimed at preventing infection are implemented at any time after the current restrictions are lifted on 12 July 2021, restrictions on spectator numbers at the Games, including non-spectator competitions, will be based on the content of the state of emergency or other relevant measures in force at that time.

- In the event of any rapid change in infection rates and in the capacity of the medical care system, a five-party meeting will be held promptly to consider further measures.
- The Japanese parties have formulated guidelines for spectators aimed at ensuring the safety and security of everyone. These stipulate that masks should be worn in venues at all times; speaking in a loud voice or shouting will be prohibited; congestion should be avoided by means of appropriate announcements; and visitors should leave venues in a staggered manner. Spectators will be requested to travel directly to venues and return home directly, and to take all necessary precautions when moving between prefectures.
- Given the COVID-19 situation, the Japanese parties intend to look into either cancelling or reducing the scale of any live sites and public viewing events to minimise the movement of people, review any other Games-related events, and establish new, safe and secure ways of cheering for and supporting the athletes.
- A framework will be implemented to keep monitoring the COVID-19 situation based on expert advice.
- The five parties will deliver consistent and unified messages aimed at ensuring safe and secure Games.
- Equivalent policies governing the Paralympic Games will be decided by 16 July 2021, a week before the opening of the Olympic Games.

Tokyo 2020 will coordinate and cooperate with local governments in order to ensure the above guidelines are followed and ensure a safe and secure Games for the whole of Japan.

Tokyo 2020 will continue to monitor the situation in Japan and abroad, including the status of the different variants of the coronavirus, and promptly take all necessary action. We will continue to promote vaccination of those involved with the Games and provide updates on their vaccination status.

Based on the above policy, on 23 June we released the guidelines for spectators, titled "COVID-19 Prevention Guidelines for Ticket Holders."

(9) Summary of Games Preparations

a. Venue development

After the decision was made to postpone the Games, we removed temporary spectator stands and the fabric and frames of large tents due to the safety concerns of keeping these temporary structures installed over long periods. We also conducted various construction projects to maintain the safety of structures that were not removed, including reinforcing prefabricated housing units.

As part of Games simplification going forward, we plan to revise the specifications and service levels of temporary overlays at venues, review the removal and rebuilding costs associated with location changes for warmup areas, and reduce the number of temporary spectator seats, lights and operating spaces. (For more about simplification measures, see Section 4.2 "Resource Management", page 43.)

b. Procurement and other contracts

Since postponement of the Games, we have identified more than 2,000 existing contracts that need changes to be made and have been managing progress on these changes to ensure that change procedures do not cause delays or other issues.

c. Operational readiness (OPR) and test events

Operational Readiness (OPR) refers to the state of readiness that Tokyo 2020 and its partners must achieve before the Games commence.

Postponement of the Games has required that we retest our operation plans and operations at each venue. We are also now responding to new issues resulting from postponement, and testing new operational procedures required as COVID-19 countermeasures, such as disinfection and making sure stakeholders practice physical distancing.

Test events are organised by various competition organisations, Tokyo 2020, and other delivery partners with the goal of delivering a successful Olympic and Paralympic Games by enhancing our collective capacity to run competitions and other Games events. We have conducted test events since April for 18 sports/disciplines whose test events were postponed following the Games' postponement, including the marathon, which was subject to a venue change after we carefully examined the necessity of test items planned before postponement in an effort to streamline and reduce costs as much as possible.

d. Ticket sales

On 30 October 2020, we announced that, due to postponement of the Games, we will accept refund requests from ticketholders who are unable to attend the Games in 2021. All tickets that have already been purchased will be valid for the corresponding events in 2021. Considering changes in conditions resulting from postponement, we also changed the conditions of ticket purchasing and use, such as eligible ages.

Due to the decision made on 20 March 2021 not to accept overseas spectators, Tokyo 2020 has started accepting cancellations of Olympic and Paralympic tickets purchased by overseas residents from National Olympic Committees/ National Paralympic Committees or official ticket distributors of respective countries or regions since April 2021.

Also, due to the decision made on 21 June 2021 to limit spectators at the Games, it is now necessary to reduce the number of tickets at events where this limit is exceeded. We are thus planning to hold another lottery for tickets already purchased. Those tickets that are not selected in the lottery will be refunded.

e. Sponsors

We have kept in close communication with Tokyo 2020 Games sponsors through meetings, visits, and other means since the decision to postpone the Games on 24 March 2020. On 24 December 2020, we were able to reach a basic agreement with all 14 Worldwide Olympic Partners and all 68 Tokyo

2020 Partners to continue receiving their support in 2021 as marketing partners of the Tokyo 2020 Games. Those 68 even include new partners that joined after postponement.

Information on Games volunteers (Field Cast) and Tokyo 2020 staff is also detailed in section 3.3 “Adapting Organisational Structures and Policies to Games Postponement.”

f. Games volunteers (Field Cast)

To educate and train our roughly 80,000 Field Cast members (number as of before the postponement of the Games), we held general training sessions in person from October 2019 to February 2020, with approximately 75,000 having completed the training. The remaining in-person training sessions were postponed due to the COVID-19 pandemic, but we switched to an online format and resumed training on 21 October 2020. The remaining 5,000 members who had not yet trained due to postponement or living outside Japan then completed the training.

Through general training, Field Cast members prepare for the Games by cultivating the necessary mindset and knowledge of operational rules to support delivery of a successful Games as "One Team." They learn the history and significance of the Olympic and Paralympic Games and an overview of the Tokyo 2020 Games, and also reflect on talks about diversity and inclusion (D&I), a movement to promote mutual recognition and respect in society, from facilitators with disabilities.

Role-specific training programmes began in April, and venue-specific training will begin in June 2021, respectively.

During the year of postponement, we have been communicating regularly with the 80,000 Games volunteers to keep their motivation up for participating in the Games.

We sent out a notification in March 2020 about the postponement and another in May 2020 about the Games schedule and an e-learning programme. In July 2020, we surveyed volunteers on their hopes and fears about volunteering. Around 26,000 responded, many with an enthusiastic and optimistic attitude. In July, we asked volunteers who were candidates prior to postponement to continue participating as volunteers. Nearly all affirmed that they wanted to participate in the Games. We then sent them words thanking them for their confirmation, a video to cheer them on, and a virtual wallpaper. Since fall 2020, we have been sending out communications on the volunteering roles and, through online general training sessions, videos on the various rules volunteers must follow. We have also been conducting trainings on roles, venues, and leadership that incorporate COVID-19 countermeasures, such as by being held online, taking into consideration the concerns volunteers have expressed about COVID-19.

On 22 March 2021, we announced that, due to the ongoing worldwide COVID-19 pandemic and current regulations on international travel, we will no longer accept Games volunteers of non-Japanese nationality who live overseas. However, we will make preparations to accept those who are essential to Games operations by taking special measures for entry. On 2 June we also announced that, of the approximately 80,000 Games volunteers, around 10,000 have withdrawn from participation.

g. Tokyo 2020 staff

To achieve an optimum number of Tokyo 2020 staff, as a general rule we cancelled all additional hires in 2020 and postponed the hiring of Games staff until 2021. Our staff size grew to around 3,700 members in January 2021 and 4,000 as of April 2021. During Games time, we plan to have around 8,000 staff members.

Our staff have been impacted by Games postponement in various ways. We have adopted a number of measures to keep their motivation up for Games preparation and delivery. (For details, see Section 3.3. "Adapting Organisational Structures and Policies to Games Postponement" (2) "Tokyo 2020 and Games staff organisation following postponement.")

3.3 Adapting Organisational Structures and Policies to Games Postponement

The organisational structure of Tokyo 2020, as the entity responsible for managing Games preparations and delivery, must be adapted over time to fit each phase in the preparation timeline. March 2020, when postponement of the Games was decided, coincided with a time of transition from Games preparations to Games operation—a time when our organisation was also scheduled to transition from a functional structure to a venue-based Games operation structure.

However, in response to the Games’ postponement, we maintained our functional structure from March 2020 onward. Adding taskforces and adapting our organisational structure and operations as needed has enabled us to focus on the new demands of preparations, which including planning changes associated with postponement and COVID-19 countermeasures. We also revised the schedule for expanding our organisation prior to the Games.

In terms of our COVID-19 response, we have continued to operate during the pandemic by adapting work styles to changing pandemic conditions to prevent infections among staff and minimise spread of the disease on a societal level. To support COVID-19 countermeasures at TMG and local governments, some staff seconded from these organisations returned temporarily to their organisations.

(1) Planning transition to Games operation structure

Prior to Games postponement, our plan was to transition the Tokyo 2020 organisational structure to one suitable for Games operations in February and March 2020. This transition was to begin in February when we would announce Games-time positions (job titles, placement) of existing staff and staff would then begin preparations in those positions.

Whilst the transition to a Games-time operational structure was delayed due to the postponement, the Tokyo 2020 Games will operate according to the structure presented hereafter.

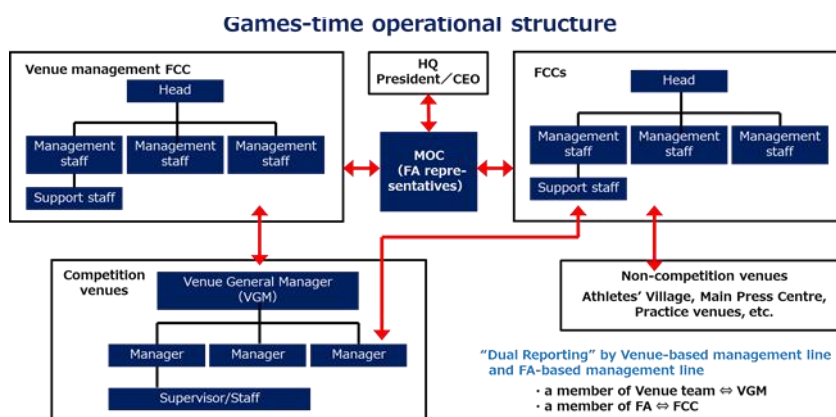
Personnel arrangement planning at the Games-time

(based on the plan before postponement. Approximate number.)

	Transition phase to Games operation structure (February 2020)		Games-time	
Number of staff		3,200		7,600
At Competition Venues	36%	1,150	51%	3,900
	including FA managers	750	including FA managers	1,350
HQ · MOC · FCC	43%	1,400	21%	1,600
At Non-competition Venues	20%	650	27%	2,100

The Games-time operational structure is composed of multiple units working together, including Headquarters (HQ), Main Operation Centre (MOC),

Functional Area Coordination Centre (FCC), competition venues, and non-competition venues.



(2) Tokyo 2020 and Games staff organisation following postponement

Information on Games volunteers (Field Cast) and Tokyo 2020 staff is also detailed in section 3.2 “Status of Preparations for Games Delivery.”

To maintain the organisational structure of Tokyo 2020 after postponement, we extended the contract period for seconded staff dispatched from GOJ, TMG, local governments, and the private sector. Thanks to the understanding and support of each organisation, we were able to secure a sufficient number of staff for the period from September 2020 (formerly scheduled as the end of the Games) to the end of the Games in 2021.

Whilst employees dispatched from TMG and local governments returned to their dispatching organisations for a period of one week to several months to support the response to COVID-19, we have maintained our operational structure following postponement.

Under the circumstances of postponement — the first in the history of the Olympic and Paralympic Games — we have made continual revisions to our staff organisation to reflect the impacts of Games simplification, plan changes due to postponement, COVID-19 countermeasures, and other factors.

To achieve an optimum number of Tokyo 2020 staff, as a general rule we cancelled all additional hires in 2020 and plan to postpone the hiring of Games staff until as close as possible to the Games in 2021. Our staff size grew to around 3,700 members in January 2021 and 4,000 as of April 2021. During Games time, we plan to have around 8,000 staff members. We will also make preliminary preparations for asset disposition and other aspects related to the dissolution of the Tokyo 2020 organisation after the Games.

Our staff have been impacted by Games postponement in various ways. Not a few staff felt anxious about the uncertainty of the future. We have adopted a number of measures to keep their motivation up for Games preparation and delivery. This includes sending message from the Director General / CEO, maintaining close communication by seconded organisations through their support, and explaining policy of future contract to direct employment staff. We also encouraged our staff to utilise consultation by occupational physician or external counselling desks to address mental anxiety. We held

the following online seminars, which staff were able to take while working from home.

Health seminar taught by occupational physician: 30 April 2020 (27 participants)

Improving your health in a new workstyle: 19 May 2020 (110 participants)

Japan's law against power harassment: 26 June 2020 (129 participants)

Tokyo 2020's D&I initiatives (including talks by members of the LGBTQ community): 14 October 2020 (112 participants)

We also held online training sessions for staff who newly joined Tokyo 2020 in November 2020 and January (twice), February, and March 2021.

As for Games volunteers, many expressed a desire to continue volunteering in July 2020 after postponement of the Games, yet around 10,000 of the approximately 80,000 original volunteers have withdrawn from participation as of June 2021. Going forward, if the workload of volunteers should change due to changes in the Games operations plan, we will make adjustments accordingly, such as by changing their shift schedules.

(3) Work policies to prevent and minimise infection

Tokyo 2020 has been establishing appropriate work continuity policies to minimise the impacts of COVID-19 on our organisational management and Games preparations whilst also preventing the spread of infections. To prevent infections and support operational continuity in the event of an infection within Tokyo 2020, we laid out the following three basic policies.

■ Life First

The top priority is to protect the lives of employees, their families, external delivery partners and local communities.

■ Preventing the spread of infection

It is needed from the perspective of Tokyo 2020 and social responsibility to prepare preventive measures, secure materials to prevent epidemics and prevent infection of related parties. In addition, in the event of an infection among staff, it is needed to prevent the spread of infection by disclosing information inside and outside Tokyo 2020 in accordance with the instruction of the public health centres.

■ Business continuity

It is needed to establish a system necessary for business continuity, whilst complying with laws, regulations, and guidance from public health centres.

On 7 April 2020, GOJ declared a COVID-19 state of emergency based on the Special Measures Act, and TMG announced that it would implement state of emergency measures based on national policy. In response, Tokyo 2020 designated essential work processes and adopted a work-from-home policy wherever possible. For essential in-person work, we required that staff take the utmost precaution to prevent infections and also cancelled or postponed non-essential, non-urgent meetings and third-party visits.

On 15 April, we published a Novel Coronavirus Infectious Disease Response Manual that stipulated specific guidelines for responding to cases of infection (or possible infection). The purpose of the manual is to prevent the

spread of infections to and within indoor spaces of Tokyo 2020-related facilities and to safeguard staff, their family and housemates, visitors, and others from infection.

On 26 May 2020, GOJ and TMG lifted the state of emergency. Thereafter we transitioned from our previous work-from-home policy to "up to 50%" on-site work on 1 June and "around 50%" on 12 October.

In January 2021, when GOJ and TMG declared a new state of emergency, we utilised all means of minimising infection based on national and TMG policies and according to the needs of each functional area (FA), including telework, teleconferencing, and staggered on-site hours. On 22 March, GOJ and TMG lifted the state of emergency, so we shifted to on-site work as the general rule to enable us to carry out final preparations for the Games at full speed. However, because COVID-19 infection risk is still present, we will continue implementing rigorous infection control and safety measures — for ourselves and for a safe and secure Summer Games.

(4) Operation of various meeting entities

To carry out various projects and initiatives, Tokyo 2020 has relied on the guidance of stakeholders from all areas of society. This guidance has been provided through the Tokyo 2020 Executive Board, our decision-making body, and other working groups. We have extended the operating period of these groups to fit the postponed Games schedule.

Various stakeholder groups have been working together from the initial planning stage to pursue holistic actions that will create a legacy of the Games. These actions are focused on five core areas: Sport and Health, Urban Planning and Sustainability, Culture and Education, Economy and Technology, and Recovery, Nationwide Benefits and Global Communication.

We established five commissions to carry out discussions on specific actions and the legacies we hope to create in these five areas. To obtain expert guidance on the Action and Legacy Report, which will bring together information on preparations for the postponed Tokyo 2020 Games and the achievements of stakeholder actions, we have extended the dissolution date of these five commissions.

On 26 January 2021, the Sustainability Discussion Group of the Urban Planning and Sustainability Commission met to discuss the status of sustainability initiatives since postponement of the Games. Since March 2021, the Human Rights, Labour and Engagement Group has been meeting to discuss topics such as gender equality and "unity in diversity," providing various input into the Games preparation process.

3.4 Postponing of the Games and the Sustainability Management System

* ISO 20121: Its purpose is to manage the impact of event operations on the environment, economy, and society and to improve event sustainability. It was issued in 2012, the year of the London Olympic and Paralympic Games, which prompted its establishment.

Tokyo 2020 was third-party certified to the ISO 20121 in October 2019.

The London 2012 Games, Rio de Janeiro 2016 and PyeongChang 2018 Games obtained third-party ISO 20121 certification.

To ensure that the Games will be an event conscious of its effects on sustainability, Tokyo 2020 has introduced a management system in accordance with the ISO 20121 standard* for event sustainability management systems and are properly implementing the plan-do-check-act (PDCA) cycle.

(1) Response to changes in our operating environment

During the year-long postponement period, we have continued to operate in accordance with our ISO 20121-certified management system.

According to the ISO 20121 standard, when changes occur in an organisation's operating environment, that organisation must verify the impacts of those changes on their plans and goals and update them as needed.

As mentioned previously, Tokyo 2020's operating environment has changed dramatically since March 2020, when the coronavirus disease 2019 (COVID-19) began its global spread and the decision was made to postpone the Games. Therefore, in accordance with ISO 20121, we conducted an assessment (check) of the impacts of changes in our operating environment on the sustainability policies, goals, and activities of the Games. Our conclusion from this assessment was to continue operating without making any changes to the sustainability policies, the five main sustainability themes, and the goals of each theme, all of which are set forth in our Sustainability Policy and Sustainability Plan (Version 2).

On the other hand, the initiatives we have undertaken to achieve each goal have been impacted in various ways. Such impacts are described in detail in the chapters that follow. In accordance with our ISO 20121-certified management system, we will continue to check and evaluate whether we are carrying out each initiative appropriately in consideration of such impacts.

Postponement of the Games has also given rise to new legal and regulatory requirements related to sustainability. We have incorporated such requirements into our management system and are monitoring our compliance with them.

(2) Surveillance audit

Our ISO 20121-certified sustainability management system must be audited by a third-party certification body (surveillance audit) once a year to determine if the system is functioning properly. The audit for Tokyo 2020 was conducted online between August and September 2020 in light of COVID-19. The audit determined that the sustainability management system is properly functioning and is consistent with ISO 20121 standards.

We will continue using this ISO 20121-compliant management system to advance our initiatives and work toward a more sustainable Tokyo 2020 Games.

Case Study Online Auditing

The ISO 20121 surveillance audit conducted in 2020 was held entirely online (including office and on-site reviews) to prevent the spread of COVID-19. This was the first time an ISO 20121 audit has ever been conducted online for the Olympic and Paralympic Games.

The audit was conducted using a commercially available teleconferencing system and went as smoothly as an in-person audit, without major issues.

In terms of devices, we used Tokyo 2020's computers for the office reviews. For on-site reviews, we used tablet devices, including backup devices in case the batteries died or we experienced technical issues.

No connectivity or device-related problems occurred during the audit. Using a screen sharing tool during the document reviews made it easier for both sides to go through the documents. However, inspecting materials that could not be shared via screen sharing, such as non-digitised paper documents, required using the computer's built-in camera, and this required extra effort to assist the auditors in reviewing such documents due to focus and resolution-related limitations.

For on-site reviews, Tokyo 2020 staff carried tablet devices and used these to take videos of relevant objects and conduct interviews with personnel following the auditors' instructions. Video-taking and interviews were conducted both indoors and outdoors, and no image or voice-related issues that influenced the auditing process occurred in either environment. Sound volume and clarity were both sufficient for conducting outdoor Q&As between auditors and multiple site staff, and camera brightness, field of view, and other aspects were all sufficient for inspecting indoor objects by video. However, during the on-site reviews, the tablet devices became hot, possibly from using them for a long time outside in the sunshine. When this happened, we switched to a backup device and continued the audit. There were no other significant issues.

As stated above, the online audit went smoothly and, generally speaking, without significant differences from an in-person audit. Factors that contributed to a trouble-free auditing processes include the absence of people besides Tokyo 2020 and on-site staff at the venues, and good weather. Different circumstances, such as doing the audit during Games time when spectators and other third-parties are present in large numbers, or using tablet devices outdoors in inclement weather, would have required alternative solutions.

Conducting the audit online provided some unique advantages, such as protecting the auditors against COVID-19 exposure, the ability to record the audit as video, and greater scheduling flexibility, since the audit did not require the auditors to travel to audited sites.

3.5 Gender Equality, Unity in Diversity

In February 2020, the president of Tokyo 2020 at the time made discriminatory remarks about women that are contrary to the spirit of the Olympic and Paralympic Games, and that were greatly condemned worldwide. The incident went beyond simply an issue of the person who made those inappropriate statements or Tokyo 2020 governance, and was highlighted as a classic example of the deeply-rooted mindset towards gender roles, unconscious bias, and persistent lack of gender equality throughout Japanese society.*¹ It also pushed gender inequality in Japan to the forefront of public consciousness, with people from all levels of society indicating that they see it necessary and expect that Japan transforms into a truly inclusive society welcoming of diversity. Improvement and reform of Tokyo 2020 were of course indispensable, and it has made us question the role of the Tokyo 2020 Games — which champions unity in diversity — in promoting gender equality and diversity and inclusion (D&I) within Japanese society.

Solemnly recognising that these actions constitute a betrayal of public trust, we have expeditiously revised our organisational governance under the new president appointed on 18 February, such as by raising the rate of women directors to 42 per cent. We have also launched a Gender Equality Promotion Team under direct control of the CEO, which has surveyed staff and listened to the voices of other stakeholders. We continue to engage in specific actions to foster a positive impact that helps improve gender equality and D&I in Japanese society.

(1) Three basic concepts and direction of initiatives

■ Engaging in visible initiatives

- Making our achievements and future efforts more visual and public
Hold open discussions via online forums; publicise information on our website, from the Main Press Centre and at Games venues, etc.
- Enhancing initiatives for Games operations
Improve service by creating a communication etiquette handbook for staff, take action to prevent photography from being used to sexually harass athletes, and maintain a gender balance in presenters at medal ceremonies

■ Creating movement

- “Tokyo 2020 D&I Actions – Towards a society where everyone is free to live as who they are –”
Declare actions so that each stakeholder can take a firm step forward with the aim of transforming Tokyo and Japan into a truly diverse society that can be passed down to the next generation

■ Passing down our legacy

- Partnering with stakeholders to help future host cities benefit from the achievements of the Tokyo 2020 Games
Along with accelerating partnerships with stakeholders after the Games, we will establish a model for the Games as one that has

*¹ In the latest edition of the World Economic Forum's Global Gender Gap Report published on 31 March, 2021, Japan was ranked 120th out of 156 countries—the lowest level of any developed country. Out of the four areas evaluated by the study (educational attainment, health, political empowerment and economic participation), Japan was found to be particularly lacking in initiatives to address the gender gap in politics and the economy.

pursued gender equality, D&I and sustainability, and that has overcome the unprecedented challenge of the Games' postponement, and pass this down to future host cities

- Games staff at the heart of our legacy
After the Games have ended, we will ensure continued training opportunities and promote the creation of open workplaces where each person can fulfil their potential, so that secondment staff and all other Games staff who will work in new fields can become game changers, leveraging the knowledge and experience gained during the course of organising and operating the Games

(2) Milestones in the Gender Equality Promotion Team

2021 24 Feb	Notified IOC Executive Board of Gender Equality Promotion Team establishment
25 Feb	Gender Equality Promotion Team kick-off
2 Mar	Tokyo 2020 Executive Board meeting (Elected vice president, discussed ideas)
3 Mar	Trustee meeting (Newly elected 12 women directors, raising ratio of women directors to approx. 42%)
8 Mar	Participated in Human Rights, Labour and Engagement Working Group (with approx. 70 Games partner companies) Released International Women's Day joint statement (IOC, IPC, GoJ, TMG, Tokyo 2020)
12 Mar	Shared initiative status with National Sports Federations committee
22 Mar	Reported initiative status at Executive Board meeting, discussed ideas Held "The Olympic Charter & Gender" lecture for all directors and staff members
23 Apr	Discussed "Tokyo 2020 Declaration for a Diverse and Inclusive Society (TBD)"*2 at Human Rights, Labour and Engagement Working Group
26 Apr	Reported initiative status at Executive Board meeting, discussed ideas
27 Apr	Tokyo 2020 President Hashimoto Seiko visited Pride House Tokyo Legacy
10 May	Held a session to share Tokyo 2020 Official Partners' initiatives to promote gender equality and unity in diversity
11 May	Published the general outline of "One — Our New Episode — Towards the realisation of an inclusive society" programme in Tokyo 2020 NIPPON Festival
15 May	Tokyo 2020 President Hashimoto Seiko and Tokyo 2020 Sports Director Kotani Mikako appeared in the "Think Gender — What Tokyo 2020 can do" online event (sponsored by Asahi Shimbun)
26 May	Reported initiative status at Executive Board meeting, discussed ideas

*2 Afterwards, "Tokyo 2020 D&I Actions - Towards a society where everyone is free to live as who they are -"

4. Progress of Main Themes

4.1 Climate Change

Overview

The coronavirus disease 2019 (COVID-19) pandemic and climate change are interlinked. The global slowdown in economic activity to keep COVID-19 from spreading has reduced energy use, which is expected to lead to a temporary reduction in carbon dioxide (CO₂) emissions. Even so, the concentration of greenhouse gases in the Earth's atmosphere continues to rise. The Mauna Loa Observatory in Hawaii recorded a new high in May 2020. Meanwhile, much research has shown that climate change may increase the risk of infectious diseases such as dengue fever.

The Paris Agreement, adopted as part of an international framework dedicated to preventing the adverse impacts of climate change, aims to achieve a balance between anthropogenic emissions by sources and removals by sinks of greenhouse gases, including CO₂, in the second half of this century. The Government of Japan supports this effort, with Prime Minister Suga Yoshihide declaring in October 2020 that Japan will aim to reduce greenhouse gas emissions to net-zero by 2050. And in November 2020, Climate Crisis Declaration has been adopted by all parties in both House of Representatives and House of Councillors. The International Olympic Committee (IOC) has pledged that Olympic Games and Olympic Winter Games will be climate positive from 2030 onwards, and as an organisation IOC will achieve this by 2024. Tokyo 2020 also acknowledges these developments and have been working to make a difference by tackling the climate change in the world of sports. Our hope is that the specific mechanisms and initiatives we undertake to decarbonise the Tokyo 2020 Games will create a legacy by inspiring and enabling other organisations and regions around the world to decarbonise their activities.

As in other areas, the postponement of the Tokyo 2020 Games is affecting our actions on climate change. Since postponing the Games, we have been working to simplify and optimise them and this is helping to reduce resource inputs and therefore emissions. More specifically, a reduction in the number of tents and other overlays, temporary power sources, and air travel and nights of accommodation associated with fewer people involved in the Games will help cut back on CO₂ emissions. On the other hand, increased energy and paper use in Tokyo 2020's offices, extending the lease period for temporary facilities, and other factors associated with postponement may result in increase in CO₂ emissions.

To prevent the spread of COVID-19, we plan to install air circulating equipment for ventilation and use a higher volume of disinfection-related goods, which could lead to an increase in CO₂ emissions. However, the decision to hold the Games without overseas spectators as a COVID-19 countermeasure may reduce CO₂ emissions from travel and accommodations.

We have made continuous efforts to minimise the rise of CO₂ emissions since the decisions to postpone the Games. In procurement, we have prioritised products designed to conserve energy and resources and have also

made through efforts to save energy and resources in operations. We succeeded in procuring electricity generated from renewable energy for some facilities and have continued to implement initiatives for carbon offsetting.

In this report, we explain as clearly as possible the ways in which postponing the Games and implementing COVID-19 countermeasures will increase our climate impact, and the ways simplifying and optimising the Games will reduce that impact, as well as our ongoing commitment to carry out preparations and delivery of the Games with minimum emissions.

(1) Effects of postponement on the Games' carbon footprint

At the time of preparing the Pre-Games Report, we estimated the Games' carbon footprint—or the amount of CO₂ emitted in connection with the Games—assuming that the Games would be held in summer 2020. These calculations covered two scenarios: one in which no measures are taken, and another in which emissions avoidance and reduction measures are taken.

Key items in those calculations that have been affected—their emissions increased by postponement and COVID-19 countermeasures or decreased by simplification and optimisation of the Games—are shown below.

We plan to recalculate the carbon footprint after the Games based on the actual results. In the reporting for previous Games, there is typically a significant gap between the pre-Games estimate and the post-Games count of spectator numbers. However, since the number of spectators will be strictly limited to prevent the spread of COVID-19 at the Tokyo 2020 Games, the actual carbon footprint is unlikely to exceed our pre-Games estimate by a wide margin.

Carbon footprint (kt-CO ₂) (As of Apr. 2020)		Emissions increased / decreased due to COVID-19 countermeasures	Emissions increased by postponement	Emissions decreased by simplification and optimisation	Total
Overlay (11)					
People involved in the Games (202)	Use of Office				
	Travel				
Medical (11)					
Spectators (857)					

a. Overlays

After several rounds of assessment aimed at simplifying and reducing overlays, we reduced the area of prefabricated structures and other infrastructure by integrating and eliminating staff rooms and spaces. Because these facilities are leased or rented, these changes account for only a small

reduction of the carbon footprint. In fact, extending the lease period for overlays to maintain temporary venues and use of some venues before the Games during the extended period has increased the carbon footprint by a small amount.

b. Tokyo 2020 continuity

We reduced the area of our office and conference room spaces, implemented telework, and shared seating. For office spaces, we reduced the area by 14% from our 2020 plans. However, extending the lease period for offices will increase energy use.

c. Transport of people involved in the Games

Simplifying the Games and IOC’s decision to grant accreditation only to people who have essential and operational roles at the Games reduced the number of people involved in the Games among various stakeholder groups. This will reduce CO₂ emissions from travel and accommodation.

d. Medical-related

As COVID-19 countermeasures, we will set up a temporary outpatient fever clinic and a temporary specimen collection centre at the Olympic/Paralympic Village as well as inflatable tents for medical examination at each venue. We will also use a greater amount of consumables such as disinfectants. Together, these measures will increase emissions by about 1,000t-CO₂.

e. Spectators

A Five Parties meeting (IOC, IPC, TMG, Tokyo 2020, and GoJ) on March 20, 2021, came to the decision not to allow overseas ticketholders to enter Japan during the Games. This will reduce emissions from the travel and accommodation of overseas spectators by about 340,000t-CO₂.

(2) Carbon offset programme

Some CO₂ emissions associated with delivering the Tokyo 2020 Games are unavoidable despite our best efforts. We are offsetting these emissions through carbon credits. We announced our conditions for credits we can use as carbon offsets. From July 2018 to September 2020, Tokyo Metropolitan Government (TMG), and from November 2018 to September 2020, Saitama Prefecture solicited the submission of credits from eligible businesses through Tokyo Cap-and-Trade Program and Saitama Target Setting Emissions Trading System, respectively. Credits from both programmes are created by reducing CO₂ emissions through upgrading to more energy-efficient facilities and equipment and through operational and behavioural initiatives that save energy. The carbon offset programme of the Tokyo 2020 Games, which operates on the regulatory mechanisms of local governments and requires the support of local businesses, is the first of its kind for the Olympic and Paralympic Games.

Programme administrator	Total credit volume: t-CO ₂ (including use for the Games)	No. of total applications (including those for the
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The Tokyo 2020 Games carbon credit transfer ceremony held on 4 June 2021

		Games)
Tokyo Metropolitan Government	4,188,815 (3,468,815)	153 (153)
Saitama Prefectural Government	964,064 (915,078)	65 (64)
Total	5,152,879 (4,383,893)	218 (217)

An impressive 218 businesses gave their support by offering credits to the Games through TMG's and Saitama's programmes. Of the credits obtained by TMG and Saitama Prefecture, 770,000t-CO₂ were used for initiatives by the two governments, whilst 4.38 million t-CO₂ were used as offsets for the Tokyo 2020 Games. That number exceeds the carbon footprint calculated at the time of publication of the Pre-Games Report in April 2020 (2.73 million t-CO₂) by 1.65 million t-CO₂. This means that the Tokyo 2020 Games will go beyond carbon neutrality, driving emissions reductions that surpass its own emissions. With an estimated reduction of 340,000t-CO₂ due to the decision to hold the Games without overseas spectators, the final carbon footprint is expected to be inferior than the number calculated before the postponement of the Games. We plan to recalculate the carbon footprint based on actual results from the Games and report the final number in the Post-Games Report.

(3) Procurement of renewable electricity

The COVID-19 pandemic has shifted energy consumption patterns in Japan. This includes reducing energy demand from commercial facilities due to shorter working hours, the number of international tourists to Japan, and the amount of fuel used by personal vehicles and public transit systems. In Japan, concern over the world's fragmentation has elevated the importance of domestic energy production. This, in turn, has reaffirmed the value of renewable energy sources, which can be installed as distributed generation. The goal of decarbonising in a post-corona world means that Japan will need to turn renewable energy into a major energy source in a rapid but reliable manner.

Early on, we at Tokyo 2020 set a goal of operating the Games with electricity generated from 100 per cent renewable energy. We have followed two main approaches to achieving this goal.

a. Direct sourcing of renewable electricity

We have made a contract with Tokyo 2020 Games partner ENEOS to source renewable electricity during operation of the Games. The company plans to supply the electricity from a biomass power plant in Kawasaki City, Kanagawa Prefecture and a solar photovoltaic power plant in Fukushima Prefecture. The power plant in Fukushima was constructed after the 2011 earthquake and tsunami and use of its renewable electricity by the Tokyo 2020 Games will support the region's disaster recovery efforts.



Biomass power plant (Kawasaki, Kanagawa Prefecture)



Solar photovoltaic power plant (Sukagawa and Tamagawa Village, Ishikawa, Fukushima Prefecture)

Sources of power in power supply agreement with ENEOS

Power plant location	Generation method
Kawasaki, Kanagawa Prefecture	Biomass
Sukagawa and Tamagawa Village, Ishikawa, Fukushima Prefecture	Solar photovoltaic
Naraha, Fukushima Prefecture	Solar photovoltaic
Okuma, Fukushima Prefecture	Solar photovoltaic

b. Conversion to renewable electricity using green power certificates

For venues that cannot procure renewable electricity through power companies, we will convert their non-renewable electricity into renewable electricity using green power certificates. With the cooperation of TMG, we planned to convert the electricity used at the Games venues to renewable electricity by using green power certificates equivalent to about 55 million kWh obtained through the replacement of home appliances to energy-saving ones by Tokyo residents.

In this way, Tokyo resident's proactive action for the environment has led to the greener Games.

In addition, Yokohama City will convert the electricity used at Yokohama Stadium and the International Stadium Yokohama during the Games to renewable electricity using green power certificates obtained at the City's wind power plant (Hama Wing).

c. Venues with high ratio of renewable electricity introduced because of the Games

For permanent venues developed by TMG, TMG have been promoting procurement of electricity that has a high ratio of renewable sources and therefore low CO₂ emissions. Even as of now, before the Games, some venues are already using electricity supplied by companies that meets standard level 1 and 2* of the Tokyo Metropolitan Green Purchasing Guidelines.

* Reference: The Tokyo Metropolitan Green Purchasing Guidelines (published in April 2021): Level 1: Emission factor less than 0.448
Level 2: Renewable energy rate of 20 per cent or higher



Tokyo Harumi Hydrogen Station

(4) Hydrogen

Preparations for using hydrogen at the Tokyo 2020 Games are also moving along steadily. At the torch relay that kicked off in Fukushima Prefecture in March 2021, some torches used hydrogen as fuel. By using hydrogen in various settings, the Games are adding momentum to the creation of a hydrogen-based economy here in Japan.

a. Tokyo Harumi Hydrogen Station

A hydrogen station was opened in October 2020 in Harumi, the Tokyo district that is home to Olympic/Paralympic Village. The station will be one of multiple locations for refuelling fuel cell vehicles that are part of the Games fleet. The station will be moved to a different location after the Games and continue operating as part of the Games' legacy.

b. Relaxation House



Relaxation House

TMG has constructed a Relaxation House at Harumi Port Park in Olympic/Paralympic Village as a place for athletes to rest and recharge. Electricity used by the facility is generated with hydrogen using pure-hydrogen fuel cells. TMG plans to use of hydrogen produced from renewable energy sources in Fukushima Prefecture. Construction of the facility is complete as of May 2021. After some final preparations, such as installing massage chairs and interior finish work, the facility will be ready for athletes to use during the Games.

(5) Games vehicles

We originally planned to introduce 2,700 passenger cars (fleet vehicles) for use in transporting Games personnel but reduced this to 2,654 vehicles to align with Games simplification. To reduce environmental impacts, at least 90% of these vehicles will be electric-drive vehicles, such as fuel cell, plug-in hybrid, and other hybrid vehicles.

Case Study TIME TO ACT – Overcoming the COVID-19 Crisis and Accelerating Climate Actions for the Future

Whilst the world has been facing an unprecedented crisis with the rapid spread of the COVID-19, the climate crisis has been growing more serious.

The actions we take in the next 10 years leading up to 2030 will be extremely important for achieving the 2050 goal of net zero CO₂ emissions. To help accelerate actions, TMG announced new targets in January 2021: to reduce greenhouse gas (GHG) emissions in Tokyo by 50% by 2030 (compared to 2000 levels) and to increase the use of electricity generated from renewable sources to approximately 50%.

Reaching these targets and realising the so-called “Carbon Half” by 2030 will require redesigning and rebuilding socio-economic structures spanning all fields such as business, daily life and urban development shifting to a decarbonised society. For this reason, TMG is advocating the “2030 Carbon-Half Style” as a vision for the necessary social changes.

TMG’s slogan “TIME TO ACT” calls on all actors in Japan and abroad to accelerate effective action on climate change and promote further cooperation and partnership towards the universal goal of decarbonization.

(Source: “Zero Emission Tokyo Strategy 2020 Update & Report” formulated by TMG)

Case Study Carbon neutral by 2050

Last year, the Government of Japan (GoJ) pledged to make Japan carbon-neutral — achieving net zero emissions of greenhouse gases — by 2050. The world has entered an era in which climate measures are no longer a constraint on the economy, but recognised as an opportunity for growth. In the Green Growth Strategy Through Achieving Carbon Neutrality in 2050, which was compiled at the end of 2020, action plans were formulated for each of the 14 growth sectors that are expected to grow in the future toward 2050, setting ambitious goals and specifying current issues and upcoming initiatives. GOJ will support businesses’ proactive actions by mobilising various policies on finance, taxation, regulatory reforms and standardisation, and international collaboration. It also established the Council for National and Local Decarbonization, which is tasked with drawing up by this summer a roadmap for decarbonising regions and lifestyles and implementing it over the next five years as an intensive action period.

4.2 Resource Management

Overview

Due to the simplification efforts required by the year-long postponement of the Tokyo 2020 Games and by countermeasures for coronavirus disease 2019 (COVID-19), we anticipate our management of resources used in the Games will change.

Even during the COVID-19 crisis, we remain equally committed to environmental conservation and the efficient use of resources. However, when pursuing such commitments in these unprecedented circumstances, we expect the hurdles to be even higher than they were before.

The processing of waste generated at the Games in the pandemic will require particular care. To provide staff with a safe working environment while also ensuring a high recycling rate, it is vital that all spectators and staff thoroughly sort their waste at the time they dispose of it. This will have benefits for subsequent processes, such as collection and recycling.

Proper sorting of waste in this “new normal” contributes to prevention of infections as well as to the sustainable use of resources. We believe that raising global awareness about the benefits can become a legacy for the resource conservation field.

We have used this postponement to further prepare detailed plans for how goods will be used after the Games. We have also promoted resource-related initiatives such as the Recycled Plastic Podium Project (see Section 4.5 on *page 61*), which reuses single-use plastic waste collected by the general public.

The postponement of the Games and COVID-19 have had wide-ranging impacts on our resource management practices. Nevertheless, by showing the world the results of our commitment to resource conservation, we hope to make a positive impact on future Olympic and Paralympic Games and other sporting events.

(1) Reuse and recycling of waste generated during the Games

To achieve the target of reusing or recycling 65% of waste generated during operation of the Games, we are investigating specific initiatives for the competition venues and the Olympic/Paralympic Village, while also addressing issues raised in the new normal.

We continue to work to reduce the amount of single-use plastics used in meals provided to spectators. We are working to close the loop through recycling of paper and plastic and bottle-to-bottle recycling of plastic bottles.

Recycling and separating waste in the “new normal”

Waste recycling involves a long series of processes, including collecting waste at venues, transporting the waste, and separation and sorting it prior to recycling. If an article of waste has not been sorted properly at the time of disposal, it must be re-sorted in a later process. In the context of this new normal, in which we must prevent the spread of COVID-19 and ensure the health and safety of everyone involved, it is paramount that all spectators

* Waste separation at competition venues
<https://tokyo2020.org/en/games/sustainability/sus-spectators-separation>

and staff correctly sort their waste at the time of disposal.* Doing so will make recycling much easier.

For these reasons, we use different colours for instruction displays to clearly show the type of waste and make other efforts to amplify our appeal to spectators and staff for cooperation. Following the message "Today's waste is tomorrow's resource!", we ask that everyone pitch in to separate waste at the Games.

(2) Reuse or recycling of procured items and goods

We are continuing to work to ensure that 99% of goods procured for the Games are reused or recycled. We procure goods and services via rental or lease whenever possible. When we have to purchase goods, we look for ways to reuse or recycle them by reselling them ourselves, by working with Tokyo Metropolitan Government (TMG) and other partner organisations to find users post-Games, or by building a new system to sell efficiently. Together with the reduced resource use due to simplifications described in the next section, we are continuing to promote the 3Rs (reduce, reuse, recycle) in our handling of Games-related goods.

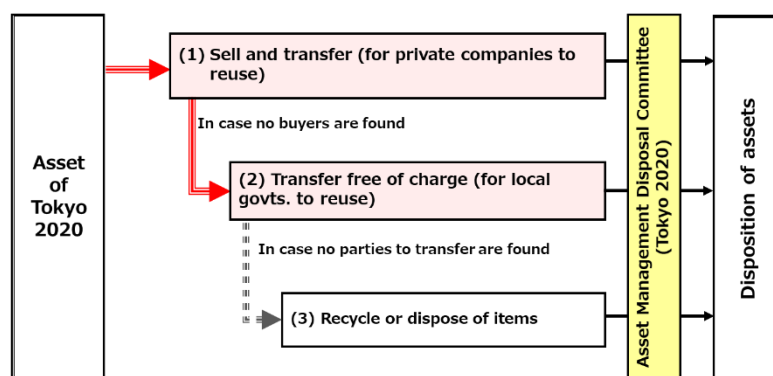
Promoting the reuse of Games-related goods

During the extra time since postponement, we have continued to look for ways to have procured goods reused after the Games. In addition to devising a new resale system, for items procured in collaborative projects, we have also been soliciting organisations that will reuse the goods for governmental use, public use, or public benefit.

For competition equipment obtained using Sports Promotion Lottery subsidies,* we will solicit local governments and other organisations that wish to use the equipment after the Games to promote sports at the community level. This will ensure that they are effectively utilised.

* The Sports Promotion Lottery subsidy is provided by the Japan Sport Council by using profits allocated from the Sports Promotion Lottery sales revenue. It subsidises projects that aim at promoting sports conducted by Japan's local governments or sports organisations.

Fundamental system for reusing and recycling assets*



*Excluding items procured in collaborative projects.

i. Usage by the TMG

Some items purchased by Tokyo 2020 were funded in part by TMG or by the Government of Japan. Therefore, in addition to sell to the private sector, in order to use public funds effectively, we have been conducting

inquiries on wishes to use such items for public use or public benefit after the Games to local governments and other public entities to select the recipients.

ii. System for efficient transfer of fixtures and tech devices

For items that are expected to be sold and transferred, we are promoting reuse of such items and improved traceability by signing buyback agreements with vendors or by selling them through a bidding process. Especially for fixtures and personal computers we purchased, which can be sold and transferred with payment, we built a system to resell the goods in bulk. We decided contractors in December 2020.

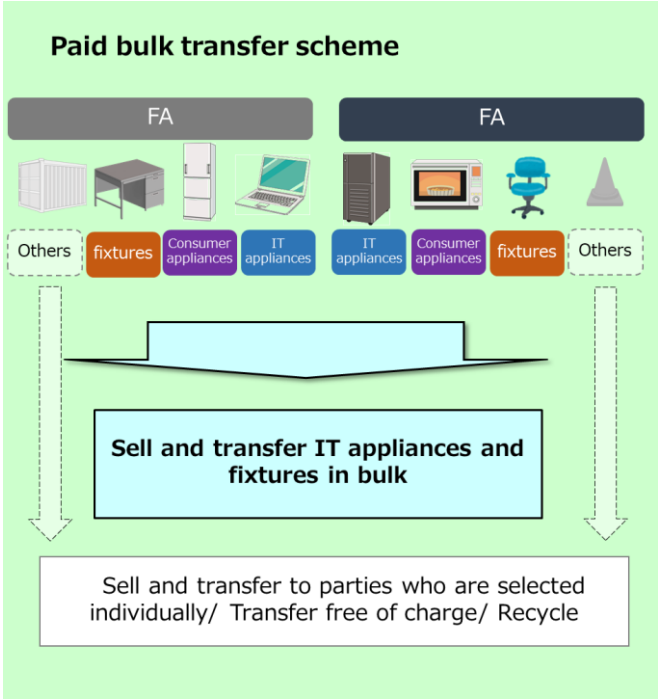


IT appliances and fixtures subject to bulk transfer

Items subject to bulk transfer (number of items)

- Computers, tablets, and other IT and consumer appliances (Approx. 65,000)
- Office desks, office chairs, and other fixtures (Approx. 19,000)

System flowchart



(3) Reducing resource use through simplification

To deliver a postponed Games that resonate with the citizens of Tokyo and Japan, we have carried out discussions with diverse stakeholders of the Games on how best to simplify the Games in light of current circumstances. The simplification of the Games will present a model for staging future global events during life in the “new normal.” Some simplification measures contribute to a reduction in resource use. As a reference for future events, we present them below. We will make continual efforts to simplify the Games until they are held.

Simplification measures that contribute to a reduction in resource use
(Based on the information published in September 2020)

Items subject to revision	Description
Please ensure that you use the same term throughout the document	<p>(a) Relax requirements for field of play (FOP) and warm-up areas; reduce amount of temporary seating (for spectators)</p> <ul style="list-style-type: none"> • Reduce leasing costs of temporary seating by installing permanent roll-back chairs well in advance • Reduce removal and restoration costs by repositioning warm-up areas. • Reduce leasing costs by cancelling maintenance on temporary seating that does not impact ticket sales <p>(b) Relax Olympic Broadcasting Service (OBS) lighting requirements</p> <ul style="list-style-type: none"> • Reduce backlighting in outdoor mixed zones • Reduce ambient lighting used for broadcasting compounds and warm-up areas <p>(c) Reduce costs associated with extended use of main stadiums and practice stadiums; reduce and consolidate spaces (e.g., various rooms, storage areas) used in stadiums; reduce number of same-day sale ticket booths; reduce number of temporary tents intended for allowing people to try certain sports; reduce number of temporary rigs used for presentations</p>
Communications networks and equipment used to supply power to venues	<p><u>Previous proposal</u></p> <ul style="list-style-type: none"> • Set up temporary power supply facilities at each venue <p><u>Simplification</u></p> <p>At the back ※BOH : Back of House</p> <p>(1) Discussing changing power supply to Main Press Centre from temporary power sources to permanent power sources after evaluating reliability of communications</p>

	<p>networks and permanent power sources.</p> <p>(2) At the spaces for staff only (except for competitions and broadcasting):</p> <ul style="list-style-type: none"> • Discussing reducing temporary power sources by decreasing or integrating the spaces for staff only. • Discussing reducing temporary power sources by controlling simultaneous power usage
Power supply equipment used by broadcasters	<p><u>Previous proposal</u></p> <ul style="list-style-type: none"> • Temporary generators must be installed as backup to commercial power supply to support broadcast <p><u>Simplification</u></p> <ul style="list-style-type: none"> • Discussing decreasing output capacity of temporary power units based on the proposal of Olympic Broadcasting Services to easing the requirements of backup power sources for broadcasting.
Number of material screening sites (MSS)	<p><u>Previous proposal</u></p> <ul style="list-style-type: none"> • Install MSSs in three locations • Install eight X-ray machines <p><u>Simplification</u></p> <ul style="list-style-type: none"> • Consolidate MSSs into one location (Bay Zone) • Reduce number of X-ray machines to six or fewer
Look of the Games decorations at venues and Olympic/Paralympic Village	<p><u>Previous proposal</u></p> <ul style="list-style-type: none"> • Consider both broadcasters' and spectators' perspectives • Prioritise decorations of FOP and area around spectator seats; plan to focus certain amount on front of house (FOH), BOH, and non-competition venues <p><u>Simplification</u></p> <p>Policy: Consider ways to optimise all elements, including signage, efficiently</p> <p>1. Competition venues</p> <ul style="list-style-type: none"> • Spectator seating: Streamline plans for areas not covered by OBS cameras, reducing total area by about 30% (compared to area assumed before postponement) • FOH: Streamline plans for large banners, reducing total area by approximately 40% (compared to area assumed before postponement) • BOH: Streamline plans for Olympic family lounges, reducing total area by more than 30% (compared to area assumed before postponement)

	<p>Streamline plans for the mixed zones for press.</p> <p>2. Non-competition venues</p> <ul style="list-style-type: none">• Olympic/Paralympic Village: Streamline all elements, including signage, reducing total area by more than 30% (compared to area assumed before postponement)• International Broadcast Centre/Main Press Centre: Streamline all elements, including signage, reducing total area by more than 20% (compared to area assumed before postponement)• Hotel: Use decorations only at main hotel, reducing total area by more than 25% (compared to area assumed before postponement)
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4.3 Natural Environment and Biodiversity

Overview

Greenery and the water environment in Tokyo have been created and maintained not only by government agencies, but also private-sector companies, local organisations, and private individuals, among other stakeholders.

For the Tokyo 2020 Games, we are currently working to create a pleasing urban environment that coexists with nature in collaboration with diverse stakeholders, which includes implementing heat-related measures, improving water environment, and new landscaping using native species.

The pandemic of coronavirus disease 2019 (COVID-19) has also been affecting activities in this area. Heat-related measures will essentially remain as planned, and we will also take measures to address the pandemic at the same time.

On the other hand, we have utilised the extra time after the Games' postponement to further promote initiatives to protect natural environment and area-specific ecosystems for an urban environment that coexists with nature. Regarding invasive alien species management, a large number of queen fire ants were discovered at Aomi container terminal in autumn 2019, and greater steps have been taken against them in the nearby area. To host a safe and secure Games, Tokyo 2020 has also partnered with the government of Japan (GOJ), Tokyo Metropolitan Government (TMG) and partner companies to take measures against fire ants in the competition venues in the area.

On Tsurigasaki Surfing Beach, endangered sea turtles were found to be nesting in summer 2020, and it was confirmed that the eggs then hatched. We will continue to monitor sea turtle nesting at this site in 2021 and provide physical protection for any nests located within the venue area.

Leading up to the Games, we will continue working with various stakeholders whilst also considering changes in society, to make further progress towards creating a pleasant urban environment that coexists with nature.

(1) Balancing heat-related measures and COVID-19 measures

In light of the importance of heat-related measures, we are working to prepare for the Games according to detailed measures that have been planned for each stakeholder (athletes, spectators, Games staff, media) and each aspect (facilities development, beverage supply, preventive management, relief management, communications). However, we must take the effects of COVID-19 measures into account, such as the higher risk of heat-related illness caused by mask wearing.

To address this, we are consulting with experts and striving to achieve a balance between heat-related measures and infection control measures.

a. Preventive management

At canopy tents set up for spectators in venues, the Games staff will provide guidance and information, and signage will be displayed at requisite locations, to give reminders on physical distancing, mask wearing and other

COVID-19 preventive measures. We will also install additional tents along with other measures at venues with ample space.

At walled tents (with air conditioning), we will strive to balance measures against heat and COVID-19 infection, such as by opening and closing windows and doorways to ventilate regularly.

b. Communications

We will intensify communications on the necessary preparations and specific actions to prevent both heat-related illness and COVID-19 infection, so that our messages are accessible, understandable and reaches everyone.

Wearing masks exerts some load on the body. We will send messages aimed at preventing both heat-related illness and spreading COVID-19 through the Tokyo 2020 Games official website, mobile apps, signage in venues and other media, with reminders such as "If you don't feel good, take a break," "Be sure to drink frequently," as well as "Don't share bottled drinks" to reduce the risk of infection.

(2) Stable water quality and temperature at Odaiba Marine Park

In November 2020, with the cooperation of TMG we tested the water circulation system that will be deployed during the Games to manage water quality and temperature at Odaiba Marine Park. This equipment generates gentle water currents that mix higher-temperature water near the surface with the cooler water beneath to effectively balance out the overall temperature. The primary goal of this test was to confirm equipment operation, and leading up to the Games we will also verify its effects on lowering water temperature along with taking further measures to stabilise water quality and temperature, such as the planned installation of three-ply screens.

(3) Sea turtle nesting at Tsurigasaki Surfing Beach

Just as in the previous year, in June 2020 endangered sea turtle nesting was confirmed on Tsurigasaki Surfing Beach. A local NGO set up protection measures around the nesting site, and in September it was confirmed that the majority of the turtles hatched and reached the ocean. Together with the NGO, a construction agency contracted for Tokyo 2020 also helped take steps such as building protection fences around the area. We find having such precious animals breeding on event grounds to be highly symbolic as we strive to coexist with nature.

If nesting occurs during the Games, Tokyo 2020 will continue to work with local governments and NGOs to take appropriate actions to protect the eggs whilst ensuring the competition continues smoothly.

In addition, we will reduce the use of single-use plastics by using paper tableware, and host a panel exhibition on environmental conservation and a beach cleanup where the Games staff and spectators can pick up trash on the beach together to encourage visitors to think about the natural environment.

* Designated Invasive Alien Species:
An alien species designated by Cabinet Order based on the Invasive Alien Species Act that will cause or is likely to cause adverse impacts on ecosystems, human safety, or agriculture, forestry and fisheries.



Online-training for Tokyo 2020 members with a lecturer from Earth Corporation



Native ants lured to an insect attractant

(4) Invasive alien species management

In autumn 2019, a large number of queen fire ants, which are designated as a designated invasive alien species* of Japan, were discovered at Aomi container terminal, one of the Port of Tokyo's primary container terminals. As it is highly likely that queen ants with the potential to breed have flown into the surrounding areas and there is concern that they will impact the local ecosystem, GOJ is leading further management efforts, such as by searching for the ants in a more extended area around where they were discovered.

To ensure the safety of the Games, in 2020 we worked with GOJ and TMG to search for fire ants where there is concern that they will have an impact in Tokyo Bay Zone venues. No fire ants were discovered in the search.

Since 2019, at a Tokyo Bay Zone venue the redback spider, another designated invasive alien species, has been discovered.

In light of this, we worked with Earth Corporation, a Tokyo 2020 Olympic Official Partner for pest control products, to run a training course in October 2020 for Tokyo 2020 members about characteristics of invasive alien species and other harmful insects, as well as how to use pest control products. The company was present for inspections of each venue in the search for fire ants, and offered advice from a pest control product manufacturers perspective.

In preparation for the Games, we will continue working with related stakeholders to be ready for a rapid response in the event that an invasive alien species is discovered.

4.4 Human Rights, Labour and Fair Business Practices

Overview

The international community has made progress in addressing human rights issues worldwide, and over the past year there have been great changes and movements in human rights and diversity and inclusion (D&I) in Japan and the world, and even within the global sports community.

While other countries have been developing their nation action plans based on the UN Guiding Principles on Business and Human Rights (UNGPs)^{*1}, the Government of Japan (GOJ) also launched the National Action Plan (NAP) on Business and Human Rights (2020-2025) in October 2020 to enhance respect for human rights in businesses including sports community. Towards working human rights initiatives, it is particularly important to ensure the engagement and cooperation of diverse stakeholders throughout society. For this, the Tokyo Organising Committee of the Olympic and Paralympic Games also participated in the process of formulating the NAP along with stakeholders such as pertinent government ministries, the business community, the labour community and civil society.

The growth of movements fighting discrimination against people of colour and reports of child abuse in sports have shone a public light on human rights issues both in Japan and around the world. Human rights-related movements within the world of sport are also on the rise, with athletes advocating for human rights gaining significant attention. The spread of coronavirus disease 2019 (COVID-19) has also triggered new human rights issues and changes to working conditions. There are now incidents of discrimination against people who have contracted the disease, healthcare workers, and those who live in countries or regions with high rates of infection. The impact on labour has also been substantial, and in attempts to halt the spread of the novel coronavirus in Japan there has been a greater shift to working styles such as telecommuting or staggered working hours. There has also been an exacerbated negative impact on those in society who are disadvantaged due to challenges such as widening economic inequality and worsening employment prospects for temporary workers, resulting in issues such as a rise in suicides.

Within Japan, GOJ, local governments and companies are developing greater awareness on issues such as discrimination and sexual minority human rights, and we are seeing systemic improvements being made. For example, as the host city of the Tokyo 2020 Games, the Tokyo Metropolitan Government (TMG) has established an ordinance^{*2} that reaffirms to the world its stance opposing discrimination of any kind, and is comprehensively promoting respect for human rights through efforts such as public awareness and education. The recognition of sexual minority human rights continues to improve, with local governments introducing verification processes for same-sex partnerships, and companies incorporating same-sex couples into their employee welfare benefits systems. Leading up to the Tokyo 2020 Games, there is also active discussion on a national level about addressing

*1 The UN Guiding Principles on Business and Human Rights (UNGPs): Implementing the United Nations “Protect, Respect and Remedy” Framework, consisting of the three pillars: “the state duty to protect human rights”, “the corporate responsibility to respect human rights” and “access to remedy”.

*2 TMG Ordinance Seeking Realization of the Principle of Respect for Human Rights Outlined in the Olympic Charter (established October 2018)

LGBT equality (banning discrimination) and marriage equality (recognising same-sex partnerships) within the legal system.

All of these changes affect the preparation and operation of the Tokyo 2020 Games, and need to be taken into account.

We are working to make the Tokyo 2020 Games the first Olympic and Paralympic Games to be organised and operated in accordance with the UNGPs. Protection and promotion of human rights is a major element in achieving the Sustainable Development Goals (SDGs). Promoting respect for human rights through the Tokyo 2020 Games is therefore an essential part of our contribution to achieving the SDGs and their central promise that “no one will be left behind”.

We are committed to holding the Games in a way that all people can enjoy without experiencing issues such as discrimination or harassment. Together with securing a diverse team of staff and creating an environment where they can participate comfortably, we are also working to ensure accessibility and reflect D&I^{*3} in each aspect of Games operation for the athletes, Games-related personnel and spectators who will visit from around the world. It is also important for staff to be mindful of diversity during the Games, and that any incidence of discrimination or harassment is dealt with appropriately. To gain a concrete idea of the incidents that could potentially occur at the venues and how they should be dealt with, we have created the Guidelines for Responding to Human Rights at the Venues. We also offer practical education and training so that each member of the Games staff can utilise these guidelines to take action according to each circumstance. In developing the guidelines and running education and training, we worked with authorities such as lawyers and NGOs who specialise in human rights and sports, and minority groups, as well as considered social changes and movements in these areas. We also partnered with sports organisations and Games sponsors to take advantage of their experience and knowledge. Through consultations with diverse stakeholders in society, we will continue to make the necessary reviews in light of social changes to prepare for and operate the Games in a way that can be enjoyed by everyone.

*3 Diversity and inclusion (D&I) refers to a state in which people of all walks of life can understand and accept each other's differences, allowing everyone to be their fullest selves, without experiencing discrimination or harassment

As part of our public-facing initiatives that take advantage of the opportunities provided by the Tokyo 2020 Games, Pride House Tokyo Legacy was established as a permanent facility in October 2020, in partnership with many stakeholders including organisations and experts, corporations, foreign embassies in Japan, athletes and sports professionals. The initiative has been authorised as part of the Tokyo 2020 Official Programme, and the informational events held at Pride House have greatly helped improve awareness about sexual minorities within society.

As an issue that requires mentioning, since February 2021, around six months before commencement of the Games, Tokyo 2020 received a large amount of criticism from the Japanese and international communities regarding sexist and derogatory remarks made by the then-Tokyo 2020 president and a key member of our preparations staff. Tokyo 2020 recognises that these actions constitute a betrayal of public trust. Therefore, we

expeditiously revised our organisational governance and also begun taking specific steps that, we hope, will allow us to have a positive influence on Japan so that it can make real changes in the areas of gender equality, diversity and inclusion. These activities are explained in Section 3.5 "Gender Equality, Unity in Diversity" (see page 31).

(1) Operating the Games with respect for human rights

It is essential to create environments for the Games where athletes can feel secure and concentrate on their events, spectators can enjoy watching competitions, and Games staff can actively take part. Reflecting D&I and accessibility perspectives and handling incidents such as discriminatory conduct or harassment appropriately are vital in achieving this.

We created the Guidelines for Responding to Human Rights at the Venues to help Games staff prepare themselves for and handle human rights violations that may occur. The guidelines were created through both internal discussion and in-depth research using a task force composed of authorities such as lawyers and NGOs who specialise in human rights and sports, and minority groups. They include precedents and similar cases of human rights violations that occurred at past sporting events, as well as examples of how incidents should be handled if they occur at the Games. We heard experiences of those who were involved in handling actual cases of human rights violations at professional league games in and outside Japan, and incorporated into the guidelines the lessons learned from them, as well as from the disputes over how the cases were dealt with. We also included viewpoints on recent improvements in awareness of human rights issues, and discrimination related to COVID-19. We additionally exchanged ideas with stakeholders related to sports and human rights, such as international NGOs^{*1}, Games sponsors^{*2} and international sports organisations^{*3}, in order to give the guidelines and their application the benefit of expertise from a diverse range of people who share the goal of promoting respect for human rights within sports.

As not all potential cases of human rights violations can be published in the guidelines, and each situation may call for a different approach, we run practical education and training to help Games staff consider what actions to take and work together. For the education and training, we received particularly helpful support from Fédération Internationale de Football Association (FIFA), the leader in promoting respect for human rights in sports, which provided practical knowledge and experience in dealing with challenges such as discriminatory conduct and furthering D&I.

In the future, if there are changes to the way the Games will be operated or movements within society, we will reflect this appropriately in the guidelines and offer new education and training. We are also working to establish a system for responding to incidents of human rights violations during the Games.

(2) Diversity and inclusion (D&I)

Based on the tagline, "Know Differences, Show Differences," the Tokyo 2020 Games is positioning D&I as a core component of Games preparation and

*1 Centre for Sport and Human Rights, Fare network, etc.

*2 Departments in charge of human rights and D&I of the Coca-Cola Company and the Procter & Gamble Company.

*3 FIFA, etc.

delivery so that anyone may participate as Games staff, related personnel, athletes and spectators, regardless of age, gender, nationality or ability.

a. Securing diverse human resources and mainstreaming D&I awareness

When diverse groups of people understand one-another and respect that diversity, it allows each individual to participate meaningfully, which thus allows D&I perspectives to be genuinely reflected in the Games. After the events have concluded, as each person continues to apply the awareness of D&I they gained through the Games in new fields, the values of D&I will take root within wider society. To make this a reality, we are securing diverse human resources and continuously working to increase awareness of D&I within Games staff and the general public.

i. Securing diverse human resources

Games postponement made it necessary to revise our personnel roster, but we are endeavouring to make maximum use of the existing roster whilst securing diverse human resources including volunteers.

• Diversity of Tokyo 2020 staff

Tokyo 2020 is formed of directly employed staff along with secondees from GOJ, TMG, administrative organs of local authorities as well as private business and organisations including sponsors. This organisation embodies diversity and the working environment is one marked by an intention to be aware of diversity and accepting of differences in day-to-day operations.

Following the Games postponement, we requested from these entities a general one-year extension for secondment staff to secure the necessary number of personnel to maintain operations after postponement. To secure the necessary staff to operate the Games, from January 2021 we restarted open recruitment and temporary placement, and estimate there will be approximately 8,000 staff during the event.

Data on Tokyo 2020 staff diversity are displayed in the Appendix (page 73).

• Diversity of Games volunteers

On March 2020, a diverse team of approximately 80,000 volunteers of various ages, genders, nationalities and abilities were asked to participate in the Games.

Games volunteers: Approx. 80,000 (in 2020 before the postponement of the Games)

Breakdown

- Male-female ratio: Male 40%, Female 60%

- Ages ranging from teenagers to people in their 80s.

Teenagers: 17%, 20s: 16%, 30s: 12%, 40s: 19%, 50s: 22%, 60s: 12%, 70s: 2%, 80s: Below 1%

- Nationality: Japanese 88%, Non-Japanese: 12%

People of diverse ages, from teenagers to those in their 80s, are scheduled to participate as Tokyo 2020 volunteers. It is difficult to pinpoint the exact reasons why we received volunteer applications from such a large age range, but one factor is thought to be that we actively sought diversity in volunteers by recruiting in many different locations and platforms and through various opportunities.

We have maintained communication with volunteers through activities such as surveys and role introductions in order to keep their motivation high during the one-year period that arose between the postponed and upcoming Games. Also, taking into account the status of the COVID-19 pandemic in Japan and the current regulations on international travel, in March 2021 we announced that we will no longer accept Games volunteers of non-Japanese nationality who live overseas. On 2 June we also announced that, of the approximately 80,000 Games volunteers, around 10,000 have withdrawn from participation. (See Section “3.2 Status of Preparations for Games Delivery, (9) Summary of Games Preparations, f. Games volunteers (Field Cast)”(page 23) for more details).

ii . Mainstreaming D&I awareness

• Education and training for Tokyo 2020 staff

Training on topics such as D&I has been offered continuously, and was moved online after group sessions became difficult due to the impact of COVID-19. Staff members are greatly aware of the necessity of D&I, and the majority have taken courses.

[Primary seminars]

- Online seminar: D&I (LGBTQ)
Harassment
- e-learning: D&I (LGBTQ)
Harassment
Accessibility

As the number of staff will increase drastically from April 2021 onward, we have updated the e-learning provided in 2020 and are offering it again in order to raise everyone's awareness.

With such a diverse group of people coming together, we also want to ensure working environments where everyone can feel secure and work comfortably. We have produced a communication etiquette handbook based on example cases gathered from staff surveys, which was made available to staff in May 2021.

• Education and training for Games volunteers

D&I is included in general training held for the approximately 80,000 volunteers. Facilitated by people with disabilities, it covers topics such as methods to communicate with people from around the world and those with different special characteristics.

Due to the spread of COVID-19, in-class general training was suspended and instead held online from October to December 2020.

Finally, all 80,000 volunteers participated in the general training; around 75,000 via in-class sessions and around 5,000 via online sessions, primarily for those who live outside of Japan or who couldn't attend in-class training.

b. Integration of D&I into Games facilities and operations

We aim to ensure operations and services reflect perspectives of respect for human rights and D&I in all settings during the Games, including medicine, food, security and athlete support. Particularly important are settings in which spectators come into contact with Games staff. Taking into account that Tokyo 2020 is an international event, we have identified a number of operational settings where there are foreseeable risks of human rights infringements due to the way the Games are run, and have devised measures to eliminate those risks. We are also proceeding with practical preparations to ensure operations are considerate of D&I.

This year also saw the continued rise of sport activism to address racial discrimination and promote respect for human rights. Racial discrimination is a violation of human rights, which should never be tolerated. The Olympic Charter condemns discrimination of any kind, and the Olympic Games are a very powerful global demonstration against racism and for inclusivity. They are a celebration of the unity of humankind in all our diversity.

In this context, we welcomed the initiative of the IOC Athletes' Commission to explore different ways of how Olympic athletes can express their support for the principles enshrined in the Olympic Charter, including at the time of the Olympic Games, whilst respecting the Olympic spirit.

After the Games were postponed, we reviewed issues that required attention when taking into account COVID-19, simplification of the Games as well as global trends of human rights issues, and addressed them in the plans for Games operation.



Demonstration test of security check

[Examples of D&I planning for the Tokyo 2020 Games]

- Diversity considerations in security
Security checks for spectators and Games-related personnel will be operated with flexibility in consideration of diversity and eliminating human rights risks. For instance, in relation to the international nature of the event, we have established protocols for providing service to spectators who would have specific requirements to be considered to avoid discrimination on the basis of gender or religion. We are providing appropriate education and training so that security staff gain the necessary knowledge, based on the D&I Guidelines established by Tokyo 2020, to operate the event in a way that does not violate human rights or result in discrimination.

We have tested our revised plan taking into account Games simplification and COVID-19 in order to ensure both diversity-friendly operation and sufficient infection control measures. For example, there are many kinds of disabilities, and they each require a different kind of support. Staff will communicate with spectators to understand what support is

necessary, and act with respect for the independence of the senior citizen or person with a disability.

- Responding to demonstrations

There is a possibility that demonstrations may occur during the Games, and responding to this is a critical situation in which it is necessary to consider the perspective of human rights. In order to ensure that spectators' human rights are safeguarded in law enforcement operations, into our standard procedures we integrated de-escalation training and protocols that were created based on laws, Games rules (on prohibitions and behaviour for spectators) and other regulations.

- Tokyo 2020 Robot Project

This project will bring people in contact with robots in various settings throughout the Games, demonstrating how they can be useful with the goal of showcasing their potential for wider application in everyday life. The initiative is being led by a research programme formed of robotics experts, GoJ (Cabinet Secretariat; Ministry of Education, Culture, Sports, Science and Technology; Ministry of Economy, Trade and Industry), TMG, Games Partners (Panasonic Corporation and Toyota Motor Corporation) and the Tokyo 2020 Organising Committee.



A robot providing refreshments (above), and another collecting waste (below)

[Example of planned robot use]

- Support robots to assist spectators

- Robots will carry items, guide spectators to seats and collect waste to help wheelchair users more easily access venues and enjoy events

- Location: Olympic Stadium wheelchair seating (some seats only)

- Events & seats: Track-and-field events (Olympic & Paralympic), 43 groups/86 seats in each section (planned)

- Robots: Spectator Support Robot, Waste Collection Support Robot (total 23 robots)

c. Improving D&I within society

To promote D&I as part of our post-Games legacy, it is essential to work not only with staff involved in Games operations, but with stakeholders as well. We are thus working together with various stakeholders in order to promote D&I so that awareness grows and takes root within the general public.

*1 LGBTQ is an acronym that stands for lesbian, gay, bisexual, transgender, and queer (or questioning), referring to a sexual minority.

Case study Pride House Tokyo Legacy

Pride House Tokyo Legacy was established in October 2020 as a permanent space to share information and speak with others about LGBTQ^{*1} topics, sports, culture, education and other areas. To create a place where people can feel safe meeting others regardless of sexual orientation or gender identity, Pride House Tokyo worked together with 36 organisations and experts, 15 companies (Tokyo 2020 Games sponsors), 18 foreign embassies, the Delegation of the European Union to Japan, and athletes and other people with a connection to sports (numbers are current as of the end of November, 2020).

Diverse events and initiatives run by Pride House Tokyo till the scheduled end of the Tokyo 2020 Games on 5 September 2021 are certified as the Tokyo 2020 Official Programme. At the opening of Pride House, IOC President sent the message for celebration. The programme has thus far included read-aloud events for picture storybooks that promote diversity, LGBTQ film screenings and a marathon.

Tokyo 2020 plans to share information during the Tokyo 2020 Games, with the hope that we can deepen understanding of LGBTQ identities and, through the partnership of many different stakeholders, create a legacy that leads to a society where everyone feels comfortable being themselves.

Pride House Tokyo <https://pridehouse.jp/>



Photo: © Pride House Tokyo

*2 Pride House: Begun as a venue run by local NGOs during the Vancouver 2010 Winter Olympic Games, these information centres have since been established and operated under the leadership of local NGOs and NPOs during major international sporting events such as London 2012, Rio 2016 and Pyeongchang 2018.

Pride House Tokyo: A project that unites organisations, individuals and companies across sectors, using the Tokyo 2020 Games as an opportunity to share information related to LGBTQ and other sexual minorities by hosting diversity-related events and programmes at their information centre. The Pride House Tokyo consortium was formed on 6 September, 2018.

Tokyo 2020 and Pride House Tokyo^{*2} are working together closely to ensure this initiative becomes part of the Tokyo 2020 Games legacy in championing human rights and D&I. As an example, Pride House Tokyo has provided us personal support in formulating and reviewing plans for Games preparation and operation, and in LGBTQ-related training for staff. During Pride Week, the Tokyo 2020 President also visited Pride House Tokyo Legacy on 27 April, 2021 for a dialogue with staff to gain insight on applying D&I in a way where differences are accepted and become empowering, so that anyone can feel comfortable being themselves without risk of discrimination or harassment. The meeting further strengthened the partnership devoted to making the LGBTQ initiatives of the Tokyo 2020 Games part of its enduring legacy.



Tokyo 2020 President's visit at Pride House Tokyo Legacy (27 April, 2021)

*3 Accessibility is the availability of smooth access to social infrastructure, facilities, equipment, products and services for people of all ages and all abilities.

(3) Ensuring accessibility^{*3}

In order to ensure that everyone, including people with diverse abilities and needs, has an equal opportunity to access the Tokyo 2020 Games, we are working on mobility support, information accessibility and venue facilities development based on the Tokyo 2020 Accessibility Guidelines. We will continue to ensure accessibility in Games facilities and operations whilst taking into account the impacts of Games simplification and measures against COVID-19.

a. Mobility support

We are collaborating with GOJ, TMG, related local municipalities and public transportation companies to ensure seamless accessibility from official Games entry airports and train/subway stations to seats in competition venues and other destinations for spectators, athletes and Games staff.

We are continuing to look into using accessible vehicles, low-floor buses and buses with lifts at Games venues and other areas.

b. Information accessibility

It is vital to take accessibility into account in the design of the Tokyo 2020 official website, app and publications as well as in information notices and announcements at Games venues to ensure that spectators, athletes and Games staff receive the information they need.

So that people with disabilities have access to the same services as those without in situations such as volunteer recruitment and ticket sales, we have been providing these services in ways that are suitable for varying abilities. For example, on the Tokyo 2020 Official Ticket Website, we have published Braille data that outlines how to buy tickets for people who have difficulty obtaining information visually. We have also established a special hotline for registration and ticket application oriented towards people with disabilities or other special needs.

Moving forward, we will continue to ensure people of various abilities are able to access the information they need so that anyone can participate in and enjoy the Games.

c. Venue facilities development

We have worked with relevant competition venues and the Olympic/Paralympic Village to construct and renovate the facilities based on the standards detailed in the Tokyo 2020 Accessibility Guidelines. Even in cases where factors such as Games postponement or simplification require changes to the temporary overlays, they will be adjusted only to an extent that does not affect ensured accessibility.

d. Games staff support

The support provided by Games staff is vital at venues during the Games. We have thus created various accessibility-related training and educational tools to equip staff with pertinent knowledge and the right mindset to communicate with a variety of people, including those with disabilities.

For Tokyo 2020 staff we have continuously offered online training, e-learning and workshops on the Tokyo 2020 Accessibility Guidelines, and the majority of staff have participated.

We have also created a Field Cast Support Guide for Games volunteers that contains information on supporting diverse kinds of people while preventing the spread of COVID-19, with the goal of providing not only fundamental knowledge, but also useful skills that can be adapted to real situations.

Moving forward, we will continue to offer practical training and other kinds of support for Games staff.

(4) Good labour practices

a. Preventing workplace harassment

Following the amendment of the Act on the Comprehensive Promotion of Labour Policies in June 2020, it is now obligatory for business owners take measures to prevent power harassment, and there are also now stronger measures against other types of harassment, such as sexual harassment and harassment against those who are pregnant or taking maternity or childcare leave.

In light of this, we have also taken stronger measures against harassment. First of all, we added a clause about harassment into our employment regulations. We strengthened rules against power and other types of workplace harassment, and established regulations prohibiting retaliation against those who report or cooperate with investigations into harassment. Furthermore, harassment is now stipulated as grounds for disciplinary measures in order to give the act severe consequences. In addition to these regulatory changes, we now provide harassment prevention training to all staff members and management personnel, and offer online seminars and e-learning with an industry physician as a lecturer. We have also established a reporting hotline for incidents of harassment, and any incidents are made known within Tokyo 2020 each month.

Moving forward, we will continue our efforts to prevent harassment whilst creating systems that ensure any inquiries or problems that arise are appropriately dealt with, even during the Games.

b. Reporting and remediation system for workplaces

We have established an assistance and whistleblowing hotline for staff. Each month, occupational safety and health committees also review issues regarding staff members' human rights, personal health, and occupational safety and health, and share this information with them.

c. Measures against COVID-19 in the workplace

With the spread of COVID-19, we have engaged in rigorous precautionary measures in workplaces to prevent infection. We raised staff awareness of these measures and the importance of self-management through monthly occupational safety and health committee meetings and via the intranet. We also made gradual changes to our working structure, promoting staggered

working hours and telecommuting, and recommending that meetings be held online. During the state of emergency effective in April and May 2020, we switched to telecommuting as a general rule, and as a result over 90 per cent of work took place remotely. After the nationwide state of emergency and state of emergency measures taken by TMG were lifted on 25 May, we transitioned to telecommuting 50 per cent or more, and then moved to 50 per cent in October. After lifting of the Tokyo metropolitan area's second state of emergency that ran from January into March 2021, we returned to 100 per cent in-office work to prepare for the Olympic Torch Relay and test events that began in March, and to make final preparations for the Games. As all staff members will be working in offices during the Games, the interval leading up to commencement will be an important training period in which everyone will maintain awareness of infection protection measures whilst working in offices and event spaces.

Furthermore, to hold a safe and secure Games, measures against COVID-19 are vital for Games staff before and during the event. We will create infection prevention guidelines for staff and also supply them with both masks and portable bottles of sanitiser.

4.5 Involvement, Cooperation and Communications (Engagement)

Overview

Tokyo 2020 has been working to deliver an open, inclusive Games by engaging and partnering with stakeholders through various projects, such as fabrication of the Games medals and podiums and the education and engagement of youth in collaboration with schools and universities. By publicising these initiatives and their achievements as a "sustainable society showcase," we have also sought to promote understanding and action on sustainability.

However, given the global COVID-19 pandemic and the need to prevent infections caused by large gatherings, the cancellation and postponement of various events following the postponement of the Games has affected our engagement efforts.

In such circumstances, more and more people are now using digital tools to connect, making it increasingly possible for large numbers of people to take part in shared experiences across political and geographical borders. Tokyo 2020, too, has adapted the way we communicate and raise awareness for the Games. For example, we have released digital teaching materials and at-home study materials for learning about sustainability through the Games initiatives and also moved our visiting lecture program with partner universities online.

Making use of the extra time since postponing the Games, we have further strengthened our partnerships, and worked on expanding collaboration with our stakeholders. We have promoted the collaboration with related organisations to implement our upcycling project, which aims to reprocess Games decorations into other products. Sustainability experts from the Tokyo 2020 Games and the Beijing 2022 Winter Games, which will now be held six months apart, have begun discussions on how to use the Games as an opportunity to deliver a message on the importance of societal transformation.

As the world looks to recover from the COVID-19 pandemic, we find ourselves in the new role of embedding sustainability into the recovery process to accelerate the transition to a sustainable global society. In this regard, partnerships as described in the SDGs will become increasingly important for solving the interconnected array of issues society faces.

Due to the COVID-19 pandemic, the decision has been made not to allow overseas spectators to enter Japan, forcing us again to make significant changes to our engagement approach and communications content. Amidst such changes, we will continue doing our part to disseminate information and engage stakeholders on sustainability so that the Games foster a wider understanding of sustainability and the behavioural changes that make it possible.

(1) Collaboration with organisations

The various projects carried out in preparation for the Tokyo 2020 Games rely on the cooperation and support of a great number of stakeholders,

including the Government of Japan, TMG, sponsors, and international agencies. In a sense, the process of preparing for the Games has been one of many people discovering, and deepening, the connections between the Games and sustainability.

Even after the Games were postponed, we have continued to collaborate with these stakeholders to carry out a successful Games.

a. Upcycling of Games decorations

At each Olympic and Paralympic Games that are held, distinctive decorations are used to express the unique character of the Games within the host city, at competition venues and in surrounding areas. Tokyo 2020 has revised its plans for decorations under the Look of the Games*¹ programme, significantly reducing the number of decorations at venues and elsewhere as part of our efforts to simplify the Tokyo 2020 Games. (For more about simplifications, see Section 4.2 "Resource Management" on page 43). Simplifying decorations will allow us to cut back on resource inputs.

We also promote other sustainability projects. In one such project, we have been exploring ways to use Games decorations after the Games in a way that respects intellectual property. We are now in discussions with our stakeholders with an aim to upcycle*² certain Look of the Games decorations and city decorations into bags, neck straps, and other products.

We plan to engage TMG and Games partners who resonate with this project through the Sponsors Sustainability Network*³ to distribute the products widely to people involved in the Games. Through this project, we aim to popularise the concept of upcycling and present a new model for recycling event decorations.

Decorations that are not upcycled will still be recycled as much as possible to maximise the reuse and recycling of decorations as a whole.

b. Recycled Plastic Podium Project

The Recycled Plastic Podium Project is an initiative to manufacture the medal podiums used in the Tokyo 2020 Games from post-consumer plastic and smaller amounts of marine plastic waste collected by people across Japan. This project was implemented in collaboration with Procter & Gamble Japan Ltd., a part of P&G Group, our worldwide partner.

This will be the first time in the history of the Olympic and Paralympic Games that the medal podiums are to be made from plastic waste collected by the public.

Retailers; schools; offices and organisations of the P&G Group and other organisations collected the plastic during a roughly nine-month period from 19 June 2019 to 31 March 2020. Participating organisations also actively raised interest and promoted the project in their communities through advertisements and announcements at stores and events and by explaining the project's goals and significance to students as part of their learning on sustainability.

In September 2020, we announced the final collection results. Thanks to the large number of people who participated, we collected enough plastic to

* 1 Look of the Games programme: a one consistent and cohesive visual presentation of the Games in venues and in the host city and other cities in Japan hosting events of the Games

* 2 A method of reusing materials that goes beyond recycling by transforming them into products of higher quality or value

* 3 A forum for sponsors to collaborate and exchange ideas on sustainability organised by Tokyo 2020 in 2017

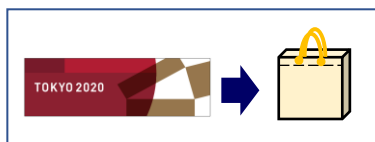


Image of upcycling products
(Image is for illustrative purposes only)



Recycled Plastic Podium

make the medal podiums, as shown below. The total plastic collected, 24.5 tonnes, is equivalent to around 400,000 detergent bottles (900-gram size).

We unveiled the podiums in June 2021. The podiums made of recycled plastic were created with the purpose of showing the world the different ways in which a sustainable society can be realised, and engaged the whole population of Japan in the podium production process in an historic Games first.

We will continue to publicise the results and significance of this project so that the reduction and recycling of single-use plastic takes hold as a legacy of the Tokyo 2020 Games.

Amount of plastic waste collected by major participants

Total amount collected: 24.5 tonnes

Collection Method		Amounts collected
From citizens via retailers	Collection boxes installed at approximately 2000 major retailers across Japan	11.9 tonnes
Schools	Collected from 113 participating schools across Japan	1.1 tonnes
Businesses and Organisations	Collected by Tokyo 2020 Organising Committee, P&G Group, United Nations Information Centre, related businesses and organisations	11.5 tonnes

Collected Materials

Plastic bottles, refill containers

(Haircare products, air fresheners, kitchen and laundry detergents, fabric softeners, refill products)

*PET bottles not included

(2) Communication for sustainable actions

To broadcast a message of sustainability for the Tokyo 2020 Games, we have focused on creating opportunities for large numbers of people to get involved and have shared experiences. These initiatives, such as the Tokyo 2020 Medal Project and the Recycled Plastic Podium Project, as well as youth education programmes that use the Olympic and Paralympic Games as subject matter, allow us to communicate the importance of sustainability in an easy, relatable manner.

Despite new limitations on participation and in-person experiences imposed by the COVID-19 pandemic, we are using the extra time created by the Games' postponement to raise awareness and spread information using the most suitable methods.

a. Trainings for Games volunteers

We have held general training sessions for roughly 80,000 Games volunteers to encourage actions for realising a sustainable Games by explaining sustainability concepts and presenting actions everyone can implement. We held such training sessions online from October to December 2020 for

approximately 5,000 Games volunteers who are living in other countries or could not participate in the previous sessions.

b. Educational initiatives

The spread of COVID-19 has driven significant changes to the way education is conducted. For example, many schools and universities have moved classes online. Tokyo 2020 is carrying out various initiatives in light of new learning methods.



The worksheets "Olympic and Paralympic Games and Sustainability "

i. Teaching materials on Games sustainability

Tokyo 2020 is promoting the "Yoi Don!" (Get Set!) Tokyo 2020 Education Programme in which children, who represent our future, learn about the value of the Olympic and Paralympic Games and experience the power of sports for future self-growth.

We have certified schools as Tokyo 2020 Olympic and Paralympic education schools (or Yoi Don! Schools) and also created and distributed teaching materials and lesson plans.

From June to July 2020, we created slide presentations and worksheets on sustainability initiatives for the Tokyo 2020 Games and on connections between the Games and the SDGs that can be used by junior and senior high school students in the classroom or at home. The worksheets included problems related to the sustainability themes of the Tokyo 2020 Games that encourage students to think of actions they can take for a sustainable society.

ii. Online visiting lecture programme

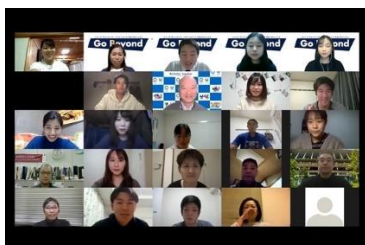
Since September 2015, we have organised a visiting lecture programme at partner universities.

Because many universities have shifted to remote learning, in fiscal year 2020 we conducted the programme in an online format. The lectures this time presented the principles and significance of the Olympic and Paralympic Games and the goals of the Tokyo 2020 Games in a way that engaged students to think about future social challenges as personally relevant.

Considering the limited opportunities for students to meet and gain experience in person, the lectures have also highlighted the unique professional backgrounds and skills of the Tokyo 2020 lecturers so that students could find inspiration for their own future career paths.

In December 2020, we held an online lecture programme titled "Let's think about the SDGs through sport: Tokyo 2020 and beyond" held by Sophia Olympic and Paralympic Student Project "Go Beyond"). A Paralympian, the representative of a youth organisation for solving social issues, and a Tokyo 2020 staff joined the discussion as panellists. The lecture programme attracted young audience and others from diverse generations, offering them an opportunity to think about the connections between the SDGs, the Tokyo 2020 Games, and sport, and what everyone can do for the SDGs.

iii. Improving Games accessibility with the help of university students



Online lecture programme on sustainability
(Courtesy of Sophia Olympic and Paralympic Student Project "Go Beyond")

With the help of students with visual impairments attending partner school National University Corporation Tsukuba University of Technology, we ran a user test to improve the accessibility of our online system for displaying event results.

This test assessed how easy it was to obtain target information such as event schedules or results. It addressed various issues such as layout readability, identifying which specific characters are difficult to discern, and ways to display results for better text-to-speech functionality, and also provided an opportunity to gain feedback about points that could be improved. We will use these views to improve the accessibility of the Tokyo 2020 Official Website to ensure as many people as possible are able to enjoy the Games.

As a further step, so that people with visual or hearing disabilities and those who do not speak Japanese natively can better enjoy the events, during the Olympic Games period we will broadcast text updates for competitions in which there is not enough information in the venue announcements.

For this initiative, students at partner universities will be participating as broadcasters. Along with the experience of helping run the Tokyo 2020 Games, this will provide opportunities to deepen their understanding about accessibility and forming an inclusive society.

[c. Dialogue with the Beijing 2022 Games](#)

Postponing the Tokyo 2020 Games means that the Tokyo 2020 Games and the Beijing 2022 Olympic and Paralympic Winter Games will be held just six months apart, both in East Asia. For this reason, experts on the sustainability commissions for both Games have begun sharing information on sustainability initiatives and legacy goals for their Games.

[d. Tokyo 2020 Nippon Festival](#)

Tokyo 2020 Nippon Festival is an official cultural programme of the Tokyo 2020 Games that we plan to hold in April through September 2021 as the eyes of the world zero in on Tokyo, Japan.

Since postponement of the Games, we have revised our plans for this event to incorporate COVID-19 measures, Games simplification, and other factors.

The Tokyo 2020 Nippon Festival will be geared toward raising anticipation for the Games by showcasing Japanese culture to an international audience, facilitating interactions and engagement among diverse people toward a more inclusive society, and providing opportunities for people to get involved in the Games through arts and culture activities. Combined with the Games competitions, the programme will contribute to a peaceful world by illustrating solidarity across borders of all kinds.

In order to that encourage changes in people's awareness and action for an inclusive society, the cultural programme in this event will feature performances of mixed genres involving people — musicians, artists, and more — who come together regardless of differences in gender, age, nationality, and ability, providing a visual display of inclusion.

e. Sustainability communications in the run-up to the Games

It is important that more people understand the significance of holding the Tokyo 2020 Games within the context of the COVID-19 pandemic. Showing what the Tokyo 2020 Games and sport contribute to society is an important element in conveying the meaning of the Games, and communicating sustainability in the run-up to the Games serves part of that role.

Using the Games' official website and other media, we will reach out to spectators about their role in making the Games sustainable — for example, through correct sorting of waste and resources at competition venues and creating an environment everyone can enjoy thanks to a shared respect for unity in diversity. For those unfamiliar with sustainability or who had planned to visit Japan as spectators, we will promote understanding of sustainability and encourage behavioural changes that support a sustainable society, such as by introducing the sustainability initiatives of the Games through social media.

4.6 Sustainable Sourcing

Overview

In efforts towards realising a society that embodies sustainable production and consumption, Tokyo 2020 has been promoting sustainable actions in the supply chain through our Sustainable Sourcing Code.

The postponement of the Games was just four months before they were scheduled to commence, by which time a lot of related contracts had already been concluded. It was thus necessary in a limited amount of time to quickly renegotiate and agree upon new delivery and fulfilment periods for goods and services being sourced from an extremely large number of businesses. As each business had already made progress with their own necessary preparations by the time the postponement decision was made, maximising use of what they have already achieved for the rescheduled Games will help limit cost increases, and from a sustainability viewpoint will also effectively limit consumption of additional resources.

Bearing all this in mind, we have required the same Sourcing Code compliance as in existing contracts, and are again endeavouring to implement it appropriately. We have also arranged with businesses to cover an appropriate amount of the costs that arose due to postponement.

Regarding the grievance mechanism for Sourcing Code non-compliance, we have rigorously responded to a report within the scope of the mechanism. There were points when our response was delayed due to coronavirus disease 2019 (COVID-19), but we continued making progress as the situation would allow. We have also utilised the extra time that arose due to the Games' postponement to create an informational document about the grievance mechanism and promote its use.

In partnership with the International Labour Organization (ILO), we are providing information useful to promote decent work, and have also shared various materials and information from the ILO about addressing the COVID-19 situation.

To realise a legacy of achieving sustainable consumption and production, the role of consumers is additionally vital. We are thus sharing information with spectators and many other people that can be used as a reference for practicing sustainable consumption.

Even in the time of COVID-19, the importance of sustainability in supply chains does not change, and it should be subject to even greater focus now that the Japanese government has promoted introduction of human rights due diligence in the National Action Plan on Business and Human Rights (2020-2025) set forth in October 2020. We will continue working to improve awareness and action among Japanese businesses of all sizes and consumers.

(1) Operation of grievance mechanism

We established a grievance mechanism to receive and respond to reports about Sourcing Code non-compliance, and as of the end of April 2021 have received a total of 13 reports. Among these, there was a report about the labour environment at a construction site commissioned by Tokyo 2020 that

we decided to be within the scope of the mechanism and thus processed. To do so, we established an Advisory Panel to provide expert and neutral advice during our investigation. There were points when our response was delayed due to COVID-19, but we continued making progress as the situation would allow. (See Case Study)

We did not receive reports for more than nine months from July 2020, and this is thought to be in part because Games postponement has resulted in temporary suspension or reduction of suppliers' work with delayed fulfillment periods.

Additionally, we have extended operation of the grievance mechanism by one year due to postponement of the Games.

(Status of reports received)

<https://olympics.com/tokyo-2020/en/games/sustainability/status-of-the-reports>

Case Study Responding to a grievance mechanism report

(Process history)

In October 2019, Tokyo 2020 received a report (No. 10) via the grievance mechanism regarding the labour environment at a construction site, which claims lack of uniform rules to ensure occupational safety, insufficient heat-related measures, and extremely long working hours. We decided that this report falls under the scope of the grievance mechanism and processed it.

Based on the fact that dialogue-based solutions are emphasised in the Guiding Principles on Business and Human Rights, the operational standards of our grievance mechanism set processes of dialogues between parties concerned for the cases where persons who are negatively affected by non-compliance with the Sourcing Code or their agent are identified as well as when a dialogue solution is appropriate and possible. In this case, the report was made by a third party, and because the informant did not identify the people involved who were negatively impacted nor a representative for them, we were not in a position to facilitate a constructive dialogue between the construction company and the workers concerned, and instead proceeded by investigating if the company reported was committing any actual non-compliance with the Sourcing Code.

The operational standards of our grievance mechanism require the setup of an independent Advisory Panel tasked to provide advice from a neutral standpoint for the reports within the scope of the mechanism. While Advisory Panel can be made up with a member or more, we decided to appoint one expert for this case with a view to confirm the facts based on the information provided in the report from the third party. We selected an expert of the labour sector to serve as a Panel member from a candidate list that has been published and established Advisory Panel.

We believe that it is important to have objective and detailed information about the circumstances under which non-compliance with the Sourcing Code occurred. This allows us to focus the real problem and effectively address it. From such perspective, we first interviewed the third-party informant to ask the grounds of their report and other information. However, the third party was unable to provide justifications for its allegations that the reported company violated the Sourcing Code.

For two months after that we were unable to proceed due to COVID-19, but once the state of emergency was lifted, we investigated the contents of the report also with the construction company in question. In this case, as the third-party informant did not provide specific information that could be specifically investigated, we investigated by pursuing courses of action that focused on management of on-site health and safety-related regulations and systems, such as interviewing the construction company, viewing pertinent records and inspecting worksites. In order to ensure the quality of this investigation work, a person with abundant practical experience in auditing construction sites joined it. As a result, we found no problems related to the issues claimed in the report, such as on-site inadequate health and safety management, leading to insufficient heat-related measures or excessive working hours. We therefore concluded our process by determining that the construction company had not violated the Sourcing Code.

When communicating the investigation result with the third-party informant, we provided as detailed information on our investigation as possible, and ensured appropriate time for questions and clarifications.

(Lessons learned)

In processing this report, the advisory support of our independent expert (ref. Advisory Panel in our procedure) was particularly useful to systematically investigate and discuss allegation details both with the third-party informant and the construction company in question.

Whilst processing the complaint, the Advisory Panel provided advice on questions to ask the informant and construction company, and on the results of those interviews. It was particularly beneficial to receive expert and neutral advice to adequately scope and effectively carry out the investigation.

Having only one member on the Advisory Panel provided a lot of agility to receive feedback and recommendations. On the other hand, we also noticed the burden of responsibility that fell on the shoulders of only one person. With a view to integrate more diverse perspectives and to ensure exchange of views among Panel members, we thus intend to form a panel with multiple members should future cases arise.



Informational document on the grievance mechanism

Using the extra time that arose after postponement of the Games, we created an informational document that we posted on our website in order to make the grievance mechanism easier to use. The document explains from the informant’s point of view essentials such as what kinds of things should be reported, what information is necessary when making a report, and the procedures that take place when a report is processed. Concrete evidence is also vital to processing the report appropriately, because without it, it may be difficult to convince the subject of the report about the necessity of our investigation and therefore potentially hinder smooth processing of the report. This is why we also request in the informational document that, when the informant fills out the reporting form, they include objective information in as much detail as possible to form the basis of the report.

(Informational document)

<https://gting.tokyo2020.org/image/upload/production/jw4uiwn0tzqjyyl0pkep.pdf>

We have additionally made it easier to locate information about the Sourcing Code grievance mechanism by adding links to it on the Tokyo 2020 website.

We have also improved readability of the information published on the received reports by making details, such as the processing status (in progress or finished), specifics about our response and our reasons, easier to understand.

(2) Partnership with the ILO

With the establishment of the National Action Plan on Business and Human Rights (2020-2025), the promotion of decent work has been becoming even more important in Japan as well.

As companies and workers continue facing difficulties due to the spread of COVID-19, the headquarters of the ILO has created a “Business and COVID-19” website that provides practical tools to ensure safe and healthy working environments, resources for restructuring for recovery and resilience in response to the COVID-19 crisis, information on online seminars, and normative guidance (in applying international labour standards). The website for ILO in Japan additionally shares information from the organisation in Japanese on how to respond to COVID-19. They have also published outlook data related to particularly hard-hit industries, and introduce measures created by the governments, employers and employees, along with ILO technical support tools.

We have introduced these ILO materials and information on our website to help them reach companies and people who don’t normally access ILO information, in hopes of promoting decent work that includes measures against COVID-19.

In 2019 we also partnered with the ILO to create a collection of case studies from sponsor companies, and a handbook about international labour standards and sustainable sourcing, that can be used by companies as references in executing socially-responsible labour practices. Tokyo 2020 and ILO use opportunities such as webinars for companies and the Global Compact



Website of the ILO



Case study collection and handbook

Network Japan study groups to introduce these materials in efforts to make them more familiar.

(Partnership with the ILO)

<https://olympics.com/tokyo-2020/en/games/sustainability/humanrights-ilo>

(3) Promoting sustainable consumption

Forming environmentally- and socially-conscious supply chains and using the products and services they provide are also part of SDG 12: Responsible consumption and production. Using the Sustainable Sourcing Code for the Tokyo 2020 Games helps further raise environmental and social awareness within supply chains. It is not easy to accurately evaluate what kind of impact these initiatives have had on businesses, but we have received positive feedback from sponsors, such as that “the Games initiatives have helped support initiatives of our own.”

In Japan, agricultural, livestock and fishery products with Good Agricultural Practice (GAP) certifications, fishery eco-labels, and other certifications are gradually becoming more widespread thanks to the efforts of businesses at each supply chain stage, from production to distribution and retail. It is now more common to see products with paper packaging bearing forest certifications like Forest Stewardship Council (FSC®) or Programme for the Endorsement of Forest Certification (PEFC). Furthermore, the number of Japanese companies belonging to the Roundtable on Sustainable Palm Oil (RSPO) has increased from 52 as of 31 December, 2016 to 235 as of 30 April, 2021. This could be said to illustrate the change in awareness of palm oil among Japanese companies. On the other hand, we have heard of many difficulties when it comes to actual procurement due to limited supplies and distribution routes, resulting in competition with other countries and regions, and pricing issues that make the oil difficult to obtain, as well as an increased amount of work required. Whilst there are some companies proactively pursuing these initiatives, in order to encourage more companies to continuously engage in sustainable sourcing, consumers’ support is also necessary.

Certification systems are an effective tool to confirm something was produced sustainably, and we have adopted them into our Sourcing Code. If Japanese consumers also use these certification systems to make informed decisions in purchasing sustainable products, they can provide impetus for improvements at the point of production.

On the other hand, the average consumer is not yet familiar with sustainable consumption and certification systems. We thus want to utilise opportunities to promote sustainability initiatives, encouraging greater awareness and action on the part of the consumer. One step we have taken is producing material that introduce the certification systems used in the Tokyo 2020 Games Sourcing Code and publishing it on our website.

We would like the Tokyo 2020 Games to be an opportunity to raise awareness among consumers and encourage them to take action in choosing goods and services from a sustainability perspective, instead of just price and convenience.

(Material introducing certification systems)

<https://gtimg.tokyo2020.org/image/upload/production/wkpfska9ac-dqyrs1zmqn.pdf>

5. On Commencing the Olympic and Paralympic Games

Since the Tokyo 2020 Games became official in September 2013, nearly eight years have passed in preparing to host the Games in July 2021. Now, we are in the final stages of that effort. The Tokyo 2020 Olympic Torch Relay has begun, and the Olympic and Paralympic Games Tokyo 2020 are about to start as a unique exhibition in the long history of the Games.

As one of the largest sporting events in the world, the Olympic and Paralympic Games have a large impact on the global community. Postponement of the Games, a decision made in light of the pandemic of coronavirus disease 2019 (COVID-19), is unprecedented in Olympic and Paralympic history and has posed a unique set of challenges.

When the Tokyo 2020 Games are held, they will provide proof of humanity's potential to overcome the COVID-19 crisis. They will also present an exemplar toward innovative change in the Olympic and Paralympic Movements led by the IOC and IPC and provide a model for future global events as people adapt to living in the new normal. We believe that holding the Games will bring hope and tremendous value to the world as a symbol of unity and solidarity.

The postponement of the Games and the experience of addressing the postponement have a significant meaning in terms of sustainability.

Tokyo 2020 and other stakeholders are cognisant of the role that the Games play in societal expectations and have aimed to make the Games a sustainable society showcase.* This role does not change after the Games have been postponed for a year. COVID-19 has impacted so many aspects of human life on a social, environmental, and economic level, and sport is no exception. In fact, COVID-19 has only increased the importance of the Games.

To make the Olympic Games possible under such extraordinary circumstances, various stakeholders have reaffirmed their commitment to delivering the Games despite new challenges after having spent seven years in preparation. This experience will be a crucial support and inspiration to the rest of society as it pursues a sustainable future. In other words, it is the stakeholders themselves — being transformed by their efforts, achievements, and experiences — who will leave a far-reaching legacy of sustainability. Also in the future after the Tokyo 2020 Games, each of the stakeholders will create a momentum toward a sustainable society in their communities. All the process itself is a "sustainable society showcase".

Sport has the power to change the world and our future. The Tokyo 2020 Games, which will be held as a testament to the efforts of those who made the event possible, will go a long way in presenting to the world how sport can improve health and happiness. In order to showcase the power that sports can have in our changing society, we are committed to continuing our preparations to host the Tokyo 2020 Games.

* Excerpted from Tokyo 2020 Sustainability Pre-Games Report:

"We at Tokyo 2020 Organising Committee are aware of the fundamental nature of human dignity and the role society expects the Tokyo 2020 Games to play. The Games are an opportunity for Japan and Tokyo to show the world how "no one will be left behind" and 21st-century sustainable development can be pursued holistically across the environmental, social and economic spheres, thus contributing to the 2030 Agenda and SDGs. We hope the Tokyo 2020 Games Vision leaves a legacy that inspires future Olympic and Paralympic Games, including 2024 Paris and 2028 Los Angeles, future mega-sporting events and other activities worldwide."

Appendix

Employment & Diversity (reference for 3.3 “Adapting Organisational Structures and Policies to Games Postponement” and 4.4 “Human Rights, Labour and Fair Business Practices”)

Data and information on employment and diversity presented in the table below are summarised as of 1 January 2021 unless otherwise indicated.

The number of Tokyo 2020 staff grew to around 4,000 as of April 2021 towards the Games delivery in July 2021. We plan to have around 8,000 staff members during Games time.

(1) Employees per employment contract (secondment, direct employment), secondment organisation

Secondment	Government of Japan	70	2 %
	Tokyo Metropolitan Government	1,086	31 %
	Regional/local governments	486	14 %
	Private entities	822	23 %
Direct employment		1,035	30 %
Total		3,499	100%

(2) Employees per gender, age group, employment contract

	Secondment (Government of Japan, Tokyo Metropolitan Government, regional/local governments, private entities)			Direct employment (Executive Board Members, direct employment, temporary staff)			Total		
	Men	Women	Sub total	Men	Women	Sub total	Men Total	Women Total	Total
Under 30	136	89	225	33	61	94	169	150	319
30 - 49	1,233	397	1,630	192	301	493	1,425	698	2,123
50 - 59	346	76	422	100	71	171	446	147	593
60 and over	66	7	73	93	14	107	159	21	180
Unknown	84	30	114	29	141	170	113	171	284
Total	1,865	599	2,464	447	588	1,035	2,312	1,187	3,499

(3) Employees per gender, age group, position level

	Special position officers			Management level directors (Executive Director, Senior Director, Director)			Special position officers and management level directors		
	Men	Women	Sub total	Men	Women	Sub total	Men Total	Women Total	Total
Under 30	0	0	0	1	0	1	1	0	1
30 - 49	0	0	0	340	79	419	340	79	419
50 - 59	1	0	1	273	48	321	274	48	322

60 and over	13	0	13	99	12	111	112	12	124
Unknown	0	0	0	63	14	77	63	14	77
Total	14	0	0	776	153	929	790	153	943

(4) Employees covered by collective bargaining agreements

	Number of employees	Ratio to total employees (3,499 persons)	
Employees covered by "36 Employee-Employer Agreement" on overtime work: non-management level employees	2,556	73 %	Assigned representatives of employees sign the agreement
On Salary and remuneration: direct contract employees	686	20 %	No workers' union in Tokyo 2020

(5) Ethnicity

Diverse staffs from variety of region/country are working in Tokyo 2020.

(6) Disability

Tokyo 2020 complies with the legal rate of employment for the disabled as of 31 January 2001.

Tokyo 2020 has been requesting temporary staffing agencies and companies to dispatch or second various personnel. As a result, we have been able to expand the opportunities for people with disabilities to work in most of the bureaus within our organisation.

(7) Occupational safety and health committee

Tokyo 2020 had formed an occupational safety and health committee with a membership consisting of representatives of employees and managers from all organisations, and the committee meets monthly at the Head Office (by law).

(8) Review of performance and career development

Tokyo 2020 has put in place a programme that each subordinate and his/her supervisor undergo together a personal interview to review performance and career development at the beginning, in the middle, and at the end of each fiscal year.

(9) Incidents of discrimination and corrective actions taken

We have a procedure for the management of situations involving conflict and/or harassment. In the event of a persistent conflict situation or if the employee wishes to have access to an external solution, recourse to a third party is possible.

In the period from 2020 to March 2021, there have been two cases of discriminatory behaviour within Tokyo 2020's organisation and one of our delivery partners, as described below.

- In February 2021, the then-Tokyo 2020 president made sexist remarks. The president acknowledged that his remarks were inappropriate, withdrew his remarks, and issued an apology. In the same month, he stepped down from his position as Tokyo 2020 president.

- In March 2021, it came to light that, in a brainstorming session in 2020, the then-creative director of the Tokyo 2020 Opening and Closing Ceremonies proposed an idea for a performance that was discriminatory toward a woman's body. This person acknowledged that his suggestion was derogatory and inappropriate and issued an apology. In the same month, he stepped down from his position as creative director and distanced himself from any professional role in Games preparations.



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