



Sustainability Progress Report

March 2019

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Please contact Sustainability Department, Administration Bureau, Tokyo 2020 at sustainability@tokyo2020.jp

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Statement from Tokyo 2020 President Yoshiro MORI



The Olympic and Paralympic Games are among the world's largest sporting events, and as such they have a major impact on society. The International Olympic Committee (IOC) has set forth the three broad pillars of credibility, youth and sustainability in its Olympic Agenda 2020, which was released in 2014, and sustainability is essential to enable sport to exert a positive impact on the world.

Various parties around the world are working in conjunction to implement a radical transformation in how socioeconomic activities are carried out with a view to achieving the Sustainable Development Goals (SDGs) and realising a sustainable, inclusive society. The many problems facing Japanese society today are also being faced by numerous nations worldwide. Sport has an important role to play in resolving these challenges, and in this respect the Olympic and Paralympic Games Tokyo 2020 are garnering interest and expectations around the world.

Against this backdrop, the Tokyo Organising Committee of the Olympic and Paralympic Games (Tokyo 2020) has reaffirmed the role of sport in society, choosing "Sport has the power to change the world and our future" as its Games Vision, and identified sustainability as a key concept, a fundamental stance that dates back to the time of the organisation's establishment. Tokyo 2020 is pursuing a range of specific initiatives in keeping with its pledge to contribute to the world as a key global player by taking advantage of the opportunity presented by the Games to fulfil its responsibility to resolve these issues and lay the foundation for a sustainable society through sport.

One important legacy of these initiatives will be to bring about change in people's awareness and conduct. With people from around the globe visiting Japan in 2020, we will experience what it means to respect diversity, accept one another, and overcome difference and become one with the world. In particular, through this experience the young generation, who will be responsible for the future direction of humankind, will not only become stewards of a future society based on inclusion, but also gain a global perspective and turn their attention to the challenges of resolving a wide range of global issues such as climate change, natural resource depletion, loss of biodiversity, poverty and the wealth gap, and human rights.

However, only through a firm resolve to secure sustainability will we be able to ensure the Games leave behind such a legacy. The road to contributing to a sustainable society will be fraught with various difficulties, but the resolve of the many people involved with the Games will make it possible to overcome those challenges. I believe that a major role of Tokyo 2020 is to become a force for doing just that.

As Tokyo 2020 prepares to host the Games next year, we will not only pursue sustainability initiatives and pass them on to future Games while continuing to engage in dialogue with the multiple stakeholders involved with the Games, but also create vivid memories of the value of sport in the minds of the people of the world and help realise the sustainable society of tomorrow.

表 志 朝

Tokyo 2020 President
Yoshiro MORI

Statement from Tokyo 2020 Director General / CEO Toshiro MUTO



In order to incorporate sustainability at every stage, from the preparatory phase until after the Games have ended, the Tokyo Organising Committee of the Olympic and Paralympic Games (Tokyo 2020) has studied the issue of the sustainability of the Games since the time of its establishment through dialogue with a variety of partners. This includes discussions with the Urban Planning and Sustainability Commission, which is comprised of multiple stakeholders. This report focuses on initiatives undertaken in 2018, when the Sustainability Plan Version 2 was formulated, and also includes information about some important initiatives that predate the plan.

Under the sustainability concept “Be better, together – For the planet and the people”, Tokyo 2020 has identified five sustainability themes for the Tokyo 2020 Games: Climate Change; Resource Management; Natural Environment and Biodiversity; Human Rights, Labour, and Fair Business Practices; and Involvement, Cooperation, and Communications (Engagement).

The involvement of a large number of people will be essential if we are to realise the sustainability of the Games, and it is through the cooperation of various people from Japan and around the world that we have been able to advance a number of specific initiatives to date.

The Tokyo 2020 Medal Project, which will fabricate Tokyo 2020 Games medals from the precious metals extracted from discarded small electronic appliances, has attracted the involvement of many from around the country. In fact, the project has been so successful that we will be able to secure all the metal required to produce the medals. Some 63 local governments have been cooperating with the construction of the Olympic/Paralympic Village Plaza, which will be built with timber loaned from locations throughout Japan that will be returned after the Games have ended. This level of involvement illustrates how we are working to recycle resources through nationwide participation.

We're also working to reduce CO₂ emissions generated in our delivery of the Games as part of an initiative to realise a decarbonised society. In addition to avoiding and reducing emissions through such means as installing advanced energy-saving technologies and renewable energy systems at venues, we have partnered with the Tokyo Metropolitan Government and Saitama Prefecture to launch the Carbon Offset Programme.

Furthermore, we have declared our commitment to help resolve shared issues being faced by the world while working with a range of institutions and organisations. These include active partnerships with the United Nations and the International Labour Organization, and participating in international frameworks such as the United Nations Global Compact. Going forward, we will pursue additional initiatives with the assistance of numerous stakeholders.

We are also placing a premium on respect for human rights at the Games. In our preparations for, and delivery of, the Games, we will ensure that the human rights of everyone involved are respected, and we are committed to contributing to the elimination of discrimination, all forms of harassment and unequal treatment and to compliance with the United Nations Guiding Principles on Business and Human Rights. In addition to spreading awareness of diversity and inclusion among all staff, we are working to ensure opportunities to access the Games based on the Tokyo 2020 Accessibility Guidelines.

Concerning sustainability in our procurement for the Games, we have formulated and implemented the Sustainable Sourcing Code that sets forth sustainability standards and other important guidelines with regard to the supply chains for procured items and services. Additionally, we have established a Grievance Mechanism to handle reports of non-compliance with the Code.

With regard to the construction of permanent venues, each lead entity has pursued advanced initiatives in light of the legacy of the Games, for example by providing urban models to lay the groundwork for greater use of hydrogen and by implementing sophisticated material-cycle schemes that extend from the procurement of supplies through to their reuse and recycling. Moving forward, we will embark on a final push to construct temporary venues.

With about one year and four months left until the Games, the year 2019 will see Tokyo 2020 undergo a sea change as we transition from the planning phase to the operations phase, which will entail a shift in focus to the respective Games competition venues. This year will be extremely important in our efforts to ensure that sustainability is given adequate consideration. Driving forward, we will redouble sustainability initiatives, and we will detail the progress made in these initiatives along with results, issues, and other information in the next and subsequent reports

All members of Tokyo 2020 will work as one to cultivate a deeper awareness of their respective roles and ensure that sustainability is incorporated into all of our activities as we look toward 2020 and beyond.

武藤敏郎

Tokyo 2020 Director General / CEO
Toshiro MUTO

Statement from Urban Planning and Sustainability Committee Chairperson Hiroshi KOMIYAMA



The role of the Urban Planning and Sustainability Committee is to offer advice on Tokyo 2020's sustainability initiatives from an expert perspective. People from all levels of society, including experts and specialists, participate in the Committee's deliberations both directly and indirectly in order to improve sustainability initiatives at the Games. As the Committee's chairperson, I'm pleased to convey this message on their behalf.

The Tokyo 2020 Games will have a major influence on the awareness and conduct of people in Tokyo, Japan, and the world. It is imperative that the Games have a positive impact on the environment and society and that this impact remains in the form of a positive legacy. Ensuring that the Tokyo 2020 Games help effect a transformation to a sustainable society for which humankind longs is not the exclusive role of Tokyo 2020 and other organisers and officials, but indeed of all those who have played a part in the process or experienced the years of preparations leading to the Games. Numerous people with a shared awareness of this imperative – which is to say, stakeholders who are involved in a variety of capacities, both directly and indirectly – are in fact working to achieve that goal.

Tokyo 2020 recognises the importance of dialog and collaborative action with those stakeholders, and organisationally it has put in place structures to ensure they can participate in the planning for, preparation for, and delivery of the Games.

The Urban Planning and Sustainability Committee was established in June 2015 to address issues related to urban planning and sustainability. Its current membership of 27 people representing various fields discusses specific actions and the legacy of the Games in terms of topics such as urban spaces that are easy to use for all, the accessibility of venues and surrounding areas, and the sustainable delivery of the Games.

The Committee has created a Sustainability discussion Group*¹ to study specific actions and projects that take into account sustainability at the Games as well as multiple working groups*² to foster expert discussion on an array of topics and domains related to sustainability. Meetings of these groups are open to the media to ensure transparency and facilitate collaboration with society, and minutes and materials are made available on the Tokyo 2020 website.

One result of these efforts has been to develop a method for visualising the low-profile topic of sustainability as effectively as possible through collections of "killer content." We've proposed a range of such content to date, and some related initiatives – for example, the Tokyo 2020 Medal Project—are already being implemented.

A range of stakeholders participate in discussions, including members, observers, special committee members who participate as necessary, and providers of specialized information. As a result, it is not unusual for the discussion process to yield differences of opinion and interpretation as participants work to formulate specific plans and establish standards and goals. Nonetheless, discussions are serious and constructive since all participants share the same goal of contributing to sustainability, and the results are apparent in the Sustainability Plan and the Sustainable Sourcing Code. In that sense, the track record of, and progress in, initiatives reported in this Sustainability Progress Report are the results of a cooperative effort involving Tokyo 2020, other officials, the members of various committees, and the general public.

*1 Sustainability Discussion Group: 18 members

*2 Decarbonisation Working Group: 8 members and observers, Resource Management Working Group: 8 members and observers, Sustainable Sourcing Working Group: 10 members and observers, Human Rights, Labour, Involvement, and Cooperation Working Group: 12 members and observers

At last, initiatives involving the sustainability of the Games are entering upon the operational phase based on the Sustainability Plan mentioned above. There remains much to be done.

The members of the Urban Planning and Sustainability Committee will continue to be actively involved in the Tokyo 2020 Games to ensure their sustainability while helping to build a sustainable society for the future based on their respective areas of expertise and as representatives of the many stakeholders of the Games and the general public.

A handwritten signature in black ink, consisting of stylized Japanese characters, likely reading '小宮 博' (Hiroshi Komiyama).

Urban Planning and Sustainability Committee Chairperson
Hiroshi KOMIYAMA



1

Basic Information on Guidelines, Organisation, and Reporting

1.1 Basic Guidelines for a Sustainable Games

The Olympic and Paralympic Games are among the world's largest sporting events. Sports have the power to change the world and the future, and the manner in which the Games are delivered renders a global impact.

The Tokyo 2020 Games will be the first Olympic and Paralympic Games hosted by Tokyo in 56 years since 1964. Tokyo, Japan, and the rest of the world have transformed beyond recognition since the time of the 1964 Games; at present, a variety of entities around the world collaborate to implement radical reforms in the socioeconomic sphere toward a common purpose, namely sustainable development. Tokyo and Japan are an advanced city and country respectively in pioneering problem-solving initiatives directed at establishing a sustainable society. In 2020, the world's attention will focus on the Tokyo 2020 Games, which have been a major impetus for these sustainability efforts.

The organisers of the Games, including officials who orchestrated the bid for the Tokyo 2020 Games and the Tokyo Organising Committee of the Olympic and Paralympic Games (Tokyo 2020), have consistently recognised the importance of the sustainability of the Tokyo 2020 Games, both during the bid before the host city was announced in 2013 and during the initial stage after the announcement (specifically, the stage during which the Tokyo 2020 Games Vision and the Basic Plan were formulated).

In 2014, the International Olympic Committee (IOC) identified three inter-related pillars (credibility, sustainability, and youth) for the Olympic Agenda 2020, making a commitment to "include sustainability in all aspects of the Olympic Games and within the Olympic Movement's daily operations." The 2030 Agenda for Sustainable Development (SDGs) put forth by the United Nations in 2015 recognises that sport is an important enabler of sustainable development. In response, the IOC addressed how it would contribute to the 2030 Agenda and SDGs in a concrete way in the IOC Sustainability Strategy, which was issued in 2016.

Tokyo 2020 is aware of the role that society expects the Tokyo 2020 Games to play. Through the Games, in line with the sustainability concept of the Games "Be better, together – For the planet and the people", Japan and Tokyo will present to the world an integrated vision of how 21st-century sustainable development can be pursued in the environmental, social, and economic spheres, and in that way, the Games will contribute to the 2030 Agenda and SDGs which is a charter for people and the planet as well as a plan of action of the people, by the people and for the people with the pledge that "no one will be left behind", which recognises that the dignity of the human person is fundamental. The Tokyo 2020 Games Vision will be passed on to future Olympic and Paralympic Games, including the Paris Games and the Los Angeles Games, to future mega sport events, as well as to a broader audience in Japan and the world as the legacy of the Tokyo 2020 Games, reflecting the organisers' desire that this legacy grow and develop in a diverse and varied manner.

The Tokyo 2020 Games Vision

Sport has the power to change the world and our future.

The Tokyo 2020 Games, as the most innovative in history,
will bring positive reform to the world
by building on three core concepts: "Achieving Personal Best,"
"Unity in Diversity,"
and "Connecting to Tomorrow."

The Sustainability Concept of the Tokyo 2020 Games

Be better, together
For the planet and the people

1.2 The Organising Committee and Other Relevant Organisations

* The Government of Japan, regional/local governments, and private entities that provide financial and other support for the development of the Plan and the delivery of the Games.

The Tokyo 2020 Games will be prepared and delivered through a broad-based coalition that comprises the Tokyo Organising Committee of the Olympic and Paralympic Games (Tokyo 2020), the Tokyo Metropolitan Government, the Government of Japan, as well as related local municipalities (regional/local governments of localities where competition venues are located), plus sponsors and other delivery partners*.

Tokyo 2020 is the core of the coalition, while the Tokyo Metropolitan Government and the Government of Japan will also play a key role.

The Tokyo Organising Committee of the Olympic and Paralympic Games (Tokyo 2020)

Tokyo 2020 is a public interest incorporated foundation established to host the Tokyo 2020 Games. It is fully responsible to the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) for delivery of the Tokyo 2020 Games. Tokyo 2020 obtains the funds necessary to host the Games from sources including IOC contributions, sponsorships, and sales of tickets and licensed merchandise.

* Since April 2019, the principal office and other offices of Tokyo 2020 will be moved and integrated mainly in Harumi, Chuo-ku, Tokyo in order to adapt to evolution of its activities. Some historical information on Tokyo 2020 offices is shown in the Appendices (page 145).

Following the selection of Tokyo as the Host City in September 2013, Tokyo 2020 was established as a general incorporated foundation on 24 January 2014, by the Japanese Olympic Committee (JOC) and the Tokyo Metropolitan Government. It subsequently became a public interest incorporated foundation on 1 January 2015.

Tokyo 2020 operates its principal office in Toranomon, Minato-ku, Tokyo, as well as other offices in Minato-ku, Shinjuku-ku, and Chuo-ku. (as of March 2019)*

During the approximately seven years from its establishment to its dissolution after the Games, Tokyo 2020 will have undergone a series of abrupt and major changes in its scale, organisational structures, and activities as it proceeds through the preparatory and staging phases of the Games. The year 2018, which is the principal subject of this progress report, was an important period that saw Tokyo 2020 transition from the planning stage to the implementation stage with regard to its functional areas and activity domains. 3. Tokyo 2020 Management (*see page 25*) provides an explanation of how Tokyo 2020 is working to carry out a sustainable Games by accommodating the necessary operational changes through its organisational structures.

The Tokyo Metropolitan Government

In addition to offering across-the-board backup for the preparations carried out by Tokyo 2020, the Tokyo Metropolitan Government is fulfilling a range of responsibilities as the host city for the Games. These responsibilities include funding the construction of the new permanent venues that are needed to host the Games, urban activities during the Games, as well as transport and security measures in areas near the Tokyo venues to minimise the impact of the Games on residents' daily lives.

The medium- and long-term urban strategy pursued by the Tokyo Metropolitan Government to facilitate the evolution of Tokyo into an advanced and mature 21st-century city while fostering harmony with the global environment underpins preparations for, and the delivery of, the Tokyo 2020 Games.

The Government of Japan

The Government of Japan is implementing a variety of related measures to ensure that preparations for, and the delivery of, the Tokyo 2020 Games can proceed smoothly. Those measures include the construction of the Olympic Stadium by the Japan Sport Council (JSC) as well as security and anti-doping measures for which the Government is responsible. The Government of Japan established SDGs Promotion Headquarters chaired by the Prime Minister whose members include all cabinet ministers. The Task Force adopted the SDGs Action Plan 2018 in December 2017, giving consideration to sustainability in the run-up

to the Tokyo 2020 Games. Initiatives conceived to achieve a sustainable society by the Government and other Japanese stakeholders comprise the foundation on which the Tokyo 2020 Games, which strives to contribute to the achievement of the SDGs, will operate.

1.3 About This Report

Working in conjunction with other Functional Areas, the Sustainability Functional Area of Tokyo 2020 played the lead role in compiling this report based on information collected from these entities.

This report has been subject to review by outside experts in the Urban Planning and Sustainability Commission, the Sustainability Discussion Group, and individual working groups.

Reporting plan (schedule)

* <https://tokyo2020.org/en/games/sustainability/sus-plan/>

Initiatives designed to ensure the sustainability of the Tokyo 2020 Games are being carried out based on the Tokyo 2020 Olympic and Paralympic Games Sustainability Plan*. Those efforts will be detailed in three sustainability reports: this progress report, a pre-Games report (to be published in the spring of 2020), and a post-Games report (to be published in the winter of 2020/21).

Preparations for, and delivery of, the Games move through various phases in seven years from the selection of the Host City to the delivery of the Games. The Tokyo 2020 Games have been organised into five such phases, which progress in an overlapping manner:

- Establishment of organisational structures
- Plan formulation
- Procurement, venue and infrastructure construction
- Delivery of the Games
- Handing down of the legacy

Tokyo 2020 Games' phase progression and sustainability reporting frame



* Impact: The effect an organisation has on the economy, the environment, and/or society, which in turn can indicate its contribution (positive or negative) to sustainable development.

Each report will offer specific information with a focus on the initiatives characterising the phase being covered while tracking progress through the preparatory and delivery phases of the Games. Together, the Sustainability Plan and the three reports will offer an overview of initiatives throughout the preparatory and delivery periods, and they are intended to provide stakeholders with effective information about Tokyo 2020's sustainability programmes and performance in order to help them to evaluate the impact* of the Games on sustainable development.

It is in this context that this progress report (published in March 2019) focuses on progress in the refinement of the Sustainability Plan, procurement, and venue and infrastructure construction, primarily during 2018. There is much work still in progress, and operational plans in particular are still being developed in detail. Information about initiatives not covered by the progress report, for example initiatives that will be undertaken in the future, will be addressed in the pre-Games and post-Games reports.

* Reporting Principles for defining report content: Stakeholder inclusiveness, sustainability context, materiality, and completeness
Reporting Principles for defining report quality: Accuracy, balance, clarity, comparability, reliability, and timeliness

Reporting framework

This report has been compiled to detail initiatives based on the Sustainability Policy (May 2018) and the Sustainability Plan (Version 1 in January 2017 and Version 2 in June 2018). It has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, an international standard on sustainability reporting. GRI's Reporting Principles* were also taken into account.

Scope of this report

The three sustainability reports, including this progress report, primarily address initiatives undertaken by Tokyo 2020 focusing on preparations for, and delivery of, the Games. However, sustainability initiatives related to the Tokyo 2020 Games, from selection of the host city to preparations for, and delivery of, the Games as well as the handing down of the legacy are being orchestrated not only by Tokyo 2020, but also by the Tokyo Metropolitan Government, the Government of Japan, related local governments, sponsors, and other stakeholders. Consequently, an overview of these initiatives will be provided by the various reports of these parties in aggregate.

The scope of the report also includes key initiatives by these stakeholders and examples of initiatives that are deeply related to their efforts in view of the fact that such information is likely to be useful in providing an understanding of the initiatives of Tokyo 2020.

Time period covered by this report

This progress report, which was published in March 2019, mainly focuses on initiatives implemented in 2018 but also includes some key things in the context of the period 2013-2018, because this is the first progress report for Tokyo 2020. Although progress is generally assessed as of 31 October 2018, the report also takes into account progress made after that date where possible.

As illustrated in the figure of reporting frame (*see page 15*), this progress report and the pre-Games report that will be issued about one year after it (which will focus on initiatives implemented in 2019) will serve as annual reports on sustainability as related to Tokyo 2020.

Refer also to the Sustainability Plan Version 2, which includes explanation on the latest progress as of 2018 in initiatives that had been undertaken prior to its publication (particularly with regard to topics such as carbon management and venue development).

Related reports and information disclosures

In February 2018, the IOC transitioned from its past practice of conducting far-reaching studies into the tangible and intangible impact of past Olympic Games on the environment, society and culture, and economies of host cities and regions (in the form of Olympic Games Impact Studies) to a new initiative (known as the Legacy Reporting Framework) for evaluating and reporting on the impact of the Games by assessing their legacy. The Legacy Reporting Framework and sustainability reports together comprise the approach to evaluating and reporting on the impact of past Games. In other words, the impact of the Games will be detailed by reports that will be issued in the future under the Legacy Reporting Framework, supported by three sustainability reports that detail Tokyo 2020's performance towards delivering sustainable Games.

In addition to the three sustainability reports, other information relevant to sustainability may be found on the Tokyo 2020 website and in other formal reports issued by Tokyo 2020 and its partners.

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

Materiality (important issues)

Materiality analysis, a process by which material (important) topics are chosen from a larger base of issues related to sustainability, is an important part of implementing sustainability initiatives effectively. Consequently, material topics and themes related to the Tokyo 2020 Games have been carefully studied based on discussions by the Urban Planning and Sustainability Commission, a panel of external experts that has been in existence since 2015, the earliest stages of planning.

In the High-Level Sustainability Plan published in January 2016, Tokyo 2020 proposed the following five themes as main sustainability issues for the Games. After that, in the Sustainability Plan, Tokyo 2020 finalised five main themes and developed concrete actions for these main themes, based on discussions at the commission and public opinion.

Five main themes

- Climate change
- Resource management
- Natural environment and biodiversity
- Human rights, labour and fair business practices
- Involvement, cooperation and communication (engagement)

* 1. See the table “The Olympic and Paralympic Games and Major Global Trends Related to Sustainability” (see page 19)

* 2. <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

* 3. For the classification of stakeholders taken into account in the procedure, refer to the Appendices (page 141).

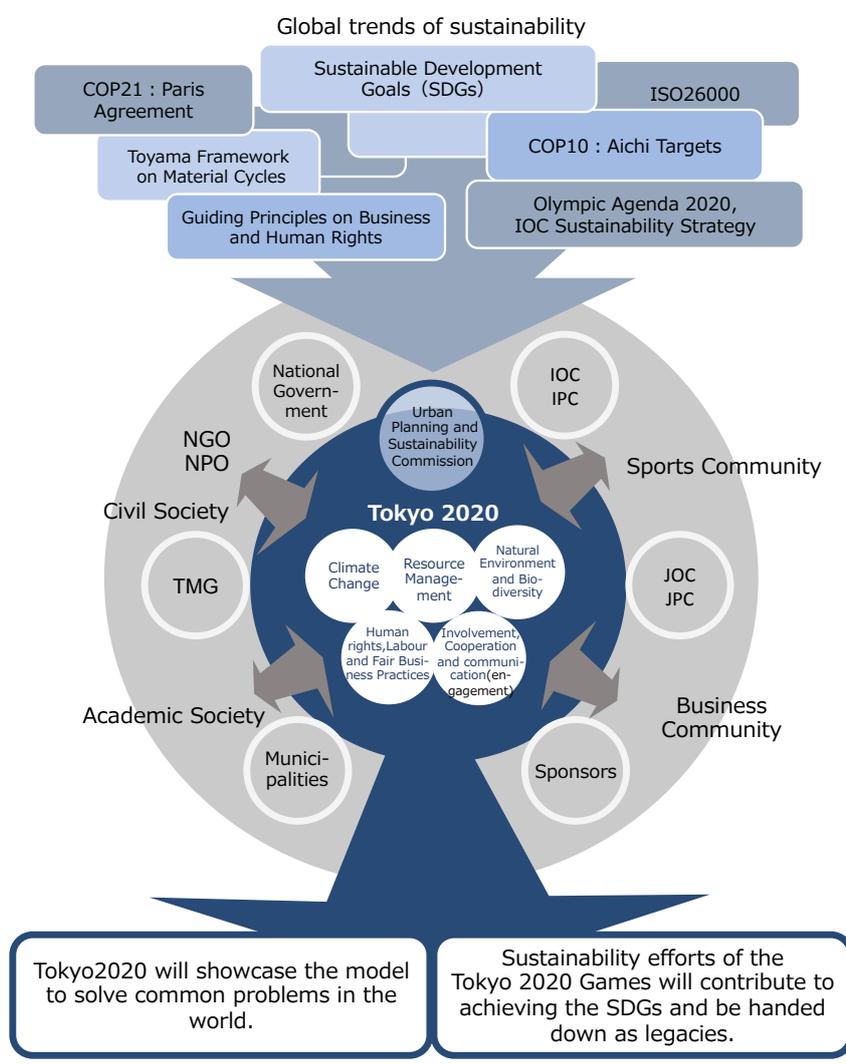
These five themes are complex and important long-term visions comprised of the interrelationships between human activity, social systems, and the global environment, spanning all aspects of sustainability.

2. Tokyo 2020 Games Main Sustainability Themes (see page 22) and 4. Progress of Main Themes (see page 32) describe the details of each theme.

After examining the following procedure, material issues were chosen.

First of all, based on global trends*¹, e.g. United Nations Sustainable Development Goals*², Tokyo 2020 has organised social and environmental issues, then Tokyo 2020 took into account expectations from multiple-stakeholders*³ including the commission, experience of past Games, and external impact in preparing and operating the Games. The results are classified into the above five themes.

Tokyo 2020 is working to implement sustainability initiatives focusing on these five themes. The following figure shows the review process of five themes and the goals of each of the associated initiatives.



The Olympic and Paralympic Games and Major Global Trends Related to Sustainability

- Aichi Targets (2010)
Global targets on biodiversity to be achieved by 2020 that were chosen at the 10th Conference of the Parties under the United Nations Convention on Biological Diversity
- Publication of ISO 26000 (2010)
An international standard on organisational social responsibility
- Guiding Principles on Business and Human Rights (2011)
Guidelines that put in place a framework for facilitating the protection of, respect for, and aid for human rights that applies to all nations and corporations
- IOC Olympic Agenda 2020 (2014)
A declaration committing the IOC to pursue sustainability in all aspects of the Olympic Games and within the Olympic Movement's daily operations
- United Nations Sustainable Development Goals (SDGs) (2015)
Universal goals for achieving a sustainable world that apply to all countries
- Paris Agreement (2015)
An international framework for dealing with global warming starting in 2020 that was adopted at the 21st Conference of the Parties under the United Nations Framework Convention on Climate Change
- G7 Toyama Framework on Material Cycles (2016)
A Framework in which G7 countries cooperate and work on resource efficiency and 3R that was adopted at the G7 Toyama Environment Ministers' Meeting
- IOC Sustainability Strategy (2016)
A declaration that places sustainability within the working principles of the Olympic Movement

Report themes and structure

In reporting on initiatives, rendering the information easy to understand has been a key consideration. This approach reflects the fact that the Tokyo 2020 Games, which are committed to contributing to sustainable development, require that readers be able to assess how Tokyo 2020 and other stakeholders of the Games have contributed to sustainable development. Effective organisation of content that allows the report to serve as a source of important information for readers provides the foundation for that process. This progress report has been organised into chapters that track main sustainability themes through the preparatory and delivery phases of the Games (*see page 15*; the figure of reporting frame) along with activity domains that cut across the key themes in the phases covered by the report. Specific activity items (material topics, initiative targets, etc.) are organised in those chapters. Tokyo 2020 expects to use a similar organisation for the pre-Games report, which it will publish in the future.

Following Chapter 1 (basic information on guidelines, organisation, and reporting) and Chapter 2 (introductory overview of the significance of main themes), Chapter 3 offers an overview of how organisational structures have been enhanced and expanded as content that applies to all five themes. Topics covered include enhancement and organisational changes affecting staffing and operational structures of Tokyo 2020 as it responded to increasing activity in preparation for the Games as well as the full-fledged implementation of a sustainability management system.

Chapter 4 describes progress in refining and enhancing plans for each of the five main sustainability themes chosen for the Games as well as progress in implementing associated initiatives.

Next, Chapters 5 and 6 summarise sustainable sourcing and venue development, respectively, as important cross-sectional activity in the phases underway during 2018, the

principal time period covered by this progress report.

Chapter 7 describes the state of studies and policy direction as part of preparations to host the Games, an area where initiatives will become more intensive during future phases.

Chapter 8 outlines the direction with regard to the handing down of the legacy of the Games.

Finally, a GRI content index as well as supplementary data is compiled in the Appendices in order to ensure reliability as a sustainability report.

The Sustainability Concept of the Tokyo 2020 Games

Be better, together

For the planet and the people



Climate Change

Towards Zero Carbon

Resource Management

Zero Wasting

Natural Environment and Biodiversity

City within Nature/
Nature within the City

Human Rights, Labour and Fair Business Practices

Celebrating Diversity

Involvement, Cooperation and Communications

United in Partnership
& Equality



Reuse or recycle 99% of procured items and goods

Utilising public transportations

Operation BATON
- Building Athletes' village with Timber Of the Nation -

Utilising existing venues

The Sustainable Sourcing Code

Utilising fuel cell vehicles

H₂

100% renewable electricity

Accordance with the UN's Guiding Principles on Business and Human Rights

Tokyo 2020 Medal Project

MEDAL PROJECT

Development of the Tokyo 2020 Accessibility Guidelines

Recycled use of rainwater
Harmony of city and nature

Tokyo 2020 Nationwide Participation Programmes

SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD

We contribute to the United Nations Sustainable Development Goals (SDGs) through the delivery of the Games.



2

Tokyo 2020 Games Main Sustainability Themes

2. Tokyo 2020 Games Main Sustainability Themes

* This theme name has been changed from the name used when the Sustainability Plan was formulated, based on discussions held by the Sustainability Discussion Group.

Tokyo 2020 has identified the following five main sustainability themes based on the general thrust of global discussions, including the SDGs, and on discussions with experts and other stakeholders: climate change; resource management; natural environment and biodiversity; human rights, labour and fair business practices*; and involvement, cooperation and communications (engagement). The Sustainability Plan Version 2 describes the relationship between these themes and the SDGs.

Tokyo 2020 Olympic and Paralympic Games Sustainability Plan:
<https://tokyo2020.org/en/games/sustainability/sus-plan/data/20180611-sus-plan-2-EN.pdf>

This section describes the goals and overall approach for each of the five main sustainability themes for the Tokyo 2020 Games. Chapter 4 describes progress toward implementing initiatives that address each theme based on the Sustainability Plan.

Climate change

Towards Zero Carbon

In 2020 when the Paris Agreement starts, this goal represents the intention of Tokyo 2020 and delivery partners to manage the Games focusing on maximum energy savings and use of renewable energy, and thereby to together build the foundation for a decarbonised society, ahead of the rest of the world.

Measures include using existing venues as opposed to constructing new ones, reducing energy use by venues, using power from renewable energy in operations, and promoting use of transport with a low environmental impact, for example through use of public transportation and fuel cell vehicles.

Resource management

Zero Wasting

The Tokyo 2020 Games conducts resource management by all, aiming to put a stop to deforestation and land devastation caused by resource exploitation as well as to eliminate environmental load caused by waste, on the basis of utilising resources without any wasting throughout the supply chain.

Use of recycled and renewable sources will be encouraged and promoted. Procured items and goods will be reused or recycled through rentals and leases. Wastes generated through the operations of the Games will be reused or recycled as well.

Natural environment and biodiversity

City within Nature/Nature within the City

Looking ahead to the legacy, we will restore and form a rich ecological network through the Games and contribute to the creation of a new urban system that will improve comfort and resilience.

The Games will make effective use of water resources through the cyclical use of rainwater at venues. In addition, an ecological network will be created while working to ensure harmony with surrounding greenery, for example by considering how to preserve existing trees and by a process of greening venues with native species. In addition, Tokyo 2020, the Tokyo Metropolitan Government, and involved ministries and agencies will work together to implement measures to address heat.

Human rights, labour and fair business practices

Celebrating Diversity -Inspiring Inclusive Games for Everyone

The Tokyo 2020 Games solidly incorporate diversity and inclusion (D&I) into every aspect of Games preparation and operation to respect the human rights of all people involved with the Games.

Tokyo 2020 will also prepare for and operate the Games in accordance with the UN's Guiding Principles on Business and Human Rights. It seeks to prevent or mitigate adverse human rights impact caused through activities pertaining to the Games. Tokyo 2020 will avoid causing or contributing to any discrimination such as that of race, colour, sex, sexual orientation, gender identity, language, religion, political affiliation, social status, age, or impairment/disability, never encouraging child labour, forced labour, or excessive labour throughout all activities implemented in conjunction with the Games, even indirectly.

Furthermore, Tokyo 2020 strives to ensure fair business practices free of corruption or instances of anti-competition.

Tokyo 2020 will develop and implement mechanisms for protecting and respecting human rights and remedy any issues in line with the United Nations Guiding Principles on Business and Human Rights. It will also work to spread awareness of diversity and inclusion and to ensure accessibility to the Games in line with the Tokyo 2020 Accessibility Guidelines.

Involvement, cooperation and communications (engagement)

United in Partnership & Equality – Inspiring Inclusive Games for Everyone

We will deliver Games open to everyone through participation and cooperation, beyond boundaries and generations. Through this, we believe the Tokyo 2020 Games will contribute to establishing a more diverse and inclusive society.

Tokyo 2020 will work to create a broad range of opportunities for involvement through citizen engagement projects and other efforts such as the Tokyo 2020 Nationwide Participation Programmes, one initiative of which is the “Tokyo 2020 Medal Project: Towards an Innovative Future for All.” It will launch leading initiatives and other measures to promote understanding of sustainability and encourage people to take action.

Cross-sectional management: sustainable sourcing and supply chain management

Sustainable sourcing and supply chain management will be important as a common, cross-sectional management theme as the five main themes above are pursued. While there will be large quantities of products and services to be procured, as well as licensed products, in preparing and operating the Tokyo 2020 Games, such procurement activities will involve supply chain stakeholders not only in Japan, but also around the world. It will be important for all of these direct and indirect stakeholders to strive for the Tokyo 2020 Games' goal of achieving sustainability and contributing to the SDGs.

To facilitate this effort, Tokyo 2020 has been implementing the Sustainable Sourcing Code. Tokyo 2020 has also launched a Grievance Mechanism to receive reports of non-compliance with the Code.

Chapter 5 (see page 95) describes progress on sustainable sourcing and supply chain management.



3

Tokyo 2020 Management

3.1 Tokyo 2020: Evolution in Organisational Structures

Organisational structures that underpin delivery of the Games

The Organising Committees of the Olympic and Paralympic Games have characteristics that differ from other, more standard organisations, because they are responsible for preparing for, and delivering, an unrivalled mega-sports event. The scale and initiatives of the organisation will change significantly during the course of the approximately seven years that will lapse from its establishment to its dissolution.

The preparations and delivery of the Games are organised into the following phases: establishment of organisational structures, formulation of the Plan, procurement, venue and infrastructure construction, delivery of the Games, and the handing down of the legacy (see page 15; the figure of reporting frame). As the Games approach, the centre of gravity defining the activities of the Organising Committee will shift from Plan formulation and coordination to preparations and actual operations, and its workload will grow accordingly. Workers with different areas of specialisation will be required, and the number of workers will grow significantly. The structures and approach used to manage the organisation will also need to accommodate these changes.

Tokyo 2020's organisational structures have been strengthened and reorganised as necessary so that they can operate efficiently in line with projected progress through each phase based on their respective organisational aspects.

(For basic information about the organisation of Tokyo 2020, refer to the Tokyo 2020 website: <https://tokyo2020.org/en/organising-committee/>)

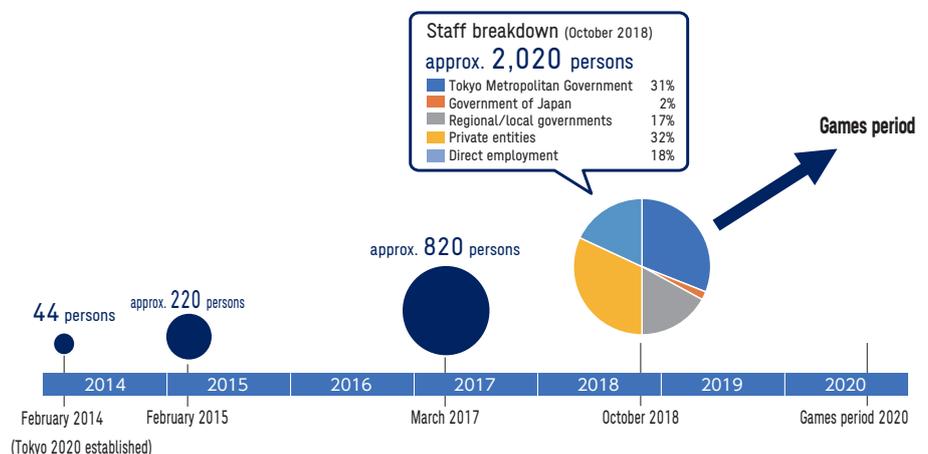
(1) Tokyo 2020 staff levels

At the time of its establishment in February 2014, Tokyo 2020 had 44 staff, but that number had grown to about 220 by February 2015 and then to about 470 (by March 2016), about 730 (by August 2016), about 820 (by March 2017), and about 1,350 (by March 2018). In October 2018, Tokyo 2020 had more than 2,000 staff. Going forward, the number of staff will continue to increase as the Games approach.

(2) Staff breakdown

Tokyo 2020 consists of directly employed staff as well as others who have been seconded from delivery partners and other entities. Seconded staff come from the Tokyo Metropolitan Government, the Government of Japan, and local governments as well as from sponsors and other private-sector companies and organisations. In other words, Tokyo 2020 is a rapidly growing organisation whose staff represent a variety of perspectives and values.

Tokyo 2020 Number of staff and breakdown



(3) The Tokyo 2020 Spirit

Tokyo 2020 formulated the “Tokyo 2020 Spirit” as a statement of workers’ values, and its slogan of “One Team for Our Dreams” informs its daily operations. Tokyo 2020 Spirit initiatives include profile sheets and recreational sports, which encourage staff to form connections with one another; an interview programme that promotes communication between supervisors and their subordinates; and member message cards that allow staff to send messages of gratitude to each other in order to boost motivation. In order to form One Team that will be able to steadily fulfil its mission of delivering the Games, Tokyo 2020 Spirit initiatives seek to create a workplace culture characterised by unity and open communication, where individual staff at Tokyo 2020 value respect, professionalism, courage, and change, and where the unique individuality of each staff is respected so that all can make the most of their strengths.

The Tokyo 2020 Spirit
~ Our Core Principles ~

One Team for Our Dreams

One team - working to make all our dreams come true

Respect / 敬意
Everyone is different – that’s what makes each of us so interesting

Professionalism / 責任
Working so that the future will be proud of our achievements

Courage / 勇気
Taking on new challenges and pioneering new frontiers

Change / 変革
Bringing about change that will shape the future



Photo by Tokyo 2020 / Uta MUKUO

* Appendices (pages 143-144); List of FAs

(4) Functional Areas (FAs)

Tokyo 2020 must reliably carry out a complex and varying range of preparatory operations during a limited period of time in the run-up to the Games. To achieve this objective, it has established 52 Functional Areas* (FAs) to oversee a variety of functions and operations required in the delivery of the Games while taking advantage of knowledge related to the operations of organising committees as accumulated by the IOC in the course of delivering past Olympic Games.

In addition to ensuring that each FA accumulates best practices as a team specialising in its function and operations, it is important for FAs to carry out their operations effectively and efficiently by working closely with one another as parts of a unified organisation.

Sustainability (SUS) is one of the 52 Functional Areas that make up Tokyo 2020. The Tokyo 2020 Games Foundation Plan (February 2015) defines its mission as follows: "The Sustainability Functional Area shall support the activities of the Tokyo 2020 Organising Committee so that it can plan and deliver sustainable Olympic and Paralympic Games, and it shall implement the Tokyo 2020 Games Sustainability Plan in collaboration with the Tokyo Metropolitan Government and other major partners. Furthermore, it shall support initiatives undertaken by units of the Tokyo 2020 Organising Committee to help create a legacy that will have a positive benefit in the future in both Japan and elsewhere in the world."

Reorganisation of administrative structure

The administrative structure of Tokyo 2020 has been reorganised and enhanced as necessary over time in response to changes in the organisation's scale and operations. As of October 2018, it consists of 7 offices and 11 bureaux under the leadership of the CEO. For example, in December 2017, the Sustainability Department was transferred from the Games Operations Bureau to the Administration Bureau which is in charge of leading the entirety of Tokyo 2020 as the principal bureaux to further enhance and advance a broad spectrum of sustainability initiatives at the Tokyo 2020 Games. In July 2018, sustainability (SUS) administrators and coordinators were assigned to each of Tokyo 2020's FAs and departments in an effort to develop structures for reliably implementing sustainability initiatives. See 3.2 Sustainability Management System (pages 29-31) for more information.

"Venuisatation"

In 2020, when the Games will take place, Tokyo 2020 will transition from an organisational structure based on FAs to an operational structure organised around venues for the duration of the Games (a process known as "venuisation"). This process will involve significant changes, so Tokyo 2020 is systematically preparing for a smooth transition.

3.2 Sustainability Management System

Overview

* ISO20121: ISO 20121 is an international standard that defines an event sustainability management system (ESMS). 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. The London 2012 Games and the Rio de Janeiro 2016 Games both earned third-party certification under ISO 20121.

In order to ensure sustainability of the Games, it is important to have structures for steadily implementing initiatives identified in the Sustainability Plan Version 2. The Tokyo Organising Committee of the Olympic and Paralympic Games has introduced a management system based on ISO 20121*, which defines a management system for supporting event sustainability.

Progress at a glance

Putting in place structures to implement sustainability initiatives	Achieved
Implementing management systems	In progress
Earning ISO 20121 third-party certification	Certification body selection ongoing
Improving and reviewing initiatives on an ongoing basis	Internal audit ongoing

Significance of the introduction of ISO 20121

* PDCA cycle: The PDCA cycle is a technique for continuously improving operations through repetition of the following four stages: Plan → Do → Check → Act.

In order to successfully carry out initiatives to achieve objectives as an organisation, it is important to adhere to the PDCA cycle* to facilitate continual improvement in operation. ISO 20121, which defines a management system that has been designed to facilitate event sustainability, has been introduced to the management of Tokyo 2020, which will use it to implement the PDCA cycle in an appropriate manner. Tokyo 2020 plans to undergo third-party certification to prove that the management system is being implemented in an appropriate and criteria-compliant manner. This approach to the Tokyo 2020 Games can be a catalyst for sustainability initiatives at events including international sports events.

Governance structures

Tokyo 2020 has put in place structures for determining and implementing its policies and objectives so that sustainability initiatives can be pursued. In addition, Tokyo 2020 improves and reviews initiative content on an ongoing basis.

(1) Policies and planning

* https://tokyo2020.org/en/games/sustainability/sus-plan/data/201806-sus-policy_EN.pdf

In order to bring sustainability to planning and operating of the Games, Tokyo 2020 has formulated the Tokyo 2020 Olympic and Paralympic Games Sustainability Policy* outlining a basic approach. This Sustainability Policy demonstrates the main themes of sustainability, the outline of goals and the fundamental means of achieving them. The Sustainability Plan Version 2 was formulated based on the Sustainability Policy and specific initiatives and objectives are indicated in the Sustainability Plan.

(2) Organisation

* FA: Functional Areas. For a list of FAs, see the Appendices (pages 143-144).

The decision of Tokyo 2020 is made at the Executive Board that consists of the President and other members as well as the Management Board that consists of the Director General and Executive Directors.

A Sustainability Strategic Meeting consisting of bureau heads has been created to facilitate partnerships with regard to sustainability initiatives throughout the organisation. Tokyo 2020 consists of 52 FAs* with distinct roles to clarify the functions and operations required to deliver the Games, while the Sustainability (SUS) FA offers

support in planning and delivering a sustainable Games. Each FA has a sustainability (SUS) administrator and coordinator in an effort to step up partnerships when implementing initiatives. Sustainability (SUS) administrators and coordinators' roles are as example:

- Coordinate concrete actions with SUS FA
- Implement sustainability initiatives and review and manage the progress
- Create ISO related documents
- Promote sustainability initiatives in daily operations

(3) Communication and Training

In implementing the initiatives, it is essential to promote awareness and importance of sustainability internally. Information and knowledge related to sustainability are shared at meetings in Tokyo 2020, and training on the basic approach is continuously offered to all workers, including new hires.

(4) Compliance

It is important to ensure compliance in planning and operating the Games, and the same applies to the manner in which sustainability initiatives are implemented. Tokyo 2020 has appointed a Chief Compliance Officer (CCO), setting up a Compliance Committee to promote compliance. In addition, Tokyo 2020 has compiled a Compliance Handbook that sets forth basic rules governing daily operations and aims to promote compliance by training for new hires and e-learning for all workers.

(5) Risk management

In addition to promoting the Sustainability Plan and compliance, it is necessary to ensure that consideration for sustainability is made as far as possible in risk management to ensure a sustainable Games.

Tokyo 2020 implements risk management based on the following process:

- I. Identifying risks (risk assessment)
- II. Studying measures to address risk
- III. Making improvements through training and practices

In accordance with the size and content at the risks identified, Tokyo 2020 will study measures to deal with them and improve measures through training and exercises. The Sustainability (SUS) FA participates in the formulation stage so that the perspective of sustainability can be incorporated into the identification of risks and the study of measures, helping to ensure that risks can be addressed in an appropriate manner.

(6) Ongoing improvement

Tokyo 2020 will monitor the operation status of the management system, such as conducting periodic internal audits, appropriately implementing the PDCA cycle, and making continuous improvements.

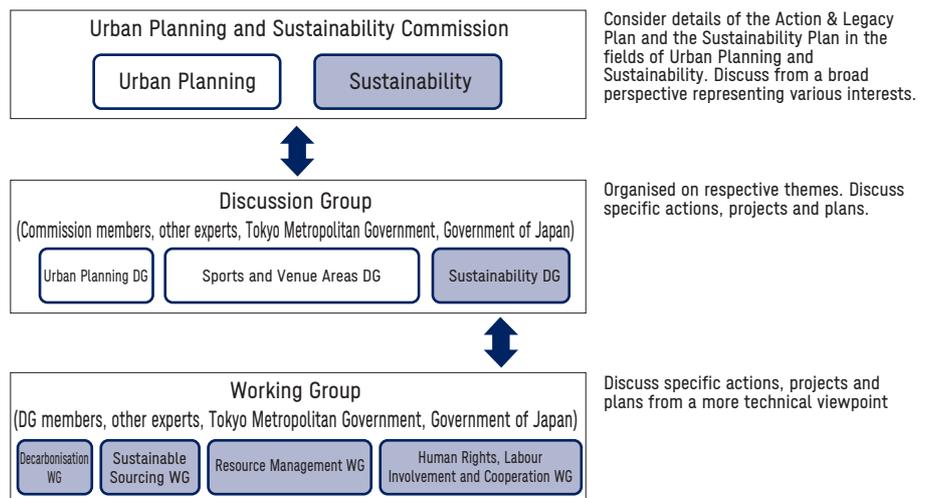
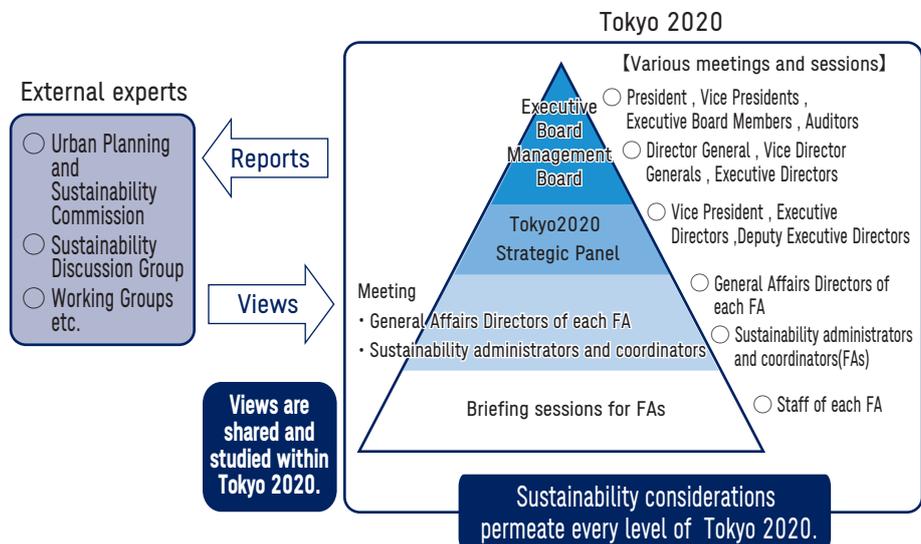
Exchange of views with various parties

It is necessary to take into account the situation of the world and the domestic context for delivering the Games in a sustainable manner.

Tokyo 2020 have been sharing information and exchanging information with multiple-stakeholders including experts in each field starting with the planning phase by creating the Urban Planning and Sustainability Commission (“the Commission”), which includes academic researchers and representatives of NGOs; the Sustainability Discussion Group, which studies specific issues under the Commission; and Working Groups that undertake studies from a more specialised perspective.

Information-sharing and the exchange of views with them will continue in the practical phase.

Exchange of views between governance structures and external experts

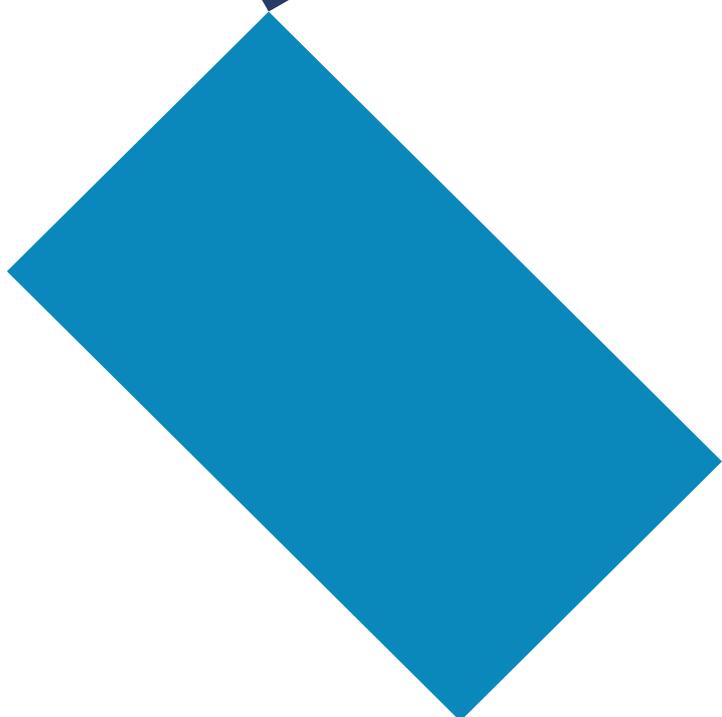
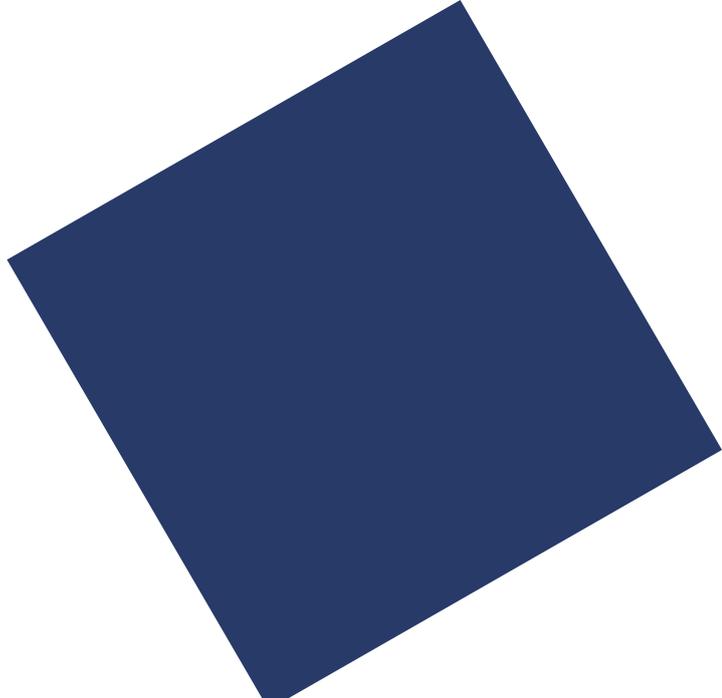
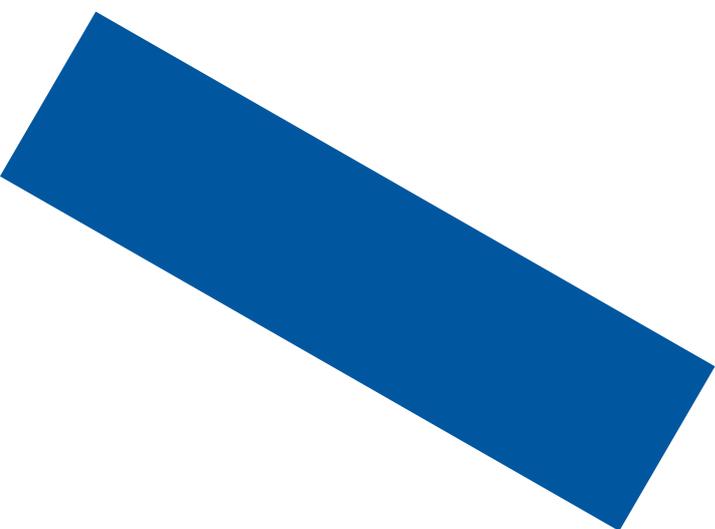




4

Progress of Main Themes

Towards Zero Carbon



4.1
Climate Change

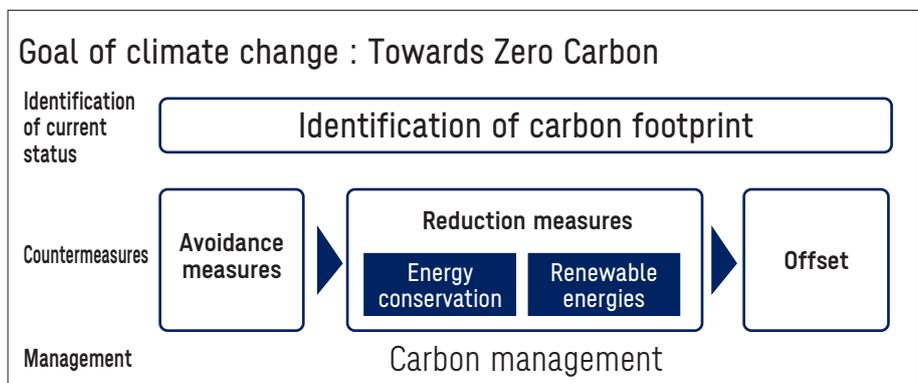
4.1 Climate Change

Overview

The Paris Agreement seeks to effectively eliminate CO₂ emissions in the latter half of this century in order to keep the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels. Once CO₂ emissions have been avoided or curtailed by adopting further energy saving strategies and expanding use of renewable energy, in order to realise a decarbonised society it is important that unavoidable CO₂ emissions are offset by absorption or reductions elsewhere.

Preparatory venue development is progressing according to the schedule and is the stage in which many strategies are realised. Since the issue of the Tokyo 2020 Sustainability Plan, a number of staged strategies on the installate of renewable energy and offsetting of CO₂ emissions have been put into practice, and below is a report on the status and outlook for those strategies.

Priority of efforts



Progress at a glance

Item	Target	Progress	
Emissions Avoidance	Strategic venue planning for the maximum use of existing venues and public transport networks	Venue planning is complete	
	Ensuring high environmental performances in the construction of venues	Underway in accordance with venue development plan	
	Maximum procurement of materials and items with high environmental performances	Final policy under consideration	
Reduction of Emissions	Reduction measures	Construction of venues by effectively using energy saving technologies	Underway in accordance with venue development plan
		Maximum use of facilities and equipment with high energy efficiency	Final policy under consideration
		The implementation of energy management in venue operations, and the installation and use of BEMS in new permanent venues	BEMS installation underway
		Reduction of CO ₂ emissions through recycled use of items as much as possible	Final policy under consideration
	Promotion of transport with lower environmental load	Final policy under consideration	
	Maximum reduction of greenhouse gases (GHGs) (e.g. hydrofluorocarbons (HFCs))	Final policy under consideration	
	Renewable Energy	Installation of facilities that use renewable energies in permanent venues	Underway in accordance with venue development plan
		Maximum use of renewable energy	Approach determined, adoption underway
Offset, etc.	Implementation of offset for CO ₂ and other greenhouse gases that are inevitably emitted even with the implementation of elimination/reduction measures of emissions	Initiative launched and underway	

Summary of progress

- On the building climate change strategy, building development is progressing steadily and installation is according to the respective schedules (*see page 107; 6. Venue Development for details*).
- On energy-saving in machinery to be used at the Olympic and Paralympic Games Tokyo 2020, initiatives by respective Tokyo 2020 Functional Areas are progressing, such as by requesting consideration in specifications.
- On renewable energy adoption, an approach to renewable energy to be used at the Games has been defined, and work is underway on procedures for practical implementation.
- The Carbon Offset Programme for the Tokyo 2020 Games to compensate CO₂ emissions inevitably emitted even with the implementation of elimination/reduction measures has been commenced in cooperation with the Tokyo Metropolitan Government and Saitama Prefecture, and Tokyo 2020 further promotes releasing information on the significance as well as an overview of this initiative.
- The opportunity presented by the Games to encourage the participation of citizens in initiatives to reduce and absorb CO₂ is a contributor to the process of decarbonised



Fuel Cell Vehicle (FCV) planned for use at the Games

* TDM is an initiative to mitigate road traffic congestion by encouraging different traffic behaviour such as more efficient use of cars and switching to public transport as well as managing transport demand by constraining the generation of traffic volume and levelling out peaks.

- *1. Fuel Cell Vehicles (FCV) are vehicles driven by electric motors powered by a chemical reaction between hydrogen and oxygen in a fuel cell
- *2. Plug-in Hybrid Vehicles (PHV) are a type of hybrid vehicle capable of being recharged from an external power source

Transport with low environmental load

At the Tokyo 2020 Games we are striving for the use of low-pollution and fuel-efficient vehicles in the Tokyo 2020 Games while using the most advanced public transport. In addition, other relevant measures such as the encouragement of eco-driving and Travel Demand Management (TDM)* will be integrated to reduce CO₂ emissions.

(1) Use of low-pollution and fuel-efficient vehicles used in the Games

Our target is for 100 % of passenger cars used in the Games to be low-pollution and fuel-efficient vehicles, and are working to achieve this through the active use of Fuel Cell Vehicles (FCV)*¹ and Plug-in Hybrid Vehicles (PHV)*². We are working to reduce CO₂ emissions through the optimisation of vehicle numbers, by reviewing the total number of vehicles at the planning stage. This initiative allows the Tokyo 2020 Games to contribute to the realisation of a society for greater use of hydrogen.

The hope that the use of these low-pollution, fuel-efficient vehicles will ensure that the average CO₂ emissions intensity (g-CO₂/km) of vehicles used in the Games is at a low level.

(2) Use of vehicles other than passenger cars boasting high environmental performance

In addition to passenger cars, vehicles needed for the Games include buses for athletes and media, buses which operate within the Olympic/ Paralympic Village, and shuttle buses carrying spectators from train/subway stations to venues. These will be the low-pollution and fuel-efficient vehicles that satisfy the Tokyo Metropolitan Ordinance on Environmental Conservation and other relevant ordinances and regulations whenever possible.

Case Study

Vehicles wielding less environmental impact rolled out for 2020

The use of buses and taxis with less environmental impact is underway in the Tokyo area. Route buses running on fuel cells are being introduced in stages. A project plan for the planned Bus Rapid Transit (BRT)*¹ system was published in August 2018 (revised), and preliminary operations will commence from 2020. Following the Tokyo 2020 Games when the system is fully operational in 2022 all single car vehicles will be fuel cell buses, and some fuel cell buses will be introduced by the preliminary operation period in 2020.

Taxis will have improved fuel efficiency through adoption of an LPG (liquid petroleum gas) hybrid system*² and steps are being taken to introduce a next generation of taxis meeting the requirements of a universal design taxi as recognised by the government, to enable use by a diverse array of people such as the older people, wheelchair users, pregnant women and people accompanied by children.

*1. BRT: an urban transport system based on the flexible use of buses, with carrying capacity and performance comparable to a tram, using articulated buses, smart cards and road improvements. BRT is planned to make use of both single car and articulated vehicles

*2. LPG hybrid system: a system driven by LPG (liquid petroleum gas) and an electric motor



Fuel cell bus currently being introduced



Recently introduced LPG hybrid taxi

Photo by Courtesy of Toyota Motor Corporation

(3) Promotion of TDM

- *1. Jisa Biz: the aim of having many people experience a more comfortable commute by moving commuting times to avoid the rush hour
- *2. Tele-working: a flexible method of working that is not tied to a place or time, using information and telecommunications technology

The 2020 TDM Promotion Project was launched in August 2018 by Tokyo 2020, the Tokyo Metropolitan Government and the Government of Japan, as a step towards implementing TDM to reduce traffic congestion during the Tokyo 2020 Games.

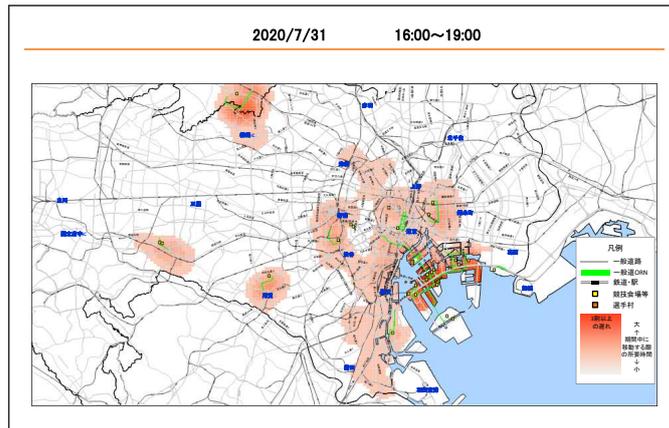
This project makes preparatory work to avoid congestion during the Games, such as Jisa Biz*¹, tele-working*², and delivery time changes, with the cooperation of industry groups and the participation of many corporations.

The effect on road and rail where there is no traffic strategy during the Games was mapped on the Games Transport Impact Map in October 2018. The map aims to provide a reference for citizens when using road or rail during the Games, as well as enabling corporations to capture the effect on their activities and adopt action plans such as to avoid congestion during the Games.

These initiatives aim to realise safe, smooth, efficient and highly reliable transportation around the Games.



The 2020 TDM Promotion Project launch ceremony



A Games Transport Impact Map

Renewable energy

(1) Use of Renewable Electricity

The adoption of renewables is essential to our decarbonisation efforts. Japan's target ratio for renewables in electricity generation in 2030 is 22-24 %, but the current ratio is around 16 % (FY2017), so the question of how to further expand renewable power generation is an important one. At the Tokyo 2020 Games electricity will be the most used type of energy and the use of renewables will form an initial step towards decarbonised society, so the target for 100 % of the electricity at the Games to come from renewables. Nevertheless, there are diverse approaches to renewable electricity, making a uniform definition is difficult. Therefore, with reference to the opinions of experts and a range of organisations including related ministries and the Tokyo Metropolitan Government, electricity power satisfies the following will be considered the Tokyo 2020 Games Renewable Electricity.

- Renewable electricity of which generating site/source is identified and sustainable
- Electricity evaluated as renewable by adding Renewable Energy Certificates

a. Renewable Electricity Criteria by Tokyo 2020

Procurement incorporates the two viewpoints in A and B below, based on the concept of the Tokyo 2020 Games Renewable Electricity.

A. Generation sources such as solar power, wind power, geothermal, biomass and hydraulic power are emphasised.

B. Renewable Energy Certificates prioritises it traceable.

While sources that satisfy both A and B will be deployed wherever possible, in some circumstances sources that satisfy only one of A or B may be selected and considered renewable electricity by Tokyo 2020, as shown in the table below.

Considered renewable electricity criteria by Tokyo2020	
A. and B.	Solar, wind, geothermal, biomass and small-scale hydro outside the FIT* ¹ (non-FIT)
	FIT electricity + Tradable Green Certificates* ²
	FIT electricity + Renewable J-credits* ³
	FIT electricity + Non-fossil Certificate* ⁴ (Renewable Designation)
A. or B.	FIT electricity only ^{NB*5}
	Large-scale hydroelectric (30MW+)
	Any electricity generation + Tradable Green Certificates
	Any electricity generation +Renewable J-Credits
	Any electricity generation + Non-fossil Certificate (Renewable Designation)

*1. FIT : The Feed-in Tariff is a renewable energy fixed-price purchase under which the government promises, that an electric company will purchase electricity generated using renewable energy at a set price for a set period

*2. Tradable Green Certificates: a scheme under which the value of green electricity generated from natural energy is owned in the form of a certificate which is separate from the electricity itself, which operates through the payment of a set premium by the demanding party

*3. Renewables J-Credits: a part of the J-Credit Scheme of the Japanese government wherein the government authorises emissions reductions made through the introduction of renewable energy generation equipment as "credits"

*4. Non-fossil Certificate: a certificate that separates out the non-fossil value of electricity produced from non-fossil fuel sources

*5. NB. By using only FIT electricity and the Non-fossil Certificate at the same time it is possible to double-count emission reduction, but as the non-fossil certificate system is a transitional element, the outcome of the procurement will be listed in a future sustainability report where the possibility of double-counting will be explained.

NB. The sustainability of fuel in biomass generation is under consideration in order to satisfy the Sustainable Sourcing Code.

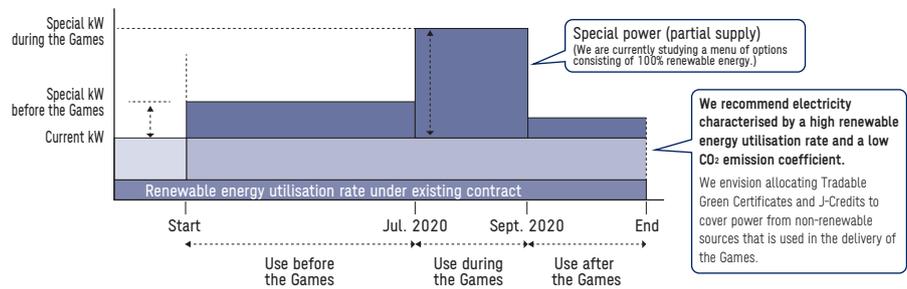


Solar PV system & Solar heat thermal system
Musashino Forest Sport Plaza

b. Renewable electricity menu

Regarding the supply of electricity to temporary venues and the supply of additional electricity to certain permanent venues, we are working to introduce renewable electricity options. These renewable electricity options for the Tokyo 2020 Games will only provide electricity identified as a power generation source and is authorised as renewable electricity as described above; in the future we plan to obtain and publish a breakdown by power generation source. In addition, with regard to the supply of electricity to permanent venues, we recommend procuring electricity with a higher renewable ratio and a lower CO₂ emission factor* so as to maximise use of renewable energy. This effort will contribute to ongoing efforts to achieve Japan's national emission factor target for 2030.

Illustration of utilisation of renewable energy at permanent venues



* Reference value to examine CO₂ emission factors

- The user-end emission intensity in 2030 of the Action Plan for The Electric Power Council for a Low Carbon Society: 0.37kg - CO₂/kWh
- Average of total power supply in TMG in 2016 : 0.479 kg - CO₂ / kWh
- National average factor for 2016 : 0.518 kg - CO₂ / kWh (affected by shutdown of the nuclear power plant after the Great East Japan Earthquake 2011)

(2) Installation of renewable energy system

Seven venues in the capital have had new renewable energy system installed, including the Olympic Stadium and Tokyo Aquatics Centre.

Total installed capacity of solar PV(photovoltaic) system (kW)	Total installed capacity of solar heat thermal system (kW)	Total installed capacity of geothermal heating/cooling system (MJ)
Approximately 513kW	Approximately 462kW	Approximately 1,523MJ

These facilities will continue to be used following the Games, and if the solar power generation system, for example, is used for 20 years, it will generate a total of around 500,000kWh (with an assumed usage rate of 13 %).

(3) Hydrogen as a renewable energy

Currently, the construction of a demonstration facility (FH2R:Fukushima Hydrogen Energy Reserch Field) is underway in Fukushima prefecture, led by NEDO (New Energy and Industrial Technology Development Organization), to manufacture hydrogen via renewable energy, leading to a situation where no CO₂ is emitted during process from the production stage to the usage stage. Once the facility has undergone a trial run, full operations will be launched in 2020, and Tokyo 2020 is considering the use of the hydrogen produced there at the time of the Tokyo 2020 Games.

The use of this next-generation hydrogen energy along with the use of FCV vehicles used in the Games will contribute to the realisation of a society for greater use of hydrogen to the Tokyo 2020 Games as the trigger.

Following the Games, the Olympic/Paralympic Village will become a new business model of hydrogen utilisation in urban areas leading to the realisation of a society for greater use of hydrogen through the installing of pure hydrogen fuel cells. Details are provided in 6. Venue Development (*see page 107*).



Image of Fukushima Hydrogen Energy Research Field (FH2R) /Courtesy of NEDO

Carbon Offset Programme for the Tokyo 2020 Games

The CO₂ and other greenhouse gasses emitted through the Games that cannot be eliminated through the implementation of measures will be offset using credits. In July 2018, Tokyo 2020 has published the criteria for credits that can be used for the Carbon Offset Programme for the Tokyo 2020 Games. In order to cooperate with this initiative, the Tokyo Metropolitan Government and Saitama Prefecture started applying for credits from July and November respectively. The initiative will enable the participation of a range of credit-holding organisations for “Towards Zero Carbon”.

(1) Carbon Offset Programme for the Tokyo 2020 Games initiative

We will ensure that offsetting is objective and reliable by setting the following concept of credits used for the Carbon Offset Programme for the Tokyo 2020 Games.

The concept of carbon offset credits for the Tokyo 2020 Games

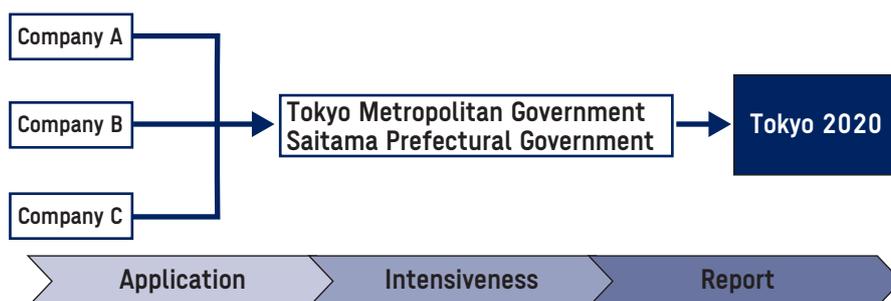
- The project requires the additionality.
- Double-counting of carbon credits must be avoided. Transactions shall be recorded, and an independent system (directories and/or transaction logs) that enables an objective verification is necessary.
- The project must be validated and verified by an independent audit agency.
- The project must not have a negative effect on society, the economy and the environment in which it takes place. Preferably it will bring benefits. Specifically, an explanation about its contribution to SDGs must be provided.

(Examples of credits meeting concepts)

- Local Government Cap-and-Trade Credits
- GS: Gold Standard (Overseas VER: Verified Emission Reduction)

Businesses participating in the local government Cap-and-Trade programme reduce CO₂ emissions by engaging with energy saving measures such as upgrading to equipment and machinery with high efficiency energy consumption and promoting operating measures. As a result of these measures credits are accumulated under the Cap-and-Trade programme. Under this initiative, these credits can be used to the Carbon Offset Programme for the Tokyo 2020 Games, and various organisations are expected to participate. Businesses collaborating on the Carbon Offset Programme for the Tokyo 2020 Games apply to the Tokyo Metropolitan Government or Saitama Prefecture, which operate Cap-and-Trade programmes, for the desired quantity. They then collect and cancel credits, and report to Tokyo 2020 on the volume of credits processed.

Carbon Offset Programme for the Tokyo 2020 Games procedure



Activities of CO₂ Reduction and Absorption by Citizens at the Tokyo 2020 Games

Tokyo 2020 is taking the opportunity of the Tokyo 2020 Games to promote an initiative, the Activities of CO₂ Reduction and Absorption by Citizens at the Tokyo 2020 Games, wherein citizens and organisations participate to contribute CO₂ reduction and absorption, taking us closer to decarbonised society.

Tokyo 2020 encourages participation of citizens and organisations and improves toward climate change through the Tokyo 2020 website posts on their activities and absorptions. It is necessary that these activities meet all of the three conditions shown in the table below. An outline of the initiative will also form part of the Tokyo 2020 Nationwide Participation Programmes*.

Eligible activities of CO₂ reduction and absorption

- Reduction and absorption efforts linked to a decarbonised society
- Quantification of reduction and absorption (with a basis for calculation)
- Citizens and organisations participate in or collaborate on initiatives

The initiatives began in July 2018 and as of January 2019 there are 2 participants. Current challenges are a lack of public awareness of the initiatives and a small number of participants. Therefore, we aim to raise awareness through briefings with directors of special wards and cities in Tokyo, to begin with, as well as related local municipalities.

* See page 90 for details of the Tokyo 2020 Nationwide Participation Programmes

Case Study

Go Ecology with the Tokyo 2020 Games in City of Yokohama!

City of Yokohama aims to be the Games environmentally friendly for the whole city by creating a conversation about CO₂ reduction through initiatives such as citizen and business energy saving measures. As of December 2018, 134 t-CO₂ have been saved.



Citizen's efforts PR at event related sports (City of Yokohama)

Installation of energy saving equipment for permanent facilities

We are actively introducing energy-saving equipment to the venue where construction work is currently underway.

Case Study

Musashino Forest Sports Plaza

An energy reduction rate (ERR) for the overall system of 52.37 % was achieved by rolling out the following energy saving equipment at Musashino Forest Sports Plaza, which is one of the permanent facilities already completed by the Tokyo Metropolitan Government.

- Absorption chiller heaters using solar water heating system
- Absorption type cold / hot water generator and gas heat pump air conditioning system
- Use of distributed power generation and exhaust heat by co-generation system
- Solar PV (photovoltaic) system (installed capacity in 102.58kW)
- Heating / cooling system utilising geothermal heat pump
- LED lighting
- Energy consumption analysis and optimised control of facility operation by using the BEMS

Installation of equipment using low greenhouse impact refrigerant

One area that will require specific attention is the procurement of equipment containing refrigerants e.g.: refrigerators, vending machines, air-conditioning units, ice-makers, etc. Tokyo 2020 has committed to a “Maximum reduction of greenhouse gases (GHGs) (e.g. hydrofluorocarbons (HFCs))” as stated in its Sustainability Plan - Version 2*, Target #9. In accordance with that, the procurement of equipment for the Tokyo 2020 Games will be properly planned from the preparation phase to select equipment with non-fluorocarbon refrigerant (natural refrigerant) as much as possible.

We are investigating the use of domestic refrigerators with non-fluorocarbon in the Olympic/Paralympic Village and venue facilities.

In regard to room air-conditioning units for the Olympic/Paralympic Village, procurement will be conducted to select equipment with the lowest GHG refrigerants as possible which comply with the current laws and regulations of Japan for split type of room air-conditioning units.

Example of equipments using refrigerants at Tokyo 2020 Games

Item	Refrigerant	Global Warming Potential (GWP)
Domestic refrigerators	R600a	3
Room air-conditioning units at the Olympic/Paralympic Village	R32	675

Tokyo 2020 will dismantle and remove temporary equipment after the Games. The removal, transfer and re-installation of the units for reuse after the Games, will be undertaken by professionals according to the legislation in Japan to avoid leakage of refrigerant.

* Tokyo 2020 Olympic and Paralympic Games Sustainability Plan:

https://tokyo2020.org/en/games/sustainability/sus-plan/data/20180611-sus-plan-2_EN.pdf

Adaptation strategies (Heat management)

Adaptation measures are necessary that reducing vulnerability to the consequences of climate change including extreme weather. Tokyo 2020 is going to implement comprehensive and systematic heat management measures in cooperation with TMG, the National Government, and other entities. Details are provided in 4.3 Natural Environment and Biodiversity (*see pages 57-60*).

Progress of other climate change initiatives

a. Maximum procurement of materials and items with high environmental performance

The collection of metals for medal manufacture under the Tokyo 2020 Medal Project: Towards an Innovative Future for All is underway. Progress is provided in 4.5 Involvement, Cooperation and Communications (Engagement) (*see pages 89-90*).

b. Maximum use of facilities and equipment with high energy efficiency

When purchasing facilities and equipment, items with high energy efficiency are procured in line with guidelines such as the Tokyo Metropolitan Green Purchasing Guidelines. The rental of temporary equipment is also preferred, from a perspective of the efficient use of resources, and procurement is carried out while balancing the various aspects of sustainability.

c. Reduction of CO₂ emissions through recycled use of items as much as possible

Details are provided in 4.2 Resource Management (*see page 48*).

d. The following initiatives are described in detail in 6. Venue Development (*see page 107*).

- Strategic venue planning for the maximum use of existing venues and public transport networks
- Ensuring high environmental performances in the construction of venues
- Construction of venues by effectively using energy saving technologies
- The implementation of energy management in venue operations, and the installation and use of BEMS in new permanent venues

Case Study

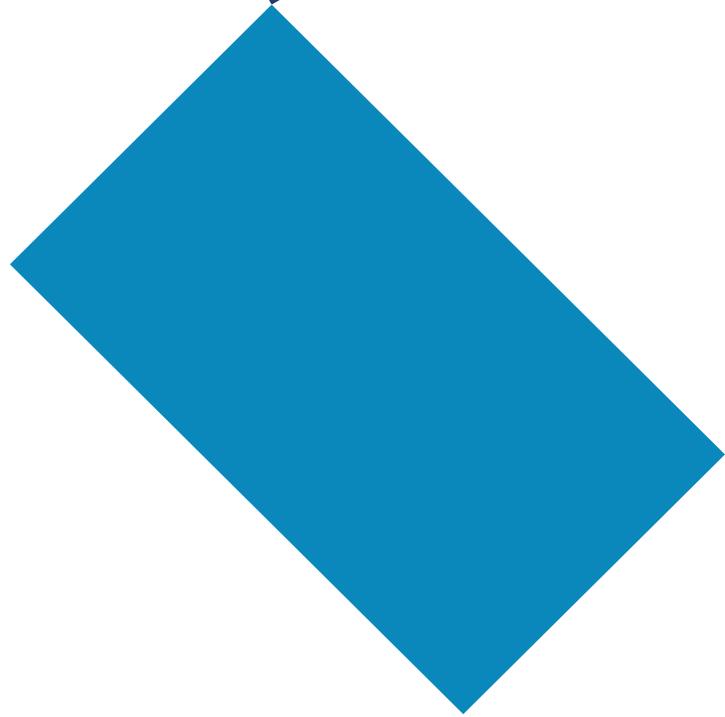
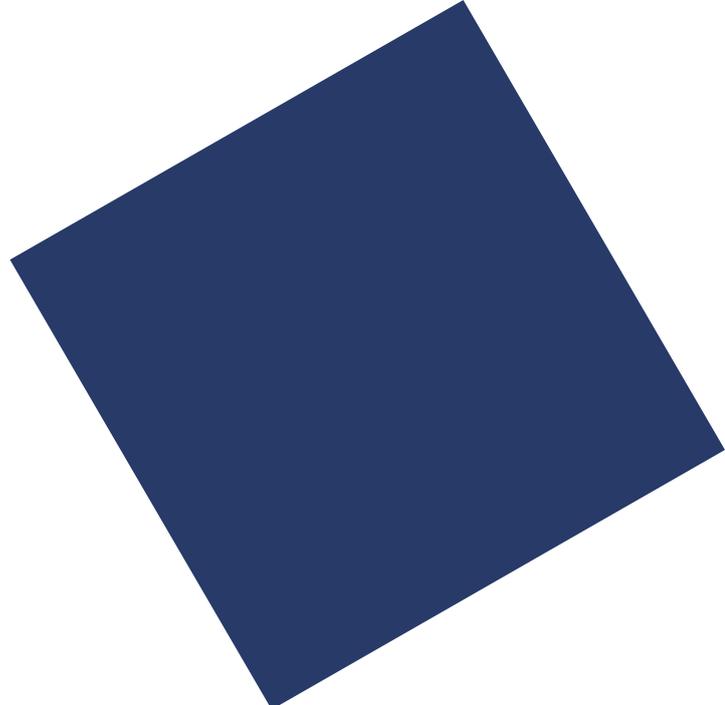
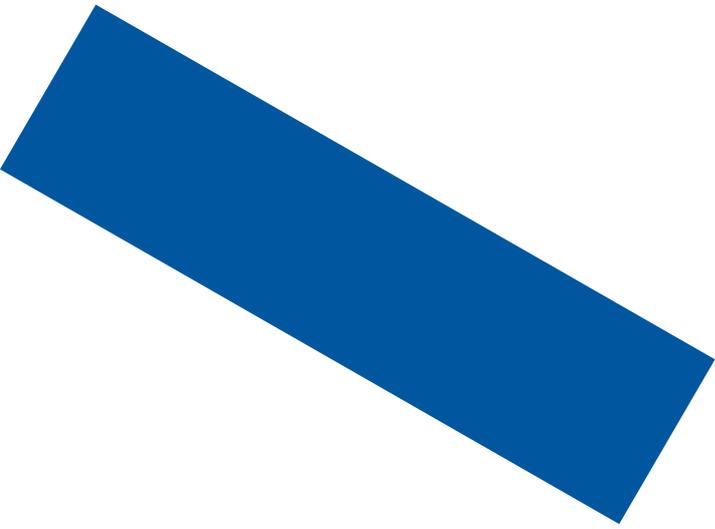
Participation in the Sports for Climate Action Framework

Tokyo 2020 announced it had joined the Sports for Climate Action Initiative, a new programme established by the United Nations Framework Convention on Climate Change (UNFCCC). The Initiative was announced at the 24th Conference of the Parties (COP24) to the UNFCCC, currently taking place in Katowice, Poland. The International Olympic Committee will provide support for its implementation, and other leading sports federations are also planning to embrace it.

The new Initiative aims to leverage the global popularity of sport to drive concrete actions that will help make a real difference in the battle against climate change, as well as help minimise the environmental footprint of sporting events. It also aims to contribute through sport to the implementation of measures contained in the Paris Agreement and to help achieve the Sustainable Development Goals unanimously adopted by world leaders at the United Nations in September 2015. Tokyo 2020 took the decision to embrace the new Initiative from the outset given the close match with its own activities and principles.



Zero Wasting



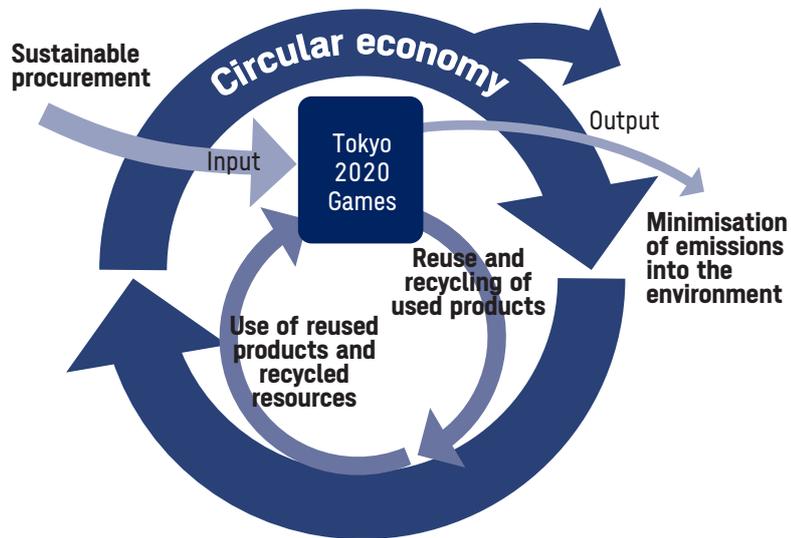
4.2
Resource Management

4.2 Resource Management

Overview

Zero Wasting has been set as an important goal of the Tokyo 2020 Games. Tokyo 2020 conducts resource management with all parties involved in the Games, aiming to put a stop to deforestation and land devastation caused by resource exploitation as well as to eliminate waste-induced environmental load, on the basis of utilising resources throughout the supply chain without generating “wasting”. Currently, in the years leading up to the Games, on the input side of Tokyo 2020, we are considering the sustainability of a number of specific resources to be used at the Games, and are making the project a reality. In terms of output, we have established a system for reuse and recycling following the Games, launching the procurement process based on this approach. This section presents a comprehensive account of current progress and reports on our early efforts.

Outline of key elements in resource management



The resources in the diagram below are those primarily involved with the Games, and resource management focuses on these.

Key Games Resources

Type of resource	Examples
Equipment and tools (especially procured items)	<ul style="list-style-type: none"> • Events equipment • Broadcasting equipment • Office equipment such as appliances and PCs • Venue ornamentation and signage • Athletes' Village tools and equipment • Venue facility tools, etc.
Consumables (especially those are generated as operational waste)	<ul style="list-style-type: none"> • Food and drink-related items (leftovers, etc.) • Packaging materials (paper, plastic) • PET bottles • Glass bottles, cans • Paper (cardboard, office paper), etc.
Construction materials (creating construction waste)	<ul style="list-style-type: none"> • Construction materials • Construction waste • Construction soil, etc.

Progress at a glance

Item		Target	Progress
The aspect of people and social activities	Reduce	Reduction of the edible part of food waste	Final policy under consideration
		Reduction of packaging materials	Final policy under consideration
		Reduction of the production of new items by using rentals and leases to procure items	System design and procurement for reuse is underway
	Reuse/ Recycle	Reuse or recycle of procured items and goods (use of rentals and leases, reuse after the Games)	
	Recycle	Use of recycled materials	Underway in accordance with programmes
		Use of recycled metal in medals of the Games	Required quantities expected to be secured through cooperation with related parties
	Reuse/ Recycle	Reuse or recycle of wastes generated from operations of the Games	Final policy under consideration
		Recycle of food waste	Final policy under consideration
		Reuse or recycle of construction waste	Underway in accordance with venue development plan
The aspect of the conservation of the global environment	Sustainable use of renewable resources (e.g. timbers)	Underway in accordance with venue development plan	
	Reduction of emissions into the environment (amount of landfilled ratio and CO ₂ emissions from waste)	To be defined at pre-Games report stage	

Summary of progress

* 3Rs: Reduce, Reuse, Recycle

- Taking into accounting the present international situation surrounding the use of plastic, practices of resource management during operations are being considered about the goods to be used and their recycling after use, to enable suitable implementation of the 3Rs* at the Games. We expect to more clearly define these efforts in the future as we approach the Games.
- We are underpinning the resource management and processing rules of Tokyo 2020 for resources such as procured items, and creating procedures to anticipate post-Games reuse and recycling at the procurement stage. We will define procedures in more detail, raise awareness and move towards targets, as we approach procurement in earnest.
- In the future, we will also engage in efforts to meet other targets as the details of Games operational services become better defined.

Reduction of the edible part of food waste

* <https://tokyo2020.org/en/games/food/strategy/data/Basic-Strategy-EN.pdf>

The Basic Strategy for Food & Beverage Services (March 2018)* at the Tokyo 2020 Games, seeks to raise awareness of the importance of reducing food waste and suggests promoting effective and feasible measures to control food waste such as portion control, and making maximum efforts to estimate the amount of food and beverages using ICT technologies, as approaches to control food waste. Every effort to measure and visualise the amount of food waste will be made as far as possible, in hopes that information of the Games will be useful as a model of food waste control after the Tokyo 2020 Games. As dining in the Olympic/Paralympic Village is managed by the caterer, we are cooperating with them to reduce food losses based on the above strategy.

Reduction of packaging materials

Tokyo 2020 is working to reduce the generation of packaging and containers waste such as by reducing the use of excess packaging and containers and disposable products. Procurement by Tokyo 2020 pursues simple packaging and containers, considering ease to recycle and environmental impact upon disposal, in line with the Tokyo Metropolitan Green Purchasing Guidelines in which consideration of sustainability for packaging and containers are listed.

* One-way: disposable

There is a concern about the impact of one-way* plastic packaging and products designed for single use on ecosystems via oceanic pollution, and that is pushing people for a global response. Domestic initiatives in this area include an effort by the Ministry of the Environment of Japan to develop the Plastic Resource Recycling Strategy and efforts by the Tokyo Metropolitan Government and other local governments to implement related measures.

The dining of the Olympic/Paralympic Village planned to be located at Harumi, Chuo-ku will adopt multiple-use cutlery such as spoons and forks as well as some reusable tableware. Catering for workforces in the competition venues is provided in a packed lunch format and we are making 3R efforts with regard to packaging specifications and waste management. We will continue to work with sponsors and suppliers to further refine these efforts.

Reuse or recycle of procured items and goods (use of rentals and leases, reuse after the Games)

Tokyo 2020 is engaged in reuse and recycling efforts for procured items with defined quantitative targets. We are currently investigating system enhancements and the practicalities of reuse and recycling.

[Quantitative Target]

- Reuse (including rent and lease) or recycling of procured items: 99 per cent

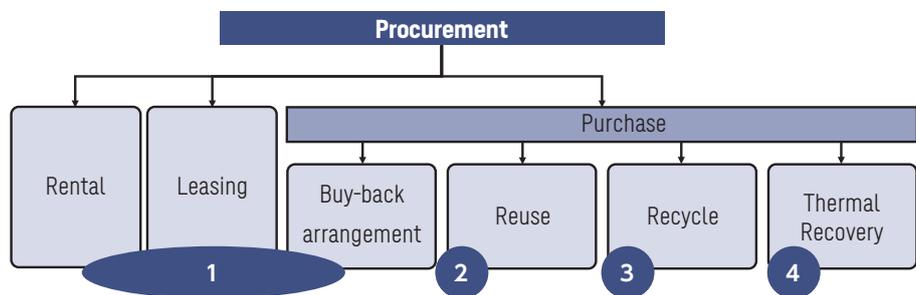
(1) Framework for reuse and recycling

A diverse range of organisations of Tokyo 2020 has to procure a diverse range of items in large quantities. It is important as part of efforts to reuse and recycle procured items and goods to create a system to promote reuse and recycling, adopt effective technologies, and improve awareness amongst related parties. Further, to allow Tokyo 2020 to appropriately manage procured items, we are pursuing sustainable resource management for the management and disposal of items and goods, by steadfastly observing compliance through organisational regulations and the framework established under ISO20121 (Event Sustainability Management System).

a. Reuse and recycling guidelines (policy)

The Reuse and Recycling Guidelines (Policy) was established in March 2018 by Tokyo 2020 in advance of coming procurement of items and goods into full swing, with the aim of achieving reuse or recycling of 99 per cent of procured items. It gives priority to rental, lease and buy-back arrangement, taking account of both the input and output aspects of resource management. Where FAs carry out procurement, procurement methods and reuse methods will make reference to this document. Going forward, implementation procedures will be drafted and the roles of those involved will be defined.

Ranking of reuse and recycling



b. Asset management and disposal

Tokyo 2020 has formulated Asset Management and Disposal Regulation to facilitate the appropriate management and disposal of assets, including from the standpoint of sustainability. Tokyo 2020's various departments are working to ensure that asset management and disposal conform to the provisions of said regulations.

In addition to competition/sport supplies, the Games will require supplies and equipment for temporary venues and other facilities as well as items and goods related to energy infrastructure and technology. These items are being procured in line with the respective roles of the 52 FAs, and each FA is proceeding with both management and disposal methods for procured assets and items.

To that end, we will manage disposal of assets and items in an integrated manner, including by deploying an asset tracking system.

In this way, we will steadily implement sustainability initiatives such as resource recycling in the context of appropriate asset management.

c. Improving reuse and recycling capacity and raising awareness

Briefings are being held with sustainability administrators and coordinators of FAs, detailing sustainability initiatives and approaches, including for reuse and recycling, to improve the capacity of Tokyo 2020 members for sustainability and resource management.

We are also conducting e-Learning for all members as they enrol, in an attempt to further raise understanding and awareness of initiatives for sustainability at the Tokyo 2020 Games.

Examples of items procured through reuse agreements

Items	Quantity
Desks	Approximately 1,000
Chairs	Approximately 2,000
Shelving	Approximately 80
Meeting tables	Approximately 80

(2) Case study on the procurement of materials and goods with the sustainable use of resources

The Sustainable Sourcing Code requires to the suppliers the promotion of the 3Rs through the adoption of generic items/goods, the adoption of structures which are easy to separate or disassemble, and the use of recycled materials.

At the present time some procurement has already commenced, and as this is expected to ramp up significantly going forward, we are working to ensure sustainable procurement from a resource management perspective while ensuring maximum adoption of supplier advanced technologies, techniques and knowledge, by considering the use of recycled materials in specifications and requesting proposals which incorporate reuse and recycling after the Games.

Buy-back arrangement and leases are procurement methods we have adopted which accounts for reuse. Also, determining where items will be reused prior to the start of the Tokyo 2020 Games would be one of effective approaches. Certain office furniture such as desks, chairs shelving and personal computers are procured with a promise of reusing by a lease or reuse business for further use, thereby achieving both sustainability and cost savings.

We are also working to ensure that a variety of items necessary in the venues is procured through rental or lease wherever possible. As an example, Tokyo 2020 will lease the approximately 15,000 room air conditioners that will be installed in athletes' rooms in the Olympic/Paralympic Village.

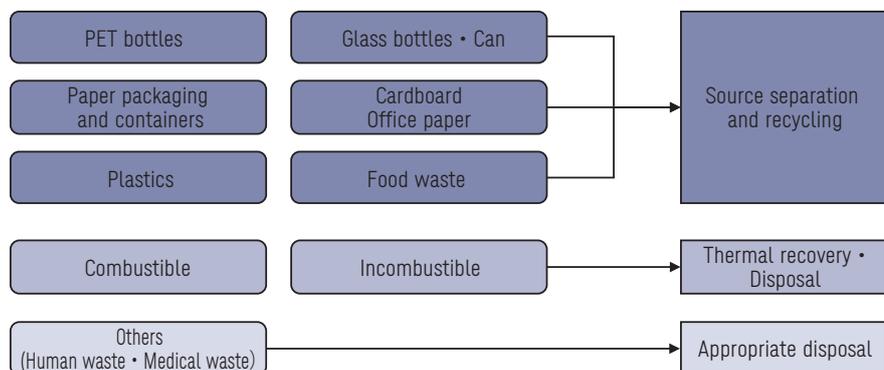
Continuously, Tokyo 2020 will capture technical information on the rental and lease market, reuse market and recycling, and seek to collaborate with related parties to ensure that FAs take adequate rental and leasing initiatives as procurement methods as well as hold future users.

Initiatives for reuse and recycling of wastes generated from operations of the Games

To achieve the target of reusing or recycling 65 per cent of operational waste, waste generated at venues, the Olympic/Paralympic Village, IBC/MPC, etc. will be separated to enable appropriate recycling of components such as PET bottles, plastic, and paper. Newly installed separated waste bins will be also made from materials suited to reuse or recycling. Further, with reference to the Large-scale Event Waste Separation Labelling Guidance (October 2017)* established by the Ministry of the Environment, we are considering the use of user-friendly pictograms based on the types of waste disposed at the Games.

We are working on the principal of recycling produced waste as follows. More detail will be added on a venue-by-venue basis in the future.

Key processes in turning operational waste into resources



[Quantitative Target]

- Reuse or recycling rate for operational waste: 65 per cent

* <https://www.env.go.jp/recycle/waste/event/gomibunbetsuguidance.pdf>
(in Japanese)

Segregation plan of waste at spectator area in competition venue

Category of segregation	Recycled to/Disposal
PET bottles	PET resins/Fibers
Paper cups and containers	Papermaking materials
Plastics	Plastic materials, etc.
Leftover drinks	Sewage
Combustible	Thermal recovery

* Category of segregation will be modified in accordance with the conditions of the venues and discarded things etc.

Bottle-to-Bottle

Tokyo 2020 is examining ways to ensure PET bottles used by athletes, related parties and spectators are recycled, by using bottle-to-bottle technologies available in Japan. In addition to reuse in manufacturing seats and textiles, the bottle-to-bottle recycling of PET bottles is a good example of making good use of resources that minimise the input of new resources. We are working towards a closed-loop recycling system in which new PET bottles are recycled from those used at the Games considering the situation of recycle and production operation and transportation factors.

Initiatives for reuse or recycle of construction waste

The construction of new permanent venues is proceeding according to their individual schedules (*see page 107; 6. Venue Development for more details*).

At the present time, construction of Musashino Forest Sport Plaza is complete. Its construction achieved a construction waste recycling and volume reduction ratio of 100 per cent and a construction generated soil effective use ratio of 100 per cent, meeting our target of 99 per cent.

Progress of other resource management initiatives

- Use of recycled materials in construction
Progress is described in the Appendices (*pages 150-151*).
- Use of recycled metal in medals of the Games
Tokyo 2020 is currently engaged in the Tokyo 2020 Medal Project which will manufacture medals for athletes at the Games with the participation of citizens of Japan by using recycled metal. Tokyo 2020 expects to secure the volume required to manufacture medals, by promoting the project with the ongoing cooperation of companies and organisations. Progress is described in 4.5 Involvement, Cooperation and Communication (Engagement) (*see pages 89-90*).
- Recycle of food waste
Food waste, which has been estimated for each venue will be recycled.
- Sustainable use of renewable resources (e.g. timber)
Progress is described in 6. Venue Development (*see pages 111, 115, 117*).

[Quantitative Targets]

- Recycling and volume reduction ratio of new permanent venue: 99 per cent +
- Effective use ratio of construction soil: 99 per cent +

**City within Nature /
Nature within the City**

4.3

Natural Environment and Biodiversity

4.3 Natural Environment and Biodiversity

Overview

Greenery and the water environment in Tokyo have been created and maintained by not only government agencies, but also private-sector companies, local organisations, and private individuals, among other stakeholders. As a result, the Heritage Zone, where many of the facilities that served as competition venues in the Tokyo 1964 Games will be utilised in the Tokyo 2020 Games, is home to historic and valuable natural areas, while the bay-side Tokyo Bay Zone is home to many marine parks. It therefore plays an important role in people's lives as an urban greenspace in the city (*see page 106*; Venue Master Plan).

The Tokyo Organising Committee of the Olympic and Paralympic Games is currently working to create a pleasing urban environment that coexists with nature through the involvement and cooperation of a diverse range of stakeholders so that the delivery of the Tokyo 2020 Games will make a significant contribution to the creation of a new urban system that will restore and foster rich ecological networks while improving comfort and resilience. The goal is for Tokyo to continue on the path to developing into a mature city in the future.

Progress at a glance

Goal	Progress
To minimise the environmental load of the Games, enhance the functions of water circulation in the city and improve the comfort that urban environment can offer	Underway in accordance with schedule
To develop an urban environment with a rich ecological network by conserving biodiversity, creating lush greenery and water environment, and forming an attractive landscape	Underway in accordance with schedule
To minimise the environmental load associated with production, distribution, and other operations of the procurement phase of the Games by paying attention to prevent environmental contamination and protect biodiversity	Underway in accordance with schedule

Summary of progress

- Tokyo 2020 is working to develop specific initiatives to help address heat during the Games by making the environment in the city more pleasant, and we will expand upon these initiatives going forward based on the results of test events. In addition, Tokyo 2020 is carrying out trials designed to improve water quality at Odaiba Marine Park, which will serve as a competition venue, and we will implement initiatives designed to boost water circulation functionality in the future, for example by taking steps to improve water quality in the event of rainfall during the Games based on the results of the trials.
- The Tokyo Metropolitan Government, the Japan Sport Council and Tokyo 2020 are working to make Games venues greener by use of vegetation – tree planting and other landscaping, green walls, sustainable drainage systems etc. In addition, in consideration of conservation of habitats such as wild birds and aquatic life in the venues located on the waterfront, TMG is undertaking initiatives in partnership with a diverse range of stakeholders to boost the capacity for environmental conservation of the marine parks that surround many competition venues so that they can serve as a basis for protecting biodiversity in coastal areas. Going forward, it will work to restore and improve the natural environment in an effort to create an urban environment that is characterised by rich ecological networks.
- Tokyo 2020 requires suppliers/licensees as well as providers at every stage of their

supply chains to pay attention in order to prevent environmental pollution and protect biodiversity through the application of the Tokyo 2020 Olympic and Paralympic Games Sustainable Sourcing Code. In addition, the national government and the Tokyo Metropolitan Government have been promoting related initiatives such as the implementation of GAP (Good Agricultural Practices) and obtainment of related certification.

Heat countermeasures

Average outdoor temperatures during the summer of 2018 (June through August) reached record highs, surging to levels in eastern Japan unseen since the start of statistical record-keeping in 1946. Numerous foreigners and individuals with impairments who are not accustomed to the heat of Japan are expected to visit the country from around the world during the Tokyo 2020 Games, which will be held during a period that is typically characterised by intense heat (July through September).

Consequently, Tokyo 2020 is currently pursuing heat countermeasures based on the Ministry of the Environment's 2018 Guidelines for Addressing Heat Stroke during Summer Events, and we will continue to work in partnership with the national government and the Tokyo Metropolitan Government to implement the following effective initiatives.

It will be necessary for the national government to steadily implement heat measures so that those measures become part of the legacy of the Tokyo 2020 Games. These measures are being implemented in terms of both organisational and equipment/infrastructure factors based on the "Interim Report of Heat Measures for Athletes, Spectators, and Others for the Tokyo 2020 Games," which was formulated by the Liaison Conference of the Relevant Ministries and Agencies on Heat Measures for Athletes and Spectators at the Tokyo 2020 Games, a group whose members include relevant government ministries and agencies, the Toyo Metropolitan Government, and Tokyo 2020.

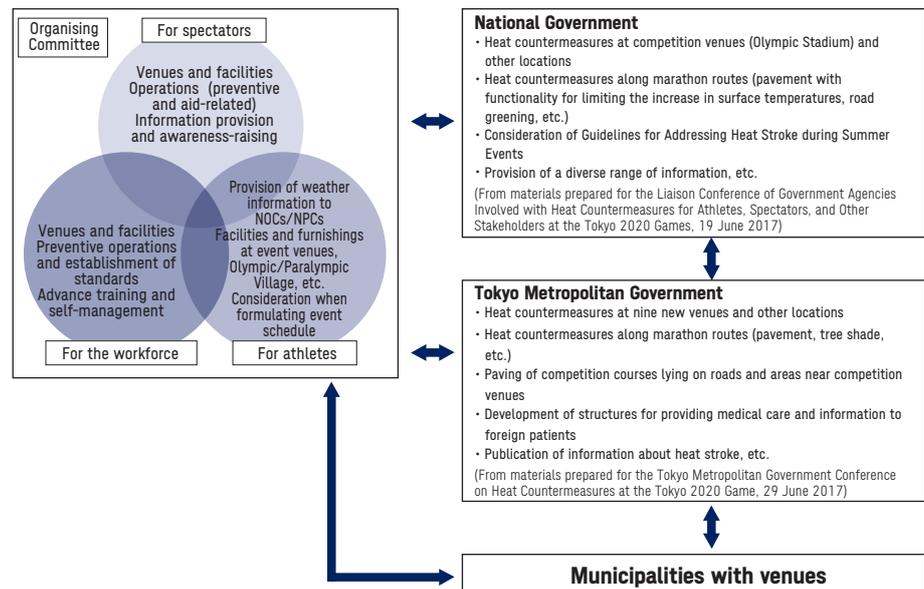
Specific measures include installing pavement with functionality for limiting the rise in road surface temperatures, planting trees along roads used for competition, formulating "Guidelines for Addressing Heat Stroke during Summer Events", communicating information about heat stroke and other temperature-related concerns to foreigners, promoting first aid using a multilingual speech translation app, and putting in place structures for accepting foreign patients at healthcare facilities.

(1) Formulating model cases

In addition to convening a Heat Countermeasures Study Committee comprised of experts to develop a basic approach to heat countermeasures for the Tokyo 2020 Games, Tokyo 2020 has developed model cases for initiatives from the three standpoints of spectators, the workforce, and athletes.

Going forward, Tokyo 2020 will develop specific measures both for each venue and sport/discipline based on operational methods and anticipated conditions, as well as work to expand on those measures based on verification results from test events.

Role sharing of heat countermeasures



For spectators

- With regard to venues and facilities, Tokyo 2020 is studying effective measures that combine shelter from sunlight through the installation of tents and other structures with cooling from large cool-air circulators.
- With regard to preventive operations, Tokyo 2020 will raise awareness of heat issues amongst spectators by installing instruments to measure wet bulb globe temperature (WBGT, a heat index) at each venue. We are also studying special measures such as offering spectators water in the event that the WBGT exceeds 28°C.
- With regard to first-aid operations, Tokyo 2020 will keep symptoms from becoming more serious through early discovery and treatment, and we are studying how treatment stations, ambulances, and first responders can be staged for optimal effectiveness.
- With regard to supplying information as well as boosting awareness, Tokyo 2020 is studying the possibility of augmenting notifications at venues by offering information about topics such as weather and cooling stations in partnership with websites administered by the national government and local governments.

For the workforce

- With regard to venues and facilities, Tokyo 2020 will study the possibility of augmenting the creation of air-conditioning and partitioned break areas with covered break spaces designed to accommodate outdoor work assignments.
- With regard to preventive operations, Tokyo 2020 will study the possibility of creating

standards, for example to limit outdoor assignments and continuous outdoor work hours, as well as rotating staff between indoor and outdoor work, modifying supplies (uniforms, etc.) offered to workers based on heat countermeasures, and putting in place a worker-friendly environment, for example by supplying drinking water.

- Tokyo 2020 will also study the possibility of offering advance training on alerting spectators to risks, raising awareness of measures, and empowering workers to manage their own physical condition.

For athletes

- Tokyo 2020 will study how we can provide weather information via NOC/NPC visits, athlete group leader meetings, and other opportunities so that athletes from all nations and territories can participate in training that anticipates the weather conditions that will occur during the Tokyo 2020 Games.
- Tokyo 2020 will study how to implement optimal heat countermeasures based on sport event characteristics and IF standards, for example by creating break spaces for exclusive use by athletes at each venue and by providing drinking water and ice for icing.
- Tokyo 2020 will study how to provide drinking water and ice for icing as well as outdoor rest spaces in the Olympic/Paralympic Village.
- Tokyo 2020 will study how we can formulate a sport/discipline/event schedule that takes heat countermeasures into consideration.

(2) Specific initiatives

Tokyo 2020, the national government, and the Tokyo Metropolitan Government are working together to pursue the following specific initiatives with regard to heat countermeasures:

Studying heat countermeasures merchandise

- Tokyo 2020 has launched a joint internal project with regard to the manufacture and licensing of heat countermeasures merchandise, and we are studying the possibility of developing such merchandise in partnership with corporate partners in preparation to hosting test events.

Communicating information about heat countermeasures via the Web and mobile apps

- In order to supplement notifications and enlightenment within the venue, Tokyo 2020 is studying ways to provide posts information on "heat countermeasures" by our website and mobile applications, and information to be notified in advance and weather, etc.
- The Ministry of the Environment conducted actual surveys of temperature, humidity, etc. in 14 districts such as the vicinity of main competition venues, in the summer seasons of 2017 and 2018, in order to establish an estimation method of the heat index.

Promotion of "cool share"

- The Ministry of the Environment implemented a "cool share" model programme that brought together the community by involving shopping malls, financial institutions, and other facilities in order to promote "cool sharing" .
- In addition to calling on companies to cooperate with "cool share" activities, Tokyo 2020 will study cooperation with various media.

Case Study

“Cool Share” Model Programme (Ministry of the Environment)

Dates: 26 July through 9 August 2018

Location: Stores and other facilities (total of 39) in and around Nihonbashi

Description: “Cool sharing” is effective from the standpoint of combating heat stroke and lowering household CO₂ emissions, and to date certain public facilities and shopping malls have participated in cool-sharing initiatives. This initiative marks the first time that organisations such as commercial complexes that combine offices, restaurants, and bars as well as facilities such as post offices and large banks have registered to participate as “cool share” spots in a model initiative that shares cool spaces around the area in an integrated manner.

Results: A survey of people who used the “cool share” facilities and others indicated that a little less than 20 per cent were aware of the spaces, that about 90 per cent approved of initiatives to share cool spaces in the area, and that slightly less than 70 per cent were interested in getting involved. In addition, about 90 per cent indicated that they approved of sharing cool spaces by opening facilities for use during the marathon event on a special basis.



Cool Share Spot
Photo by Ministry of the Environment

Heat countermeasures in the vicinity of competition venues

- The Tokyo Metropolitan Government set up a team for heat countermeasures in the Tokyo Metropolitan Environment Public Service Corporation and they are studying the heat countermeasures on the street and around competition venue.

Changes in competition times for reasons related to heat countermeasures

- Tokyo 2020 has changed competition times for some competition events that require additional consideration of the health of athletes, spectators, and others as described below in accordance with advice received from the IOC's expert group on heat countermeasures:

Rugby: All morning sessions will be moved up by 1 hour 30 minutes so that they start at 9:00 a.m.

Cycling (Mountain Bike): Start of the events will be delayed one hour so that they start at 3:00 p.m.

Improving the water circulation environment in the city

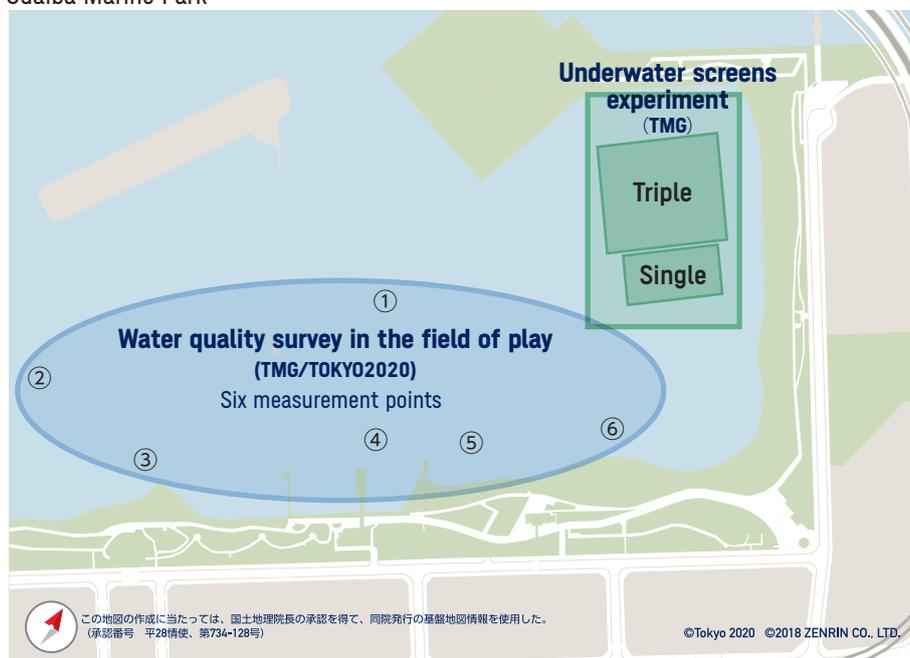
The national government, the Tokyo Metropolitan Government and Tokyo 2020 are working together to pursue initiatives to create a cutting-edge water environment that befits the Host City, in the water areas that will serve as competition venues as well as in rivers and other bodies of water area in the city. These initiatives include, for example, comprehensive flood control measures such as sewage facility construction for reducing the pollution load being discharged into rivers, the ocean, and other bodies of water area during strong rains, as well as water circulation measures through installation of advanced facilities for processing treated sewage.

(1) Water quality measures at competition venues

In August 2018, Tokyo 2020 and the Tokyo Metropolitan Government created a working group to study water quality and related measures with the IOC and IFs (the International Swimming Federation, the International Triathlon Union) in an effort to pursue initiatives to stabilise the water quality at Odaiba Marine Park, where swimming (marathon swimming) and triathlon events will be held.

In 2018, the studies and tests described below were carried out from July through September, the months during which the Games will be hosted, in an effort to stabilise water quality through measures designed to prevent coliform bacteria and other contaminants from flowing into the waters when it rains. Tokyo 2020 and the Tokyo Metropolitan Government will continue to study specific measures in the future based on these results.

Odaiba Marine Park



Case Study

Water quality and temperature study conducted by the Tokyo Metropolitan Government's Bureau of Olympic and Paralympic Games Tokyo 2020 Preparation and Tokyo 2020

Dates: 24 July to 9 August and 25 August to 6 September 2018 (total of 27 days)

* Observations were not made on some days to the effects of a typhoon and other weather events.

Location: Odaiba Marine Park (6 locations)

Description: The Tokyo Metropolitan Government and Tokyo 2020 conducted a survey to measure water quality (the number of E. coli, the number of fecal coliform bacteria, the number of enterococci, the pH, COD (chemical oxygen demand), transparency, oil film) and the water temperature in the area where competitions would actually be held.

Results: With regard to water quality standards, the coliform bacteria count exceeded the standards for respective sports on 12 of the 27 days due to a typhoon that struck the area directly. Water temperature readings from all locations did not exceed the applicable criteria on any day (maximum 30.0°C and average 27.6°C versus a standard of under 31.0°C).

Case Study

Underwater screen test by the Tokyo Metropolitan Government's Bureau of Olympic and Paralympic Games Tokyo 2020 Preparation and Bureau of Port and Harbour

Dates: 24 July to 9 August and 25 to 31 August 2018 (total of 22 days)
* Observations were not made on some days to the effects of a typhoon and other weather events.

Location: Odaiba Marine Park

Description: The Tokyo Metropolitan Government conducted trials to verify the effectiveness of underwater screens in preventing the inflow of coliform bacteria and other contaminants (implemented as part of water quality improvement at Tokyo Port). Specifically, three-ply screens and single-ply screens would be held, and their effectiveness in preventing inflow of contaminants was verified by measuring coliform bacteria count, the number of faecal coliform bacterial groups, enterococcal bacteria count, pH level, chemical oxygen demand (COD), transparency, oil film, and water temperature.

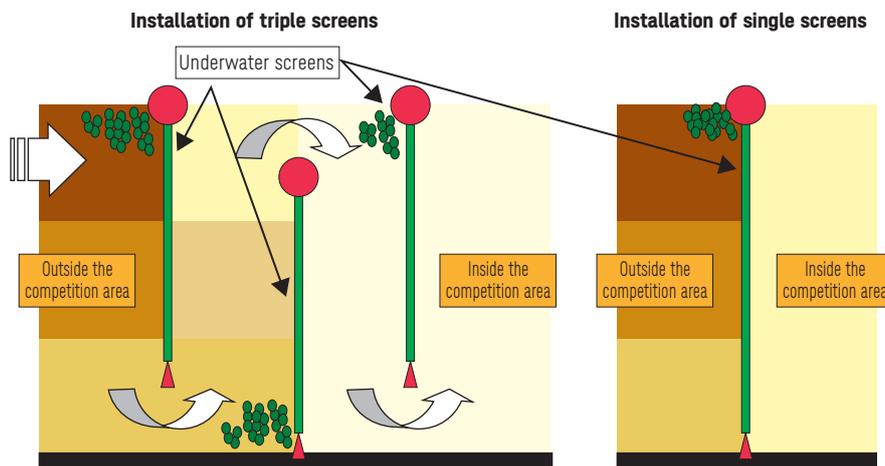
Results: The trial indicated that the three-ply screens were effective at preventing the inflow of coliform bacteria, with all water quality indicators inside the partitioned area falling within standards for the duration of the study (22 days). However, pH level, COD, enterococcal bacteria count, and transparency exceeded water quality criteria (mostly on days other than the typhoon).
In addition, a sustained period of record-setting heat caused the temperature of water inside the screens to exceed that of water outside the screens by an average of 1°C (maximum of 3.8°C).



Photo by ©Tokyo Metropolitan Government

Underwater screens

Conceptual image of underwater screens



(2) Creating advanced water circulation

In order to realise a healthy water environment in the city and to render water one of the legacies of the Tokyo 2020 Games, the national government and the Tokyo Metropolitan Government are stepping up efforts to further improve the water environment for the Games.

Improving water quality in the moat surrounding the Imperial Palace Garden

- The Ministry of the Environment's Phase 2 Imperial Palace Garden Moat Water Environment Improvement Plan (March 2016) sets a short-term objective of managing water quality in the moats of the Imperial Palace Garden, which is also a venue for Athletics (Race Walk) in an appropriate manner and to conserve basic functioning of associated ecosystems so that aquatic plants live in the moats does not interfere with the landscape during the Tokyo 2020 Games. Specific plans include operating the new purification facility that came online in 2013 at full capacity, temporarily draining some of the moats to prevent sludge formation and studying whether to install other technologies so that aquatic plants can be managed in an appropriate manner.

Reducing pollution load discharged into rivers, the ocean, and other bodies of water

- The Tokyo Metropolitan Government is working to construct retention facilities to hold the particularly dirty sewage that flows into the system when it starts raining and high-speed filtration facilities to efficiently remove pollutants to reduce the pollutant load from sources such as fouled rainwater that is discharged into rivers, the ocean, and other bodies of water during strong rains. It plans to construct retention and other facilities with a total capacity of 1.50 million cubic meters by the Tokyo 2020 Games. As of October 2018, 1.162 million cubic meters of retention space had been completed.

Improving the water quality of treated sewage

- The Tokyo Metropolitan Government is working to build advanced treatment and semi-advanced treatment facilities capable of removing large quantities of nitrogen and phosphorus in order to improve water quality of treated sewage. The goal is to boost total treatment capacity to 4.3 million cubic meters per day by FY2020. As of October 2018, TMG is working to boost treatment capacity to 3.54 million cubic meters per day.

Monitoring water quality in Tokyo Bay

- The Tokyo Metropolitan Government is working with the Government of Japan as well as local governments, companies, and citizen groups to conduct large-scale environmental surveys of the Tokyo Bay area and the rivers that flow into it. A total of 156 entities participated in a survey that was carried out from July to September 2018, which included water quality and biological surveys as well as awareness-raising activities and other components.

Greening and biodiversity

As a city that has just embarked on a drive to transform itself into a city that coexists with nature, the Tokyo Metropolitan Government is working to restore and improve the natural environment. In addition to promoting greening at the competition venues, TMG is accelerating initiatives such as revitalising the Metropolitan's natural environment as a whole.

In addition, a variety of initiatives related to the conservation of biodiversity is being carried out in preparation for the Games, and 2020 is the year targeted by (short-term) initiatives designed to achieve biodiversity under the 10th Meeting of the Conference of the Parties (COP10) to the Convention on Biological Diversity (CBD).

(1) Initiatives related to the Games

a. Competition venues

The Tokyo Metropolitan Government and the Japan Sport Council are working to minimise changes to existing trees in the construction of permanent venues by retaining them, by considering of the existing tree planting area from the design stage. In addition to transplanting some trees that must be removed, they will plant indigenous species. The result of these efforts will be to satisfy green standards of ordinances and other regulations imposed by local government where venues are located.

Additionally, Tokyo 2020 will minimise changes to existing trees in temporary venue and overlay construction, and we will transplant some trees that must be removed.

As part of these initiatives, TMG, JSC and Tokyo 2020 are taking into account the importance of a diverse range of life so that rich, green spaces can be created, and by extension appealing landscapes being fostered in a way that helps create an urban environment characterised by rich ecological networks.

In addition to studying how removed trees can be reused in gardens and at facilities related to the Games, TMG, JSC and Tokyo 2020 are looking at recycling options including material and thermal recycling.

The following table shows specific figures for the number of modified and new trees at the permanent venues;

Event venue	Number of saved trees	Number of transplanted trees	Number of newly planted trees
Olympic Stadium*1	Approximately 140		Approximately 45,000
Permanent venues developed by TMG*2	Approximately 37,530	Approximately 120	Approximately 24,860

*1. For new construction only

*2. The total number of trees in Tokyo Aquatics Centre/Sea Forest Waterway/Ariake Arena/Kasai Canoe Slalom Centre/Yumenoshima Park Archery Field at planning and the number of trees in Musashino Forest Sport Plaza at completion.

Case Study

Tokyo 2020 has worked with Tokyo residents and companies to plant only native species that integrate well with local plant and animal life at Sea Forest, home to the Sea Forest Cross-Country Course that will serve as the venue for equestrian events. Based on this effort, Tokyo 2020 has adopted an approach to course design and tree transplanting that gives consideration to existing trees in the construction of the Sea Forest Cross-Country Course.

- Plans call for a grass course located primarily in a zone that is currently a plaza and for changes to areas with tree growth to be minimised.
- Plans minimise the impact on some 20,000 existing trees growing in the area where the course is planned, for example by transplanting them to other locations at the Sea Forest Park (official name to be determined).
- In addition, *Zoysia japonica*, a native grass species, will be used for the course.



Photo by Tokyo Metropolitan Government

Tree planting with resident participation at Sea Forest



Trees planted temporarily as part of course construction

(2)Waterfront environment and urban greenery

a.Designation of Kasai Marine Park as a wetland under the Ramsar Convention



Certificate of wetland designation under the Ramsar Convention



Photo by Tokyo Metropolitan Government

Event held to mark the designation of Kasai Marine Park as a wetland under the Ramsar Convention (November 24, 2018)

Kasai Marine Park was designated as a wetland under the Ramsar Convention on 18 October 2018. The Tokyo Metropolitan Government plans to take advantage of the designation as an opportunity to conserve the area as a habitat for wild birds and aquatic life at Kasai Marine Park and Kasai Seaside Park, to boost its use as a spot where people can experience the ocean, and to promote it in Japan and around the world as a place of a unique ecosystem located close to downtown Tokyo. Kasai Marine Park and Kasai Seaside Park were produced by the Land Readjustment Project of the Tokyo Metropolitan Government after the Tokyo 1964 Games on reclaimed land. Kasai Seaside Park has a historical background that it became one of the most rich-in-diversity and popular waterfront areas in the city over the years while also working as a disaster prevention function such as measures against storm surge. The Kasai Canoe Slalom Centre of the Tokyo 2020 Games was originally planned on the place along the coast in Kasai Seaside Park at the time of candidacy. However, considering this historic background and the natural environment within the park, location plans for the venue were revised to utilise the land, situated adjacent to Kasai Seaside Park, which had been under the control of sewage service of the Tokyo Metropolitan Government. As a result, possible adverse impact against the habitat of living organisms of the area due to the construction of the venue was reduced.

The Tokyo Metropolitan Government plans to create an integrated and consistent landscape in the Kasai Canoe Slalom Centre, for example by harmonising venue features with the park and practising greening of the venue in a way that emphasises continuity of landscape.

b.Ongoing efforts to enhance trees on city streets (improving quality)

In addition to carefully maintaining and managing trees lining the streets where such competition events will be held, for example the marathon course, and on streets providing access to venues, the Ministry of Land, Infrastructure and Transport and the Tokyo Metropolitan Government are working respectively to provide good tree shade by expanding the canopy of trees through systematic pruning as appropriate based on species-specific and environmental considerations.

Also, the Tokyo Metropolitan Government plans to create a pleasing landscape with colourful flowers, for example by planting flower beds along streets where competition events will be held, such the marathon course, and along streets providing access to venues.

Birds-eye picture of Kasai Marine Park



Examples of efforts at the crown enlargement area
(ex. Platanus along the Outer Street)

Summer 2017 After pruning



Summer 2018 After pruning



Photo provided by the Construction Bureau of the TOKYO METROPOLITAN GOVERNMENT

(3) Tree-planting efforts in cooperation with other involved organisations

Tokyo 2020 has developed Tokyo 2020 Nationwide Participation Programmes that brings together the Government of Japan, the Tokyo Metropolitan Government, private-sector companies, and other stakeholders to carry out a range of initiatives related to biodiversity and tree-planting in the run-up to the Tokyo 2020 Games.

Case Study

Tree-planting events involving citizens to mark the 70th anniversary of the "National Land Afforestation Campaign".

On the occasion of the 1964 Tokyo Olympic Games, the National Land Afforestation Promotion Organization (NaLAPO) and the former Tokyo Afforestation Promotion Committee called for the "Olympic Greening Campaign", and in cooperation with JOC, ministries and agencies, Olympic teams from several countries, implemented greening of Meiji Park, Yoyogi Park and many playgrounds and schools all over the country. 2020 is the year of the 70th anniversary of the "National Land Afforestation Campaign". NaLAPO will regard this experience as valuable and expand diverse range of greening campaigns that suit SDGs, envisioning 2030. NaLAPO is planning more tree planting events nationwide through the cooperation of the national government and local governments by talking advantage of hosting the Tokyo 2020 Games.



Photo by NaLAPO

"National Greening Campaign" memorial (Yoyogi Park)



Photo by NaLAPO

National Tree-planting Festival at the "Sea Forest"

Resource consumption in the Games to conserve biodiversity

Tokyo 2020 is working to ensure sustainability, including consideration of the impact on biodiversity, by calling on the entire supply chain to comply with the Sustainable Sourcing Code in procurement related to preparations for, and delivery of the Games. Particularly with regard to procurement of agricultural, livestock and fishery products, the national government and the Tokyo Metropolitan Government have been promoting relevant efforts such as the implementation of GAP (Good Agricultural Practices) and the obtaining of related certification to realise sustainable agriculture, forestry, and fishery as well as supply of foods in the Games.

(1) Initiatives of the national government

The Ministry of Agriculture, Forestry and Fisheries has been working, e.g. through establishing a grant scheme that prefectures can use flexibly, to support prefectures' efforts such as guiding activity or subsidy programme to extend GAP certified products. In addition, consumer-oriented PR activities with major retailers and prefectural governments, and communication of GAP information through its website "GAP-info"* have been promoted by the Ministry.

* <http://www.maff.go.jp/j/seisan/gizyutu/gap/gap-info.html>
(in Japanese)

(2) Initiatives of the Tokyo Metropolitan Government

The Tokyo Metropolitan Government has been providing financial support to relevant businesses on consulting and auditing to be certified, to promote a supply capacity of agricultural, forestry, and fishery products produced in Tokyo to the Games. Particularly with regard to agricultural products, TMG launched Tokyo GAP Certification Programme in March 2018 that takes into account the characteristics of urban agriculture, and it is taking further steps to help reduce the burden on farmers, e.g. by making its certification programme free of charge and shortening the time needed to complete the certification process.

Tokyo Metropolitan Government GAP certification system

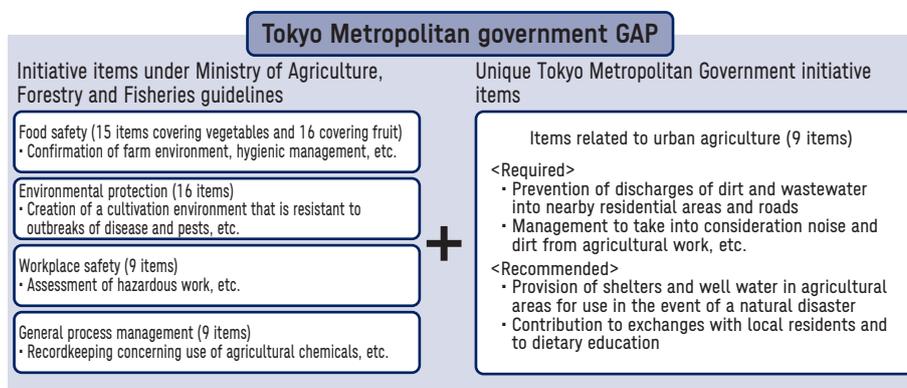
Certificate: Issued by the Governor of Tokyo

Covered products: Fruit and vegetables

Certificate cost: Free

Validity: 5 years from the date of registration (subject to annual inspection and instruction by the Tokyo Metropolitan Government)

Inspection: About 90 initiative items covering food safety, environmental protection, and workplace safety





Celebrating Diversity

- Inspiring Inclusive Games for Everyone

4.4

Human Rights, Labour and Fair Business Practices

* This theme name has been changed from the name used when the Sustainability Plan was formulated, based on discussions held by the Sustainability Discussion Group.

4.4 Human Rights, Labour and Fair Business Practices*

Overview

The international community has been addressing human rights challenges around the world and taking actions to respect and promote human rights; adoption of the Universal Declaration of Human Rights and conclusion of various other international human rights treaties. However, even now, after 70 years have passed since the Universal Declaration of Human Rights, our world remains plagued by many challenging issues and these problems surely have an impact on mega sport events.

Olympic and Paralympic Games are a focus of the world's attention. As the world's largest sports event bringing together athletes and spectators from across the globe, it is an event that must comply with international human rights norms and recognises diversity and inclusion where everyone can play an active role, with zero tolerance for any discriminations, based on the fundamental of respecting human rights. The Olympic Charter states in the Fundamental Principle 4 & 6 of Olympism that the practice of sport is a human right, and enjoyment of the rights and freedoms set forth in the Olympic Charter shall be secured free from discrimination of any kind, including race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.

The Tokyo 2020 Games will be developed and operated with respect for the human rights and labour of all those involved, in accordance with the UN Guiding Principles on Business and Human Rights.

The Tokyo Organising Committee of the Olympic and Paralympic Games is also careful to ensure fair business practices, which eliminate corruption and anticompetitive actions. This section reports on Tokyo 2020 management controls for human rights risks, initiatives to raise awareness of Diversity and Inclusion (D&I) and to reflect this in the operation of the Games, as well as initiatives for securing accessibility. It also reports on the progress towards a system for handling any issues arising in relation to human rights and labour.

Progress at a glance

* Some target names and their organisation have been changed from the ones used when the Sustainability Plan was formulated, considering opinions by external experts of the Sustainability Discussion Group.

Target*	Progress
Actions on respecting human rights and labour	
<Actions on respecting human rights and labour of all people involved with the Games>	
Eliminate discrimination. Secure diverse human resources	Currently securing staff and Games volunteers
Prohibit discrimination, raise awareness of D&I and provide training opportunities for staffs	On track along with D&I Strategy
Cooperation with stakeholders (partners)	Information provision ongoing
Secure accessibility (develop and implement guidelines)	Guidelines established. Implementation underway
Promote actions at Games facilities and operations	On track along with Games preparation plans of each FA
<Appropriate consideration actions for labour>	
Implement and secure flexible working	Several systems being rolled out
Provide appropriate working environment	Under development
Implement necessary training	Performed regularly
<Implement consideration of fair business practices>	
Ensure procurement considering fair business practices	Underway
<Implement consideration actions in procurement>	
Develop the Sustainable Sourcing Code and properly implement it	Underway
Measures to handle problems	
Prepare a communication system and properly understand the situation of human rights issues	Systems under preparation
For management control areas of Tokyo 2020, proactively request correction to abusers and protect victims	Systems under preparation
Establish and operate the Grievance Mechanism for the Sustainable Sourcing Code	Grievance Mechanism is in place
For areas not under Tokyo 2020's direct control, promptly communicate with responsible organisations/parties and request for their adequate actions for remedy	Systems under preparation

Summary of progress

- We seek to realise a Games where all involved feel included, free of discrimination or harassment due to race, colour, sex, sexual orientation, gender identity, language, religion, political or other opinion, social status, age or disability.
- To raise awareness of D&I amongst staff, we established the Tokyo 2020 D&I Strategy, made announcements on D&I, and provided a range of opportunities for training. Going forward, we will target further publicity across Tokyo 2020, contractors and Games volunteers, and will work with stakeholders to convey the messages into society.
- We are appealing to people inside and outside Tokyo 2020 to ensure that D&I and accessibility are a practical part of the development and operation of the Games. In the future, Tokyo 2020 as a whole will collaborate to enable these objectives to be met.
- We have implemented due consideration on promoting diverse human resources and improving work/activity environment for Tokyo 2020 staff, contractor staff and Games volunteers involved with the Games. We continue to promote respect for labour rights.
- In accordance with the UN Guiding Principles on Business and Human Rights, we will prepare a system for identifying relevant issues, to be operated by the section of Tokyo 2020 responsible for human rights and labour issues. In particular, we are investigating a system for responding to human rights violations arising during the Games.

Management controls for human rights risks

The UN Guiding Principles on Business and Human Rights require organisations to act on responsibility to respect human rights. Tokyo 2020 has set forth a clear policy in the Sustainability Plan Version 2 for acting on responsibility to respect human rights for all those involved with the Tokyo 2020 Games, with zero tolerance for any type of discrimination.

The Guiding Principles also require a series of management controls for human rights due diligence, specifically, recognising human rights risks through the evaluation of the direct or indirect adverse impact the organisation's activities may have on stakeholders such as workers, responding to the scale of that risk, monitoring it (in a traceable manner), and providing information on this process. Tokyo 2020 identified three aspects as key areas with the potential to cause human rights risks. These are day-to-day work/workplaces, during the Games/in venues, and sourcing/supply chain, and we are investigating the operation or introduction of a system to respond to these risk areas.

We are looking into introducing and operating a reporting desk or consultation desk (grievance mechanism) for these three areas, to respect victims' rights to access effective remedies. Another objective is to share information and provide an appropriate response to cases brought to any contact point.

Tokyo 2020: Key areas requiring a response to human rights risks

Key Area	Primary type of person involved
Day-to-day work/workplaces	Staff, Games-related parties, and persons interacting with these people
During the Games/in venues	All persons involved during the Games, particularly at competition venues
Sourcing/supply chain	Supply chain related business operators, workers and local communities

Elimination of discrimination, Diversity and Inclusion (D&I)

Diversity points to the range of human differences and individual differences, and inclusion points to involvement and empowerment, where the inherent worth and dignity of all people are recognised. Realising Diversity and Inclusion (D&I) is essential to ensure that people with diverse personalities recognise, affirm and naturally accept their mutual differences to give mutual acceptance and to create an environment and society in which everybody can be empowered without experiencing discrimination and/or harassment.

People of diverse backgrounds from across the world will come together at the Tokyo 2020 Games. Tokyo 2020 will develop and operate the Games with a focus on D&I to ensure that all those involved in the Games understand and respect each other and thrive as individuals. This will enable Tokyo 2020 to demonstrate the strengths of the organisation as a whole.

(1) Ensuring diverse personnel, raising awareness of D&I, and providing training opportunities

In order to realise D&I at the Tokyo 2020 Games, it is important that diverse personnel participate as Tokyo 2020 staff, contractor staff, and Games volunteers. We are striving to secure diverse personnel, providing the opportunity for everybody to be involved in the Games.

To develop and operate a diverse and inclusive Games, Tokyo 2020 is engaged in efforts to raise awareness amongst staff and Games-related parties of the approach to and importance of issues such as "What is D&I?" and "Why are these efforts necessary?"

a. For Tokyo 2020 staff

As described in 3. Tokyo 2020 Management, Tokyo 2020 is formed of directly-employed staff along with secondees from the Tokyo Metropolitan Government, the Government of Japan, administrative organs of local authorities as well as private businesses and organisations including sponsors. Public advertisements for contracted posts commenced in November 2018 to ensure a more diverse staff.

Some data on Tokyo 2020 staff diversity are shown in the Appendices (*pages 146-147*).

Tokyo 2020 has established and is promoting the Tokyo 2020 D&I Strategy that presents an approach and concrete measures to develop and operate the Games with a focus on D&I. Tokyo 2020 has also prepared a D&I Handbook to provide practical steps to help understand and respect diversity, as well as distributed it to each staff and workplaces to foster better understanding of D&I.

Tokyo 2020 is setting up opportunities to experience and participate in order to deepen understanding of D&I, including the training required to ensure basic knowledge of D&I (induction training and management role training), reception and support training (for vision, hearing and wheelchair support) in which the relevant staff members play the role of lecturer, language training to enable understanding in communication with speakers of different languages (Japanese, English), and get-togethers with LGBT*¹ people (World Cafe*²/Human Library*³).

A D&I Pledge was made by the management to further improve awareness of D&I across the organisation. We are also working to ensure Tokyo 2020 is united in its objectives by creating a D&I promotion tool (a sticker) to be worn by staff members as a means of enabling individual staff members to make a positive statement on D&I.

*1. LGBT is an acronym that stands for lesbian, gay, bisexual and transgender, referring to a sexual minority.

*2. World Cafe is an event in which groups of several people have discussions on a certain theme, after which people except the table host repeatedly move to other tables. Talking freely in small groups, the participants have many opportunities to hear the diverse opinions of others.

*3. Human Library is an event in which a reader (participant) and a book (guest) freely read (converse) on the life and experiences of the book (guest), like a library in which the reader takes out a person rather than a book.



D&I sticker



Signing on D&I Pledge by Tokyo 2020 management (December 2018)



Signing on D&I Pledge by Tokyo 2020 management & members (December 2018)



A training session



LGBT get-togethers (Human Library)

*1 Japanese training is for foreigners who need basic Japanese skill

*2 Online English course. Each participant can step up his/her respective English skills progressively by taking another 30-hour lesson of next level after he/she completed the current lesson.

[Key Performance Figures (FY 2017-2018)]

(FY 2017)

- Induction training: 8 times, participation rate: 80%
- Management training: 2 times, participation rate: 68%
- Reception and support training: 24 times
- Language training: (Japanese*1) 8 participants for a total of 80 hours per person
(English*2) 426 participants
- LGBT training and LGBT get-togethers: (training) 4 times,
(World Cafe) 1 time

(FY 2018: Apr. 2018 to Jan. 2019)

- Induction training: 12 times, participation rate: 84%
- Management training: 2 times, participation rate: 85%
- Reception and support training: 12 times
- Language training: (Japanese) 20 participants for a total of 80 hours per person
(English) 601 participants
- LGBT get-togethers (Human Library): 1 time

b. For Games contractor staff

In order to ensure that D&I takes root as part of the legacy of the Games, it is essential to spread D&I awareness among not only Tokyo 2020, but also all personnel (contractors) involved with preparations for and delivery of the Games. Going forward, we will orchestrate information sessions, training, and other opportunities to spread D&I awareness among these personnel. We will also work to ensure that D&I takes root as part of the legacy to facilitate diversity following the Games.

c. For Games volunteers

To recruit the approximately 80,000 Games volunteers, we have implemented over 100 recruitment promotion activities in a range of settings, such as nationwide universities and local authority events, to enable recruitment of diverse people regardless of age, gender, nationality, or impairment. We have also distributed a total of 300,000 leaflets to partner universities, impaired people's groups, and other organisations.

Further, we have improved the creation of a simpler application system for diverse people. The application form we began using in September 2018 provided insufficient accessibility for people with visual impairments and was made compatible with input support from 30 October 2018.

From 26 September 2018 to 18 January 2019, more than 200,000 people applied to the recruitment process, greatly exceeding the 80,000 required. Applications were received from diverse individuals regardless of age, gender, nationality or impairment.

[Status of applications]

Completed applications: 204,680

Status of applications by applicant

- Gender: Male 36 per cent, Female 64 per cent
- Nationality: Japanese 64 per cent, Non-Japanese 36 per cent

Tokyo 2020 will carry out orientation for Games volunteer applicants from February 2019 and training (group training and e-Learning) from October 2019, to raise awareness of D&I. D&I training for Games volunteers covers the same content as that for Tokyo 2020 members and staff, and we will encourage sharing of D&I awareness amongst all those involved in the Games and put it into practice during the Games.

(2) Reflect D&I to the Games

Tokyo 2020 will establish Games operating plans for each FA to ensure that D&I is incorporated into Games operation and service provision, free of discrimination or harassment due to race, colour, sex, sexual orientation, gender identity, language, religion, politics, social status, age or disability.

[Example Plan]

- Tokyo 2020 plans diverse menus, considering religions and cultures, such as Halal, vegetarian, in the Olympic/Paralympic Village.
- We are investigating the provision of prayer spaces for athletes, Games staff and spectators in the Olympic/Paralympic Village and at the Games venues.
- We plan to select Olympic torch relay runners from a broad field while considering balance of nationality, disability, gender, and age, based on the concepts of the relay.
- We are investigating designs presenting diversity as one key component of the Games staff uniform design.
- We plan to install multipurpose toilets at all the Games competition venues and the Olympic/Paralympic Village. Assistance dog toilets are under study to be installed at competition venues except on-road competition.

(3) Cooperation with stakeholders (partners)

We will promote information-sharing with stakeholders and initiatives on D&I with all related parties involved in the Games. We hope these efforts will help D&I to take root in society as a legacy following the Games and after the dissolution of Tokyo 2020.

We have already shared information on D&I at partner personnel managers liaison meetings (held five times as of the end of October 2018) and the Sponsors Sustainability Network meetings (see page 85).

We added a D&I page on the Tokyo 2020 Games Official Website in July 2018, and we plan to actively publicise D&I outside Tokyo 2020.



Leaflets



Recruitment Promotions



Serving a Halal menu in the dining of the Olympic/Paralympic Village (past Games)

Case Study

Towards the realisation of work-life balance to encourage the advancement of women (the Government of Japan)

The Government of Japan has been conducting public procurement with companies that promote good work-life balance initiatives by evaluating them with additional evaluation points, based on the Act on Promotion of Women's Participation and Advancement in the Workplace (2015, law no. 64). The scale of public procurement through this additional evaluation points scheme grew, bringing the total to 930 billion yen for the Government of Japan and 390 billion yen for independent administrative agencies, respectively, in FY 2018. Regional/Local governments, which are under obligation to make efforts under the Act, have been also promoting similar schemes.

For more information: Gender Equality Bureau Cabinet Office
http://www.gender.go.jp/english_contents/index.html

Secure accessibility*¹ (develop and implement guidelines)

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

*2 https://tokyo2020.org/en/organising-committee/accessibility/data/accessibility-guidelines_EN.pdf

Tokyo 2020 delivers mobility support, information assurance and Games venue facility modifications to secure an equal opportunity to access the Games for everyone, based on the Tokyo 2020 Accessibility Guidelines*², which was developed as the accessibility policy for the Tokyo 2020 Games.

Another goal of Tokyo 2020 is that the Tokyo 2020 Games encourage developments of accessible environments in the wider public realm.

All Accessibility Matters



(1) Mobility Support

Tokyo 2020 works in collaboration with the Government of Japan, the Tokyo Metropolitan Government, related local municipalities and public transport to secure continuous accessibility from official Games entry airports and train/subway stations, to enable spectators, athletes and Games-related parties to smoothly reach their seat or destination within the Games competition venue.

* An accessible route is any path forming an access route to a venue at either Games, during or outside the duration of the Games, which is a path to a venue from the nearest train station via a spectator line of flow requiring accessibility, and which is in an area selected by Tokyo 2020 as a spectator line of flow requiring accessibility. This includes routes used by vehicles designated by Tokyo 2020.

a. Mobility support for spectators

We are designating accessible routes* from stations to venues to enable spectators who require accessibility during travel to reach venues safely, based on the Tokyo 2020 Accessibility Guidelines. Many routes are made progressively barrier-free, such as eliminations of steps and installation of blocks to provide guidance for people with visual impairment (Braille blocks and blocks with raised lines). Numerous roads around the Tokyo competition venues meet service standards sufficiently enough to serve as accessible routes. As for locations with insufficient accessibility standards of the Guidelines and venues that will be lined up for future work, Tokyo 2020 will continue to pursue discussions and partnerships with involved entities to encourage the improvement of service standards of accessibility.

Case Study

Accessibility considerations at major train stations and other facilities

National programmes such as the Urban Rail Development Programme and the Urgent Foreign Traveller Infrastructure Development Programme are working to enhance major train stations and other facilities so that they are more accessible to people with impairment and foreign travellers, for example by adding and expanding the size of elevators, installing multifunctional restrooms, installing safety gates on platforms, and adding multilingual signage at train stations near venues.

Specific examples of some of the enhancements being made by such programmes include the installation of new and larger elevators as well as the installation of safety gates on platforms at Sendagaya Station and Shinanomachi Station, the two closest train stations to Olympic Stadium.

Going forward, this effort to secure continuous accessibility of venues and train stations will be continued.

b. Mobility support for athletes and others involved in the Games

We plan to source accessible vehicles (buses and passenger cars) to transport athletes and other relevant parties requiring accessibility services. During the time of the Paralympics in particular, when there will be increased numbers of athletes and Games-related parties using wheelchairs, accessible vehicles that can be boarded without leaving the wheelchair will also be sourced.

Case Study

Accessibility at Official Entry Points (Draft)

Airports are the official entry points to the host country and we are working to provide an environment both in terms of hardware and systems that follow the Accessibility Guidelines.

Tokyo 2020 holds regular meetings on universal design in airports, in unison with the government, official entry points airport/terminal building operators, airlines and others. We have identified areas and issues requiring action by checking the compliance of airports to the Accessibility Guidelines standards and holding workshops walking the arrival lines of flow from the perspective of Para athletes at the Narita Airport. At the terminals at Tokyo International Airport and Narita International Airport, we are engaged in plans such as the installation of male and female multipurpose toilets on major lines of flow, separating out toilet facilities, as well as ensuring 100 per cent installation of toilet flush lights and full provision of multi-lingual services using voice translation technology at information desks, as well as setting quantitative targets.

Going forward, we will investigate hardware and equipment requirement changes as well as human support where required, in unison with Tokyo 2020 and related parties.

Airport	Improvements
Tokyo International (Haneda)	We plan to add new elevators and step-less jetways in line with the Universal Design 2020 Action Plan.
Narita International	The Narita Airport Universal Design Basic Plan was formulated based on the Universal Design 2020 Action Plan, while the airport is implementing improvements accordingly, including installation of new elevators and enhancement of the functionality of existing elevators, renovation of public restrooms, and implementation of large-scale renovation in Terminals 1 and 2 (as part of a plan to boost terminal value).
New Chitose	Universal design improvements were made to the domestic terminal in August 2018, with extension of the international terminal is slated for completion in March 2020.
Sendai	A series of improvements that satisfy universal design criteria is being carried out in the airport's passenger terminals.

(2) Information assurance

We take accessibility into account on the Tokyo 2020 Games official website and app, the spectator guide, and in information notices and announcements at Games venues, to ensure the information needed by spectators, athletes and Games-related parties is received.

a. Tokyo 2020 Games official website & app, and publications

The Tokyo 2020 Games official website considers the needs of people with visual and auditory impairments by applying the website standards in the Accessibility Guidelines. As our multilingual solution of the website and app, in the period prior to the Games, we are investigating the possibility of providing information in Japanese, English and French, and during the Games in Japanese, English, French, Chinese, Korean and Spanish. A multilingual solution for the mobile app is also currently in progress with the exception of certain content.

We are investigating the possibility of providing the spectator guide planned for distribution to ticket holders in multi languages in a digital format.

To ensure information availability on various publications by Tokyo 2020, we will take adequate steps for people with impairments as well as foreigners.

b. Notices and announcements at Games venues

We are investigating ways to ensure that notices and announcements at the Games competition venues and in the Olympic/Paralympic Village are reliably received by overseas visitors and people with impairments. We are investigating the use of multilingual symbols and pictograms, the installation of Braille signs and touch maps, and the rollout of guidance using technology with multilingual voice and text displays.

Case Study

Accessibility in spectator ticketing and sales at Tokyo 2020 Games

Ticket preparation and sales methods will take account of people with impairments, overseas visitors, and the elderly. We will prepare a user-friendly sales site user guide for elderly spectators and provide sales support via a call centre. We will also accept purchases over the telephone from people with visual impairments. We are investigating the provision of ticket sales counters suitable for people using wheelchairs. We will offer English language services for call centres, ticket guides and ticket counters for overseas visitors. The paper ticket itself will be prepared in accordance with the Tokyo Metropolitan Government's Colour Universal Design Guidelines to give consideration to those with visual and colour impairments.



Paper tickets for past Games

(3) Venue facilities development

We have raised awareness and encouraged Tokyo 2020 staffs as well as owners and managers of facilities subject to the Accessibility Guidelines to ensure that facility construction and improvement work is implemented in accordance with the Accessibility Guidelines standards. We will make accessibility improvements such as adding wheelchair seating and widening doorways at competition venues. Specific improvements (*see page 107*) are detailed in 6. Venue Development.

Case Study

Accessibility at accommodation facilities

Tokyo 2020 established an accommodation plan to secure accommodation facilities for Games-related parties during the Games. In creating the plan, we examined the need for accessible rooms and carried out a survey of the equipment in rooms at accommodation facilities for Games-related parties. We will endeavour to match rooms appropriately to enable accessible solutions for those who require them.

Tokyo 2020 has also urged hotel businesses to adopt the Accessibility Guidelines to promote accessibility at accommodation facilities assumed to be used by spectators during the Games.

In the lead-up to the Tokyo 2020 Games, the Government of Japan and the Tokyo Metropolitan Government are engaged actively in promoting barrier free initiatives, including revisions to laws and the creation of ordinances and the provision of grants.

Freedom of media, expression and assembly, and respect of residence rights

When developing, operating, and hosting a mega sport event, it is important to respect the freedom of media, expression and assembly. From an international viewpoint, it is highlighted that there have been abuses against civil society and human rights activists, and problems of forced eviction of community residents relating to construction of venues and facilities.

The freedom of reporting on the Games and the freedoms of expression and assembly will be respected at the Tokyo 2020 Games. We will be zero-tolerant against unjust abuses. Preparation of some competition venues for the Tokyo 2020 Games necessitated tearing down nearby public housing that had become outdated, requiring residents of those buildings to move. Officials worked carefully through due process to minimise the impact on residents by paying compensation for relocation and providing multiple public housing units, so that groups of residents could move at the same time and by holding separate information and consultation sessions for residents.

Tokyo 2020 has been receiving not only favourable reporting but also concerns and criticisms raised. Tokyo 2020 also has received various opinions via a range of interactions, such as public comments and opinions and reports brought to the service desk. Tokyo 2020 listens sincerely to these critical opinions and endeavours to realise a sustainable Games that fits the Games Vision.

During the Games period we will also examine ways to operate the Games in a safe and smooth fashion and to show respect to the freedom of expression and assembly.

Securing workers' right

Workers' rights shall be secured. Particularly, human rights of foreign/immigrant workers engaged in construction works of mega sport events is a prominent international concern. Human rights of foreign workers are also a big concern in Japan, where the labour shortage is currently a social challenge.

We endeavour to secure the rights of all workers involved in the Tokyo 2020 Games.

6. Venue development describes safety and hygiene measures in Games facilities works (*see page 119*).

Case Study

Respect for human rights and consideration of labour of foreign/immigrant workers

Tokyo 2020 is working to address issues related to the human rights and labour of foreign/immigrant workers.

For example, the labour standards set forth in the Sustainable Sourcing Code* require employment practices and labour management that comply with relevant laws for foreigners and migrant workers (including technological trainees).

In addition, as an initiative to raise corporate awareness, the Sustainability Forum (*see page 86*), which was hosted jointly by Tokyo 2020 and the International Labour Organization (ILO), invited corporate sponsors who are working to reduce human rights risk involving foreign workers to participate in a panel discussion on supply chain management.

* The Sustainable Sourcing Code <https://tokyo2020.org/en/games/sustainability/sus-code/>

Implementation with adequate consideration for labour (Tokyo 2020 staff, contractor staff, volunteers)

We are working to create a working environment that allows staff members to feel secure, and an activity environment that allows the safe participation of Games volunteers.

(1) Eliminating discrimination and harassment, and creating a workplace for diverse people

We are giving thought to our working environments to allow a diverse array of people to work together. We want to improve the working environment and encourage the use of voice recognition software in the workplace to aid communication and information assurance for people with impairments and non-Japanese speakers. We are publicising this through induction training and on Tokyo 2020 internal website.

(2) Realising and ensuring flexible and diverse work styles

We are operating a variety of working systems aimed at realising diverse and flexible work styles to suit the jobs and lives of each individual.

[Performance Figures for Various Systems (FY 2017)]

Childcare leave: 3 female staff

Child nursing leave system: 4 people

Childcare reduced hours: 2 people

Case Study

Evaluation of D&I Initiatives

We give consideration to ensure the employment system is adaptable to suit the lives and circumstances of Tokyo 2020 staff, and treat the definition of "spouse" under work regulations and human resources systems such as childcare and nursing leave regulations to be "a person in circumstances equivalent to an actual marriage relationship (whether a same sex or opposite sex couple)".

Tokyo 2020 was awarded the Silver PRIDE Index award, which evaluates D&I initiatives and initiatives for sexual minorities such as LGBT people in the workplace. The awards ceremony included a discussion session on the theme: "What Japanese society and Japanese corporations can do for the Tokyo 2020 Games." Tokyo 2020 management exchanged views on promoting LGBT initiatives along with interested parties, allies*, and heads of corporations tackling LGBT issues.

* An ally is a person who is not a member of the LGBT community who understands and supports sexual minorities, or takes such a standpoint. Recently, the term has also been used to demonstrate support for minorities such as women, people with impairments, or foreigners, rather than just sexual minorities.



Talk session



Numerous corporate allies participated

(3) Ensuring appropriate working environments

Tokyo 2020 seeks to raise awareness and promote adoption of overtime reduction and a staff consultation service, to safeguard the health and work-life balance of staff members. We are also investigating securing, and enhancing heat management and medical care systems for staff and Games volunteers in venue environments during the Games.

(4) Ensuring appropriate training

We continue to implement management training for all department and section head level staff, to ensure appropriate workplace management in accordance with labour laws.

[Performance Figures (FY 2018)]

Management training*: 2 times, participation rate: 85 per cent

* D&I training is conducted at the same time.

Implementing policies that ensure fair business practices

Tokyo 2020 is implementing initiatives to ensure fair business practices in the development and operation of the Games. We seek thorough compliance via training to ensure staff do not engage in corruption or anticompetitive activities in the course of their work. Tokyo 2020 is also promoting fair business practices throughout supply chains by raising awareness on the Sustainable Sourcing Code.

* Business Chance Navi 2020:
<https://www.sekai2020.tokyo/bcn/>
(in Japanese only)

In collaboration with the Tokyo Metropolitan Government's Business Chance Navi 2020* initiative, Tokyo 2020 is encouraging Japanese businesses to engage in sustainable sourcing, by pushing for 100 per cent utilisation of the Navi for competitive-bid contracts. All of the competitive-bid contracts that Tokyo 2020 made from April to September of 2018 utilised this Navi. It is expected that implementation of sustainable sourcing will stimulate small and mid-sized businesses in Japan to enhance their own competitiveness in the global market, which will lead to sustainable development of local communities.

Establishing and operating the Sustainable Sourcing Code

Tokyo 2020 has relations with many stakeholders in the supply chain through its sourcing activities. It is therefore very important to promote respect for human rights in the supply chain.

Tokyo 2020 has been engaged in sustainable sourcing that incorporates respect for human rights, based on the Sustainable Sourcing Code. A Grievance Mechanism for the Sourcing Code has also been in operation, serving as effective remedy.

See page 95; 5. Sustainable Sourcing for details of the Sustainable Sourcing Code.

Human rights consultation desk

Tokyo 2020 has introduced and is operating a consultation desk that undertakes consultations on human rights and labour as well as compliance issues arising in the course of work during preparations for the Games. It may also function as a “whistle-blowing” system. We have established an external contact desk that makes it easier for Tokyo 2020 staff to consult on these issues, to ensure transparency and anonymity. Following the growth of Tokyo 2020, we have also made contact details available on specific topics. In an effort to inform staff members, we are distributing leaflets and cards to everybody with a guide to the induction training.

Topic of consultation	Desk	
	Within organising committee	Outside
Normal workplace concerns and troubles	✓	✓
Human relations and harassment	✓	✓
Mental health consultation		✓
Legal violations and misconduct	✓	✓

We are currently investigating a system to appropriately identify human rights and labour issues at venues. The general response when an issue arises will be to resolve it within the venue, and we will prepare a system and guideline-like documentation for this purpose. Further, where Tokyo 2020 does not have direct management authority (where this lies with another organisation involved in the Tokyo 2020 Games), we aim to implement a system to allow collaboration with such other organisations.



United in Partnership & Equality

- Inspiring Inclusive Games for Everyone

4.5

Involvement, Cooperation and Communications (Engagement)

4.5 Involvement, Cooperation and Communications (Engagement)

Overview

To realise a sustainable Olympic and Paralympic Games Tokyo 2020, the Tokyo Organising Committee of the Olympic and Paralympic Games requires the involvement and cooperation not only of parties involved but of diverse people from throughout society. Further, by actively engaging on the sustainability of the Games, we are able to raise people's understanding of sustainability, encouraging voluntary actions. Therefore, we are promoting stakeholders engagement and working in partnership with an array of people, which SDGs define, to forge an inclusive Games for everyone as well as sharing this initiative with the broader public.

Progress at a glance

Target	Progress
Promote preparation and operation of the Games through collaboration and engagement of various parties	Collaborations are being created
Inclusion of a wide range of people through talent development	Awareness amongst staff, students and the public is growing
Facilitating broader involvement with the public through the project	Progressing towards generating further involvement opportunities
Provide communication to encourage understanding and actions for consideration of sustainability	Beginning practical engagement on initiatives

Summary of progress

- Tokyo 2020 is working to encourage broad involvement to promote initiatives through cooperation and collaboration, and has collaborated specifically with the International Labour Organization (ILO) and the United Nations. We will continue to make concrete efforts based on these cooperation structures.
- In terms of human resource training, we are engaged in staff and student education and in informing the general public. It is necessary for the Games that we provide training for Games volunteers and for securing sustainability at each venue.
- The various completed projects have involved a large number of people. We need to continue to create spaces for involvement in initiatives for sustainability at the Games.
- We are beginning to communicate in collaboration with other bodies, based on the Games sustainability concept: "Be better, together - For the planet and the people". We will communicate effectively to ensure that the involvement of many people and voluntary actions on sustainability emerge.

Promote preparation and operation of the Games through collaboration and engagement of various parties

Tokyo 2020 is engaged in cooperation and collaboration with diverse actors such as the Government of Japan, the Tokyo Metropolitan Government, sponsors, and other groups.

(1) Sponsors Sustainability Network



A Sponsors Sustainability Network conference

The Sponsors Sustainability Network was established on 5 June 2017 as a space for cooperation, collaboration, and the exchange of a range of opinions on sustainability with sponsors. As of January 2019, 47 companies are involved, and we strive to maximise the influence of sustainability at the Tokyo 2020 Games through this network.

So far, sponsors have been involved in the Tokyo 2020 trash picking competition, a sport event organised by Tokyo 2020, in which people compete on the quantity and quality of picked litter, as well as in the "Sustainability Forum" that was held based on the cooperation between Tokyo 2020 and the ILO.

Cooperation and collaboration with sponsors on the various aspects of the Games is essential to ensuring sustainability at the Games, and enhancing practical efforts with sponsors is a current focus. Going forward, we will appeal to sponsors to be engaged in practical cooperation, and communicate widely on the efforts.



Sponsors participating in the Tokyo 2020 Sports Gomi pick up tournament

[Primary actions of the Sponsors Sustainability Network]

- Sponsors Sustainability Network conferences (4 times)
- Involvement in the Sustainable Forum in cooperation with the ILO (twice)
- Introduction of sustainability efforts of network participants on Tokyo 2020 website
- Participation in Tokyo 2020 trash picking competition (twice)

(2) Partnership with the International Labour Organization

On 26 April 2018, Tokyo 2020 and the ILO signed a memorandum of understanding (MoU) to promote Decent Work in preparations for and implementation of the Tokyo 2020 Games. Both parties co-hosted the Sustainability Forum in October 2018 to demonstrate concrete cooperative activity on the MoU. Besides, the ILO has provided technical training to support capacity building of Tokyo 2020 staff.

Plans for future cooperative activities include collecting and distributing good practices of corporations on socially responsible labour practices.



Agreement with the ILO on partnership (May 2017)
(Left) Guy Ryder, Director-General of the ILO
(Right) Toshiro Muto, Tokyo 2020 Director General/CEO

Case Study

Co-hosting of Sustainability Forum in cooperation with the ILO

Tokyo 2020 and the ILO jointly held the "Sustainability Forum- Building Win-Win-Win partnerships towards the Tokyo 2020 Olympic and Paralympic Games where all women and men shine" in the U-Thant International Conference Hall of the United Nations University on 17 October 2018.

The agenda of the Forum included keynote presentations by Tokyo 2020 and the ILO, a panel discussion on supply chain management by corporations and experts, relayed comments by a person with an impairment and an LGBT community member on realising inclusive workplaces, and short presentations by a labour group, an employers' group, civil society groups, and a research institute under the theme of joint action towards achieving sustainable development.

Messages from 23 sponsors to support the Forum were also presented.

<https://tokyo2020.org/jp/games/sustainability/information/20190207-01.html>
(in Japanese)



Sustainability Forum



Tokyo 2020 and the UN concluded LOI

(3) Collaboration with the United Nations

Recognised as a participant on 5 July 2018, Tokyo 2020 declared its participation in the United Nations Global Compact (UNGC). Since then, Tokyo 2020 has also been a member of the Global Compact Network Japan, where Tokyo 2020 participates in activities such as training programmes.

The UNGC is a voluntary initiative enabling corporations and organisations to participate in the creation of a global framework to display responsible and creative leadership, thereby acting as upstanding members of society and achieving sustainable growth. The ten principles of the UNGC in four domains - human rights, labour, environment and anti-corruption - align with the sustainability concept set out by Tokyo 2020.

On 14 November 2018, Tokyo 2020 concluded a Letter of Intent on cooperation with the United Nations (UN) to support Sustainable Development Goals (SDGs) through the Tokyo 2020 Games. This partnership will involve the use of various resources of both organisations to contribute to promoting wider understanding, by communicating initiatives on SDGs by the Tokyo 2020 Games, as well as the link between sports and SDGs.

Going forward, under this partnership the UN plans to support initiatives on SDGs by Tokyo 2020, and Tokyo 2020 plans to cooperate and support the UN's engagement on SDGs up to the end of the Games.

Inclusion of a wide range of people through talent development

Tokyo 2020 is providing sustainability training and education to members of Tokyo 2020 and Games volunteers directly involved in the development and operation of the Games, deepening understanding of sustainability amongst many people through school education and a range of learning spaces for the general public, and encouraging involvement and cooperation with the sustainability of the Games.

(1) Training on sustainability for staff and Games volunteers

As the scale of Tokyo 2020 grows, Tokyo 2020 sees many new staff members joining, and so we are conducting training on the importance of sustainability at the Games in induction training for these members. In addition, we carry out e-Learning for all enrolled staff members and continually seek to encourage understanding and efforts towards sustainability at the Tokyo 2020 Games. We also undertake information-sharing on sustainability through briefings among Sustainability (SUS) administrators and coordinators in FAs of Tokyo 2020.

We are investigating content that further encourages understanding of sustainability at Games volunteer joint training events planned to be held from October 2019.

[Key Training Performance Figures (Apr. 2018 to Jan. 2019)]

- Induction training: 12 times, participation rate: 84 per cent
- e-Learning: once, attendance rate: 89 per cent
- Briefings for Sustainability (SUS) administrators and coordinators: twice

(2) Raising awareness in sustainability seminars

Tokyo 2020 is promoting actions, involvement and cooperation on sustainability through participation in sustainability seminars and symposiums in Japan and abroad for parties involved with the Games and the broader public.

[Key Participation Performance Figures (FY 2018)]

- Responsible sourcing for mega sports events (The Mega-Sporting Events Platform for Human Rights, Caux Round Table Japan)
Tokyo 2020 participated in a workshop held in Bangkok, Thailand, on the subject of responsible sourcing, in which discussions with stakeholders such as businesses and

NGOs over Tokyo 2020's efforts on sustainable sourcing and human rights risk in supply chains in Asian region were held.

- Social Forum 2018 (United Nations Human Rights Council)

The Social Forum is a meeting for open, interactive discussion between citizens, member representatives and international bodies, held by the UN Human Rights Council. The focus in 2018 was "the possibilities of using sport and the Olympic ideal to promote human rights for all and to strengthen universal respect for them." Tokyo 2020 presented its sustainability initiatives of the Games at the Social Forum 2018.

(3) Olympic and Paralympic Education by the Tokyo Metropolitan Board of Education

The Tokyo Metropolitan Board of Education is carrying out a campaign titled "School Action *Mottainai* (the concept of avoiding waste)" and an initiative to enhance understanding of people with impairments, as part of Olympic and Paralympic education in public schools in Tokyo, as part of its efforts boost "education for sustainable development".

School Action *Mottainai*

An environmental initiative (the 3Rs: reduce, reuse, recycle) is underway at all public schools in Tokyo to establish specific activity targets for individual children, promote the continuation of these activities in their families and communities, and to deepen understanding of environmental issues.

[Specific examples of initiatives]

- Recognise classes that eliminated leftover food from lunches.
- Call on children to work themselves to reduce leftovers by launching a campaign.
- Set goals related to the 3Rs for each class, such as sorting waste and reducing paper use, through discussions held by student groups and classes.

Initiative to enhance understanding of people with impairments

To promote understanding and raise awareness of people with impairments and sports for people with impairments, the Tokyo Metropolitan Board of Education designated schools to support Paralympic sports (20 schools during the 2018 academic year) and offered opportunities to experience, view, and support such sports.

In July and August 2018, the Tokyo Metropolitan public schools Para Sports Exchange Conference was held for the purpose of raising awareness of para sports and enabling interaction between children and students at metropolitan special needs schools, elementary schools, junior high schools and senior high schools. The event included a floor volleyball competition in addition to a boccia competition that was also held the previous year. As per the previous year, children built upon the event by maintaining contact with each other, such as by exchanging letters, or by attending boccia practices.

[Participants (FY 2018)]

- Boccia competition: 30
- Floor volleyball competition: 8



Tokyo Metropolitan public schools Para Sports Exchange Conference

Facilitating broader involvement with the public through the project

As part of sustainability efforts at the Games, Tokyo 2020 is working to deepen understanding of sustainability in Japan and abroad and embed voluntary activities to create a sustainable society, by providing opportunities for many people to participate and share experiences.

(1) Tokyo 2020 Medal Project: Towards an Innovative Future for All

Tokyo 2020 is currently engaged in the Tokyo 2020 Medal Project which will manufacture medals for athletes at the Games with the participation of citizens of Japan.

This project aims to achieve a 100 per cent recycling rate in gold refining by using recycled metal extracted from consumer devices such as used mobile phones in the manufacture of medals, with the participation of NTT DOCOMO, the Japan Environmental Sanitation Centre, the Ministry of the Environment and the Tokyo Metropolitan Government. The project plans to manufacture approximately 5,000 medals for the Olympics and Paralympics.

Collection of metals required for medal manufacture and of used consumer devices is as follows.

8 February 2019

	Metals Collected [A] *1	Target [B] *2	Achievement rate [A/B]
Gold	28.4kg	30.3kg	93.7%
Silver	3,500kg	4,100kg	85.4%
Bronze	2,700kg	2,700kg	100.0%

*1 The amount of metals collected is the total of metals already secured and the estimated amount to be secured from small electronic devices collected by October 2018.

*2 This differs from volumes required for manufacture.

Amount collected by local governments across Japan (Apr 2017 to Oct 2018) (used small electronic devices including mobile phones)	Approximately 47,488 tonnes
Amount collected by NTT DOCOMO shops across Japan (Apr 2017 to Oct 2018) (used mobile phones only)	Approximately 5.07 million units



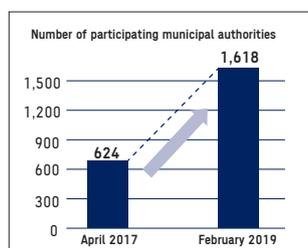
Project symbol



Dismantling of collected mobile phones



Metal delivery ceremony



Trend in participating local authorities

Collection began in April 2017 and appeals to date have been answered by cooperation from many businesses and groups.

More than 18,000 collection boxes have been installed at participating businesses and Games partners, business groups across the country, government ministries, local governments, post offices (approximately 3,500 offices) and Chambers of Commerce across the country, and at events (as of February 2019; the same applies below).

In addition, 1,618 local authorities, approximately 90 per cent of all local governments in Japan, and 37 host town local governments are participating.

Partner Companies of the Tokyo 2020 Games are also cooperating in a variety of ways, such as providing used business mobile phones.

Reference: Partner Companies Participating in the Project

<https://tokyo2020.org/en/games/medals/project/status/>

Now it was estimated that the targeted amount of metals to be collected, required to manufacture all the Olympic and Paralympic medals for the Tokyo 2020 Games, is going to be secured with the huge support of the general public and business entities across Japan

as well as national and international athletes, the Project will successfully come to an end on 31 March 2019.

Tokyo 2020 will further strive to promote awareness-raising on recycling of small electronic devices among the people, through information-sharing of the achievement of this project, while initiatives of collection of such devices are expected to be continued by entities and the people engaged in the project as a legacy of the Tokyo 2020 Games.

(2) Tokyo 2020 Nationwide Participation Programmes

Rather than a transient event, in the Tokyo 2020 Games, Tokyo 2020 aims for a Games in which many people participate and which can be said to have altered every aspect of society.

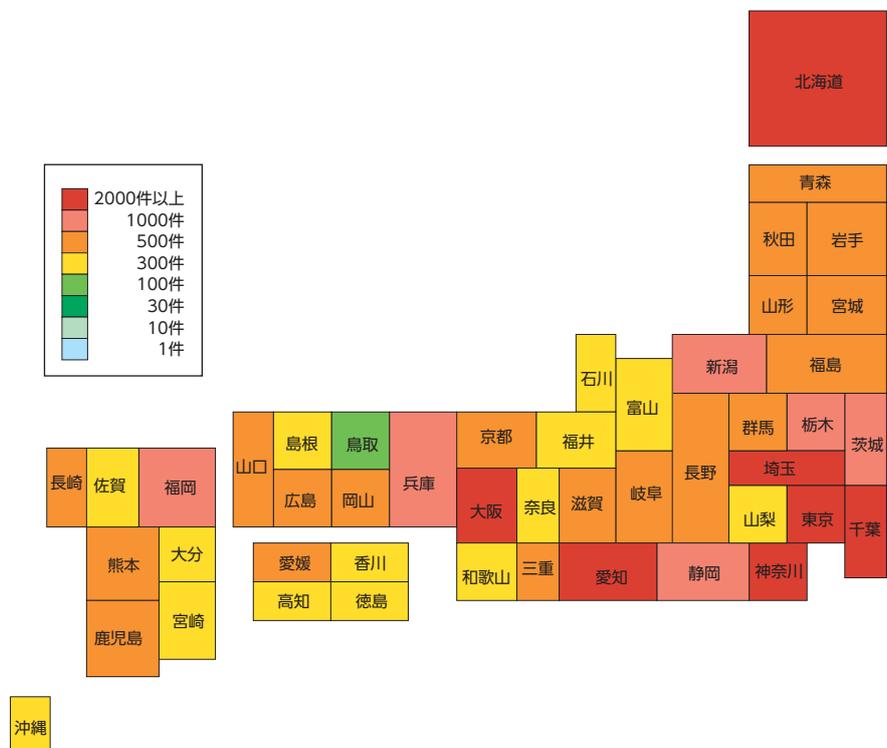
To achieve this goal, we are approving diverse activities under eight themes including sustainability as Tokyo 2020 Nationwide Participation Programmes and encouraging the proactive involvement of many people and groups as a means of enabling events and projects (actions) to create involvement, build up momentum, and establish a post-Games legacy for the Tokyo 2020 Games.

As of the end of January 2019 we had registered over 1,845 groups from all corners of the country and approved around 93,000 activities. The number of participants in approved activities reached a total of approximately 60 million people at the end of January 2019. Of these, approximately 21,000 sustainability activities were approved. In addition to the Tokyo 2020 Medal Project above, activities on sustainability took place across Japan on diverse themes, including promoting the use of rainwater for uchimizu (sprinkling water to clean and cool urban areas), events teaching about cutting food waste and the importance of forests, and promoting empowerment in women through sport.



Event to learn the importance of forests

Distribution of activities





Tokyo 2020 Olympic and Paralympic Flag Tour



Tokyo 2020 mascots vote (candidate announcement)



Collaboration event

(3) Tokyo 2020 Education Programme “Yoi Don!”

Tokyo 2020 is promoting the “Yoi Don!” (Get Set) Tokyo 2020 Education Programme in which children, who represent our future, will feel and learn about the value of the Olympic and Paralympic Games itself and the power of sports, for future growth. Through this programme, we will cultivate three legacies for children: self-belief and courage, an understanding of diversity, and voluntary and active social participation.

In this programme, education projects in schools working with Olympic and Paralympic education are certified as Tokyo 2020 Olympic and Paralympic education schools (or Yoi Don! Schools) (total 17,240 schools as of 1 February 2019). Certified schools were visited by athletes for the Flag Tour (117 schools as of 1 February 2019).

We created an opportunity for children to get directly involved in the Games with the selection of the Tokyo 2020 mascots, by learning about the history and meaning of the Olympics and Paralympics and their mascots, and voting on the mascots, in 16,769 elementary schools across Japan.

We have also prepared and distributed teaching materials and lesson plans to promote Olympic and Paralympic education in schools nationwide, and these have been adopted by around 5,700 schools as of 1 February 2019. One element of the distributed materials is the “I’m POSSIBLE” pack developed by the International Paralympic Committee which teaches about inclusive society on the theme of the Paralympics. It has been distributed to around 36,000 elementary schools, junior and senior high schools and special needs schools nationwide as of 1 February 2019.

(4) University collaboration

Tokyo 2020 is responding to the IOC recommendation in the Olympic Agenda 2020 which describes the Olympism spirit and states “Engage with youth”. The participation of large numbers of students in the Games is spreading as a new movement and is expected to contribute to a successful Games. In June 2014, universities and junior colleges across Japan began signing up to collaboration agreements, with 806 having done so as of January 2019.

We are working on a range of activities for universities and students, such as engagement and publicity on the Games, the visiting lecture programmes in which lecturers are sent to lectures or courses at a collaborating university to learn about the Olympics and Paralympics, and opportunity events.

In the visiting lecture programmes, lectures are held on the theme of sustainability to ensure students have the opportunity to learn and think about sustainability. We are also distributing posters to collaborating universities and installing collection boxes at opportunity events on the subject of the Tokyo 2020 Medal Project.

Visiting lecture programme performance figures (as of end of January 2019)

Cases	127 (including four on the theme of sustainability)
Participants	Approximately 17,000 (including approximately 500 on the theme of sustainability)

Provide communication to encourage understanding and actions for consideration of sustainability

Tokyo 2020 is actively publicising pioneering activities and initiatives on sustainability and raising awareness on the importance of the subject.

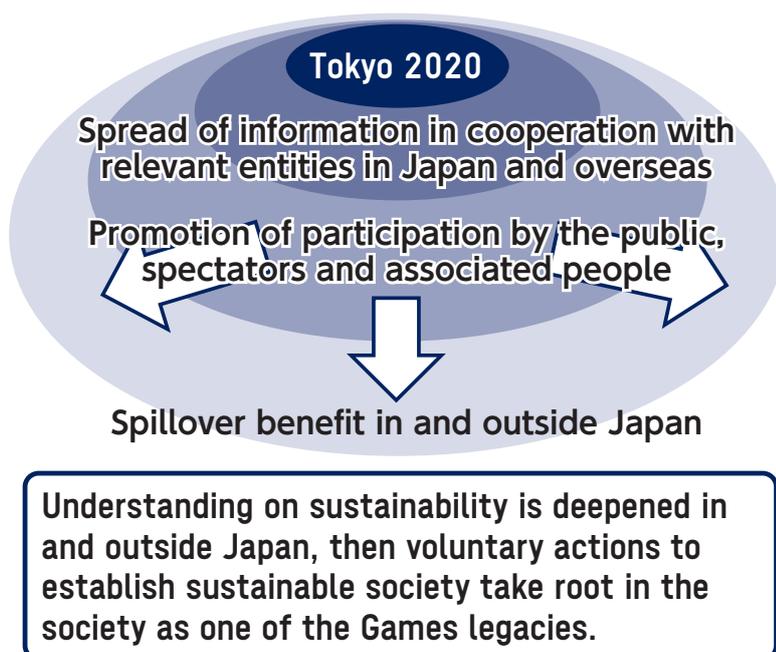
(1) Basic approach to engagement on sustainability

Sustainability will be widely publicised through the Olympic and Paralympic Games, among the world's largest sporting events, and it is expected that many people will recognise its importance. However, the challenge is to convey the broad concept of sustainability in an understandable manner through clear messages and practical efforts at the Games, to ensure people take in this concept.

Therefore, Tokyo 2020 will use the Tokyo 2020 Games to communicate based on the approach below, to deepen understanding of sustainability by many people both in and outside Japan and to embed voluntary actions to establish sustainable society as one of the Games legacies.

- We aim to inspire people with no awareness of sustainability, by developing and communicating pioneering initiatives on key themes of Games sustainability in an easy-to-understand manner, based on the Games sustainability concept: "Be better, together - For the planet and the people" which encompasses all aspects of the sustainability of the Games.
- In addition to Tokyo 2020, a diverse range of actors such as Games stakeholders will collaborate to effectively convey this message to a wider audience via each channel.
- We promote the participation and sharing of experiences of many people via citizen participation projects such as the Tokyo 2020 Medal Project, to encourage people to take voluntary actions that will help create a more sustainable society (see pages 89-91; Facilitating broader involvement with the public through the project).

Basic approach to engagement



(2) Publicising the sustainability concept of the Games

Tokyo 2020 has published the sustainability concept of the Games: "Be better, together - For the planet and the people" as set out in the Sustainability Plan Version 2. While this concept has been adopted, we have been using illustrations to better convey Games sustainability.

The Sustainability Concept of the Tokyo 2020 Games

Be better, together

For the planet and the people

(3) Publicity through collaboration

The development and operation of the Games will be achieved not by Tokyo 2020 alone, but with the collaboration of delivery partners. Therefore, it is effective to also collaborate on Games sustainability initiatives and reach a wider audience with a single message. On 20 July 2018, we made a simultaneous announcement with the Tokyo Metropolitan Government, Saitama Prefecture and City of Yokohama about our cooperation on Carbon Offsetting Programme at the Games and CO₂ reduction and Activities of CO₂ reduction and absorption by citizens at the Tokyo 2020 Games. As this collaboration progresses, we will communicate effectively on these efforts.

(4) Publicity by athletes

Tokyo 2020 is engaged in efforts to promote the understanding of sustainability through sports by publicising information with the cooperation of athletes in collaboration with a diverse groups, and ensuring that the information is received by greater numbers of people.



Message on Tokyo 2020 Medal Project by athletes

Case Study

"Our Global Goals" for achieving SDGs through sports

On 9 November 2018, the Japan Sports Agency and the Bill and Melinda Gates Foundation published the partnership in "Our Global Goals" to achieve SDGs and to create the legacy of the Games with the cooperation of athletes and NGOs, as part of an initiative to contribute to the achievement of SDGs through sport (Sports SDGs). Tokyo 2020 recognised the above initiative as a Tokyo 2020 Nationwide Participation Programmes.



Our Global Goals press conference



EcoPro 2017 exhibit booth



Festival mark

(5) Publicity through events

Tokyo 2020 will broaden the sustainability efforts of the Tokyo 2020 Games and their importance via a range of businesses and environmental events, and will further raise awareness of sustainability through continued publicity.

[Key Event Performance Figures]

- EcoPro 2017: An exhibition on the future of environment and energy (December 2017)
(Organisers: Japan Environmental Management Association for Industry, Nikkei Inc.)
- EARTH HOUR 2018 (March 2018)
(Organiser: World Wide Fund for Nature Japan (WWF Japan))
- COUNTDOWN SHOWCASE (September 2018)
(Organisers: Ministry of Economy, Trade and Industry, All Japan Business Committee)
- CEATEC JAPAN 2018 (October 2018)
(Organiser: CEATEC JAPAN Executive Board)

We plan to develop a "Tokyo 2020 NIPPON Festival" as a compilation of the Tokyo 2020 Nationwide Participation Programmes, to maximise opportunities arising from the Games from April 2020 and to publicise the diverse cultures of Japan to both domestic and international audience. As part of this, we plan to host a culture programme on the theme of "realising an inclusive society", such as through the participation of a diverse array of people including people with impairments and LGBT community members, and developing a range of art and performance activities across the town.



5

Sustainable Sourcing

5. Sustainable Sourcing

Overview

This chapter describes the progress on the Sustainable Sourcing Code and the Grievance Mechanism, which the Tokyo Organising Committee of the Olympic and Paralympic Games has been engaged in to ensure sustainability across the supply chain for products and services to be procured as well as licensed products.

Tokyo 2020 requires large volumes of items to be procured for the preparation and operation of the Games, and these sourcing activities are of vital importance as they influence not only direct suppliers but also entire supply chains.

To address this issue, Tokyo 2020 has formulated the Sustainable Sourcing Code to implement sourcing practices according to the following set of guidelines.

- (1) How products and services are supplied
- (2) The origin of products and services, and the resources they are made of
- (3) Compliance with the Sourcing Code throughout the supply chains
- (4) The effective use of resources

* See Tokyo 2020 website for details of WG members and discussions. <https://tokyo2020.org/jp/games/sustainability/> (in Japanese only)

In developing the Sourcing Code, Tokyo 2020 held discussions mainly in the Sustainable Sourcing Working Group (WG)* comprised of experts on the environment, human rights, labour, CSR, and other subjects. During the discussions, Tokyo 2020 tried to incorporate the opinion and input of a diverse array of parties by calling for public opinion (Approximately 1,200 comments received in total), while conducting interviews with NGOs, governmental organisations, certification scheme owners, industry organisations, etc. (Approximately 60 parties in total).

The 1st edition of the Sourcing Code was published in March 2017 following extensive discussions at the WG. This edition contains individual codes for timber, agricultural, livestock, and fishery products. Furthermore, the Sourcing Code was revised under the 2nd edition in June 2018 with the addition of individual codes for paper and palm oil, and was revised again under the 3rd edition in January 2019 with the amendment of the individual code for timber. It should be noted that while the Sourcing Code addresses key topics on sustainability, the Code was compiled in consideration of feasibility based on the time available to the Games as well as the current context in Japan.

The Grievance Mechanism, designed to receive reports on non-compliance with the Sourcing Code has been in place since April 2018.

Sustainable sourcing remains a novel theme for many Japanese businesses; SMEs in particular may encounter difficulties in the process. This initiative, nevertheless, will enhance their competitiveness in the global market where engagement on sustainability will be increasingly required, and furthermore could provide momentum toward sustainable consumption and production in society in general. Tokyo 2020 is determined to continuously engage with more businesses, raise awareness on sustainability, and encourage concrete action, leveraging procurement opportunities for this mega-sports event.

Case Study

Development process of a sourcing code for palm oil

In developing an individual code for palm oil, key stakeholders such as industry groups and consumer group participated in the WG as members. In addition, the WG invited environmental NGOs and certification scheme owners and others for more information. The public consultation process in March 2018 received over 330 opinions from inside and outside Japan.

In the WG meetings, lively discussions particularly on certification schemes were held, and below are some of the opinions shared.

- ISPO*¹ and MSPO*² are relatively new schemes and concerns over their effectiveness remain
- RSPO*³ also has some issues and it is difficult to discern between certifications
- Recognising IPSO and MSPO that will be mandatory in producing countries would encourage a wider spectrum of producers including small-scale farmers to address sustainability

The conclusion is to make ISPO, MSPO and RSPO certification schemes available, focusing on the promotion of efforts by small-scale farmers.



(Palm tree)



(Palm fruit)

*1. ISPO : Indonesian Sustainable Palm Oil

*2. MSPO : Malaysian Sustainable Palm Oil

*3. RSPO : Roundtable on Sustainable Palm Oil

Progress at a glance

Initiative	Progress
Dissemination of the Sourcing Code	Commentaries and FAQs on the Code have been put on the web-site. External communication on the Code via various opportunities is ongoing.
Introducing the Code to sourcing contracts	Internal briefing complete. Checking of documents on a routine basis.
Communication with suppliers/licensees	Ongoing communication with suppliers/licensees using a checklist.
Monitoring	Ongoing monitoring on timber sourcing.
Operation of Grievance Mechanism	5 reports received.
Review of Sourcing Code for Timber	Revised version published in January 2019.

Summary of progress

- To ensure the effectiveness of the Sourcing Code, Tokyo 2020 has been working on disseminating the Code, introducing the Code to sourcing contracts, communicating with suppliers/licensees, monitoring, and operating a Grievance Mechanism.
- Tokyo 2020 has conducted a review to improve the Sourcing Code for Timber.
- Responding to the request from Tokyo 2020, the Tokyo Metropolitan Government and the Japan Sport Council (JSC) are respecting the Sourcing Code, including the establishment of their own grievance mechanisms.
- Certifications on sustainability of timber, agricultural, livestock and fishery products have been growing in Japan.

Implementation of the Sourcing Code



(1) Dissemination of the Sourcing Code

In Japan, initiatives on sustainable sourcing with a broad range of elements including environmental and social aspects are yet to be common, especially for SMEs. Therefore, to promote understanding and concrete efforts amongst businesses, Tokyo 2020 prepared commentaries compiling the background, concepts and examples of practical actions to each item in the Sourcing Code, as well as FAQs, which have been posted on the website (<https://tokyo2020.org/en/games/sustainability/sus-code/>). Tokyo 2020 has also been taking opportunities presented by a range of events on sustainability to raise awareness of the concept and content of the Sourcing Code.

Going forward, Tokyo 2020, in cooperation with the ILO (*see page 86*; Partnership with the International Labour Organization), will work to share good practices by companies and tools available on socially responsible labour practices, from the perspective of further encouraging businesses to take concrete actions.

(2) Introducing the Code to sourcing contracts

Compliance to the Sourcing Code is a requirement stated in sourcing specifications and contracts. Sustainability Department of Tokyo 2020, through staff briefings, has explained the concept and content of the Sourcing Code, and made a request to introduce the Sourcing Code to procurement contracts with examples of a sustainability clause to put in relevant documents such as specifications.

Application of the Sourcing Code is also explained on Business Chance Navi 2020*, which is used for the publication of bids and participation applications on Tokyo 2020's procurement projects.

* A portal website operated by the Small- to Medium-Enterprise Global Reach Project Conference, launched to develop business opportunities for SMEs (<https://www.sekai2020.tokyo/bcn/> (in Japanese only)).

Figure: Screen from Business Chance Navi 2020

持続可能性に配慮した調達コードについて

この案件は、東京2020組織委員会が策定した「持続可能性に配慮した調達コード」の対象案件です。
 この案件に入札資格申請・受注希望・入札する企業は、以下をご確認いただき、必要書類の提出をお願いします。
 (「こちら」をクリックすることで詳細をご覧いただけます。)

1	持続可能性に配慮した調達コード (第2版) (共通基準)	こちら
2	物品別の個別基準 (木材・農産物・畜産物・水産物・紙・パーム油)	こちら
3	持続可能性に関する確認について	こちら
4	持続可能性の確保に向けた取組状況について / 記載例	こちら
5	誓約書	こちら
6	持続可能性に配慮した調達コード (第2版) 解説 / 農・畜・水産物・パーム油の調達基準解説	こちら

(3) Communication with suppliers and licensees

Tokyo 2020 is working to review how suppliers/licensees are working on sustainability, to help avoid non-compliance to the Sourcing Code, by preparing a checklist template in line with the items in the Sourcing Code and requiring suppliers/licensees to fill in and submit the checklist. Under this review, items relating to compliance with laws and regulations, prevention of environmental pollution and labour, as well as engagement with supply chains, are carefully checked.

This checklist is not merely for use by Tokyo 2020 as a tool for risk management, but also suppliers/licensees can make use of it, to deepen their understanding of the Sourcing Code, review their own sustainability efforts, and strive toward higher standards.

Additionally, Tokyo 2020 is not simply performing paper-based checks on the checklist, but as far as possible endeavours to provide opportunities for interaction with suppliers/licensees, to more accurately understand their efforts. Taking such opportunities of direct communication, Tokyo 2020 explains key points of the Sourcing Code and the Grievance Mechanism to promote understanding by suppliers/licensees, as well as requesting ongoing effort engaging with their supply chains. To date Tokyo 2020 has had meetings with around 60 licensees.

Below is a summary of the situation captured in this communication process with suppliers/licensees.

- Completing the checklist enhances suppliers/licensees' understanding on the Sourcing Code.
- All suppliers/licensees recognise the importance of legal compliance, and many of them have their own policy or code of conduct.
- Many suppliers/licensees are engaged in eliminating discrimination and harassment, e.g. through putting statements in their employment regulations, establishing consulting counters, and educating staff on diversity including on LGBT topics.
- There are many cases where the management of working hours is addressed by setting no overtime days or warning staff exceeding a fixed amount of overtime. Other than this, it is also heard that companies without labour unions find it challenging to know what to do in terms of freedom of association and the right of collective bargaining.
- On the environment, many initiatives are found to replace lighting with LEDs and to simplify packaging.
- In terms of engaging their supply chains, while some suppliers/licensees present CSR procurement standards, provide guidelines and have briefing sessions, as well as conduct site surveys, there are many suppliers/licensees which, despite making their

supply chains aware of the Sourcing Code, have yet to take concrete measures to review and improve sustainability in their supply chains. Nevertheless, it is a good sign to see suppliers/licensees that are motivated to review sustainability in their supply chains taking the idea from the Tokyo 2020 Games.

Case Study

Advancing knowledge on international labour standards

Tokyo 2020 took a technical training from the ILO to advance knowledge on international labour standards and to make communication with suppliers/licensees more effective. This is part of cooperative initiatives under the MoU with the ILO (see page 86).



Photo: Lecture by the ILO staff on international labour standards

(4) Monitoring

As part of follow-up efforts on the implementation of the Sourcing Code for Timber, Tokyo 2020 discloses information on concrete-formwork plywood being procured for the construction of venues by Tokyo 2020, TMG and JSC. The information is updated every six months and the latest update as of the end of November 2018 is available on the website. <https://tokyo2020.org/en/games/sustainability/information/20190128-01.html>

Also, Tokyo 2020, in unison with TMG, has conducted site surveys for monitoring purposes on sourcing of concrete formwork plywood.

Case Study

Tokyo 2020 is working on procurement of paper products that conform to the "Sustainable Sourcing Code for Paper" since its formulation. For example, paper made from 100 recycled fibre is used for copy paper, while certified products are used for envelopes. At the same time, Tokyo 2020 also encourages reduction of the amount of paper used for meetings and other office work.

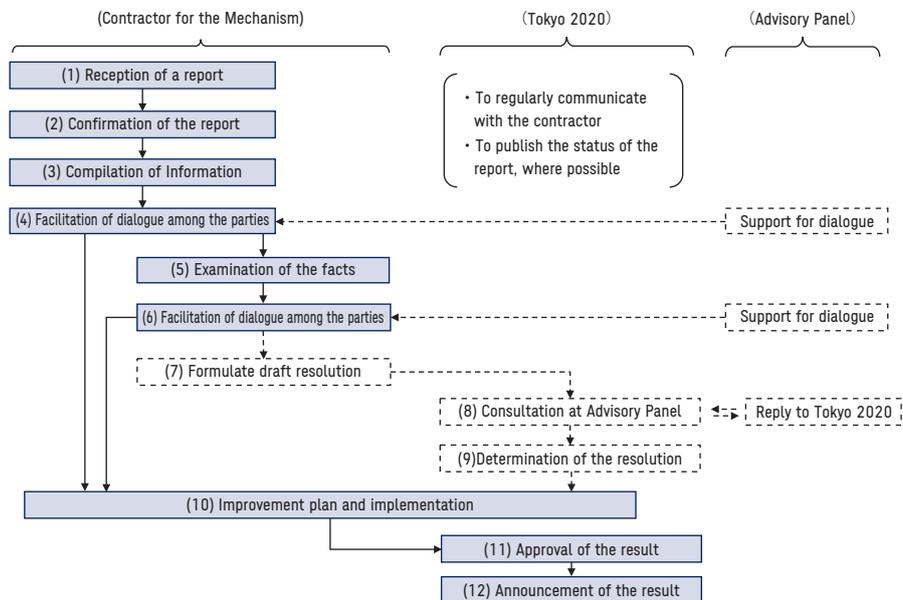
(5) Operation of Grievance Mechanism

It is possible, despite risk reduction measures such as communication with suppliers/ licensees and monitoring, for an issue of non-compliance with the Sourcing Code to arise. For such instances, Tokyo 2020 has set up a Grievance Mechanism for the Sourcing Code, as a framework providing a remedy. Its purpose is to receive reports on non-compliance with the Code and to promptly and appropriately respond to them in a fair and transparent manner, and in particular to develop an appropriate solution by facilitating constructive dialogue between the parties concerned to come up with agreed-upon improvement measures to address problems caused by non-compliance with the Sourcing Code.

As it is important to define the basic process and criteria to allow the Grievance Mechanism work in a fair and transparent manner, Tokyo 2020 developed "Operational Standards" of the Mechanism that specifies its scope, reporting method, process flow, information disclosure and others. Eight elements defined as the "effective criteria for non-judicial grievance mechanisms" in the UN Guiding Principles on Business and Human Rights (i.e. legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue) are incorporated in the Mechanism.

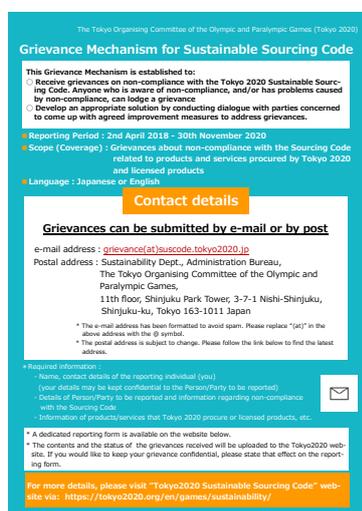
A report can be made by email or by post. The secretariat function of the Mechanism is outsourced to a globally-based consulting company with experience in this type of work. In addition, for each reported case within the scope of the Mechanism, an Advisory Panel will be established to give advice/recommendations to the parties concerned or Tokyo 2020 from a fair and neutral standpoint with relevant expertise. The operational status of the Mechanism is noted regularly to the WG to discuss for more effective and efficient operations. However, the WG is not tasked to re-examine individual cases.

Overview of Grievance Mechanism process



The Grievance Mechanism has been in operation since April 2018 and has received 5 reports as of the end of December 2018. Regarding two reports for which the Mechanism received in April 2018 and finished the process, both cases were determined not to fall under the scope of the Mechanism, but Tokyo 2020 nevertheless considered action. Taking an example, for a report regarding a labour issue at a timber processing factory in Malaysia, which was found not to relate to procurement by Tokyo 2020, Tokyo 2020 contacted the factory and recommended them to communicate with the reporting party. In terms of transparency, progress status of reported cases are disclosed on the website (<https://tokyo2020.org/en/games/sustainability/sus-code/>).

Tokyo 2020 is trying to disseminate the Grievance Mechanism as widely as possible, e.g. through communications to supply chains via suppliers/licensees, raising awareness through networks of labour unions and NGOs, and provision of FAQs on the website, although further efforts should be made. Tokyo 2020 therefore prepared flyers in Chinese and other languages in addition to Japanese and English versions.



English flyer



Chinese flyer

Review of sourcing code for timber

Tokyo 2020 took a review process to improve the Sustainable Sourcing Code for Timber that was formulated in June 2016 in accordance with the concept of PDCA (Plan-Do-Check-Act). To capture the latest situation around timber, particularly tropical timber, Tokyo 2020 invited environmental NGOs, research institutes, certification scheme owners, timber importing companies, a domestic plywood manufactures association and a concrete-formwork contractors association to the WG. Through this process, issues were raised e.g. about corruption in producing countries, indigenous peoples' rights, biodiversity, and loss of forest area through the development of oil palm plantations. Meanwhile, WG also recognised that stakeholders are engaged in sustainable forest-management/timber-sourcing taking various approaches; that is timber legality and sustainability verification systems developed by the governments of timber-producing countries such as SVLK* in Indonesia, private forest certification schemes, due diligence activities by companies, and registration under the Clean Wood Act.

Tokyo 2020, based on inputs from stakeholders and following discussions in the WG, has revised the Sourcing Code for Timber to incorporate two concepts below (January 2019).

- To restrict the use of timber associated with loss of forest area, e.g. timber derived from the development of oil palm plantations.
- To recommend additional efforts to reduce sustainability-related risk through collecting information on manufacturers, etc.

* Acronym of Sistem Verifikasi Legalitas Kayu which is a timber certification system on legality and sustainability in Indonesia that corresponds to EU Timber Regulation.

Request to TMG, national government and others to respect the Sourcing Code

With the Sourcing Code established, Tokyo 2020 requested the Tokyo Metropolitan Government and the national government to respect it, and the TMG and JSC are therefore respecting the Sourcing Code for procurement for the Games. Both parties have also established their own grievance mechanisms respectively.

In addition, Tokyo 2020 has also begun to request related local municipalities to respect the Sourcing Code. Meanwhile, an effective approach to realising concrete actions by municipalities needs to be considered.

Establishment of grievance mechanisms by Tokyo 2020, TMG and JSC

Organisations	Contacts	Scope
Tokyo 2020	Email address: grievance(at)suscode.tokyo2020.jp Post address:Sustainability Department, Administration Bureau, The Tokyo Organising Committee of the Olympic and Paralympic Games, 24th Floor, Harumi Island Triton Square Office Tower Y, 1-8-11 Harumi, Chuo-ku, Tokyo, 104-6124 (post address is subject to change)	Procurement projects of Tokyo 2020 that fall under the provision of "5. Scope" of the Operational Standards of Tokyo 2020
Tokyo Metropolitan Government (TMG)	Email address: S1050702(at)section.metro.tokyo.jp Post address:Operations Section, Planning and Promotion Division, Tokyo 2020 Olympic and Paralympic Games Preparation Bureau, The Tokyo Metropolitan Government, 14th Floor, Tokyo Metropolitan Main Building No.1, 8-1 Nishi-Shinjuku 2-chome, Shinjuku-ku, Tokyo, 163-8001	Procurement projects of TMG that fall under the provision of "2. Scope" of the Operational Standards of TMG
Japan Sport Council (JSC)	Email address:email address will be provided upon the request through the inquiry form on the website below. https://www.jpnsport.go.jp/corp/tabid/449/Default.aspx (in Japanese) Post address:General Affairs Department, Japan Sport Council, 2-8-35 Kita-Aoyama Minato-ku, Tokyo, 107-0061	Procurement projects of JSC that fall under the provision of "3. Scope" of the Operational Standards of JSC

Changes linked to the Sourcing Code

Around the time of the establishment of individual codes for timber, agricultural, livestock and fishery products, sustainability-related certifications are found to grow in Japan.

Timber (certified forest area in Japan)

(*1,000 ha)

	2012	2015	2018
FSC* ¹	397	394	409
SSEC* ²	888	1,255	1,716

*1. Forest Stewardship Council

*2. Sustainable Green Ecosystem Council

Note: Figures for FSC are as of December of each year. Figures for SSEC are as of the end of March of each year

Agricultural products (number of GAP*³-certified units in Japan)

	2012	2015	2018
ASIAGAP* ⁴	1,679	2,519	1,415
JGAP* ⁵			2,759
GLOBALG.A.P.	122	308	631

*3. GAP is abbreviation of "Good Agricultural Practices"

*4. JGAP Advance prior to August 2017

*5. JGAP Basic prior to August 2017

Note: Figures for ASIAGAP and JGAP are as of the end of March of each year. Figures for GLOBALG. A. P. are as of the end of December of 2012 and 2015, and as of the end of June of 2018

Livestock products (number of GAP-certified units in Japan)

	2012	2015	2018
JGAP* ⁶	-	-	26
GLOBALG.A.P.	0	1	1

*6. JGAP published standards for livestock in March 2017.

Note: Figures for JGAP are as of the end of March of each year. Figures for GLOBALG. A. P. are as of the end of December of 2012 and 2015, and as of the end of June of 2018

Fishery products (number of certified units in Japan)

	2012	2015	2018
MEL* ⁷	17	21	49
MSC* ⁸	1	2	3
AEL* ⁹	0	1	42
ASC* ¹⁰	0	0	5

*7. Marine Eco-Label Japan

*8. Marine Stewardship Council

*9. Aquaculture Eco-Label

*10. Aquaculture Stewardship Council

Note: Figures for MEL, MSC, AEL and ASC are as of the end of December of each year

* "Guideline on the Common Standard of Good Agricultural Practices (GAP)" formulated by the Ministry of Agriculture, Forestry and Fisheries

In addition, 27 prefectures (as of December 2018) including Tokyo, Fukushima and Iwate have their own GAP standards based on MAFF's GAP Guideline* and verification system, which fits the "Sustainable Sourcing Code for Agricultural Products" of Tokyo 2020. As of the end of December 2018, 12,001 units have been verified under these schemes.

Other

Tokyo 2020's efforts on sustainable sourcing have received positive external evaluation.

Case Study

Tokyo 2020 was awarded the Best Practice award on 11, October 2018, from "work with Pride", an organisation working to promote diversity management on sexual minorities including LGBTs.

It was evaluated as providing a positive impact by requiring suppliers/licensees to "give due consideration to supporting these people (social minorities) to enjoy economic and social rights equal to the rights of other people".



Olympic and Paralympic Games Venue Master Plan

Olympic Games Venue Master Plan as of October 2018
Paralympic Games Venue Master Plan as of October 2018



HERITAGE ZONE

□ ... Olympic Games △ ... Paralympic Games

- | | | | | |
|--|--|--|---|--|
| <p>1 Olympic Stadium</p> <ul style="list-style-type: none"> □ △ Opening and Closing Ceremonies, Athletics □ Football | <p>2 Tokyo Metropolitan Gymnasium</p> <ul style="list-style-type: none"> □ △ Table Tennis | <p>3 Yoyogi National Stadium</p> <ul style="list-style-type: none"> □ Handball △ Badminton, Wheelchair Rugby | <p>4 Nippon Budokan</p> <ul style="list-style-type: none"> □ △ Judo □ Karate | <p>5 Imperial Palace Garden</p> <ul style="list-style-type: none"> □ Athletics (Race Walk) |
| <p>6 Tokyo International Forum</p> <ul style="list-style-type: none"> □ Weightlifting △ Powerlifting | <p>7 Kokugikan Arena</p> <ul style="list-style-type: none"> □ Boxing | <p>8 Equestrian Park</p> <ul style="list-style-type: none"> □ Equestrian (Dressage, Eventing, Jumping) △ Equestrian | | |
| <p>9 Musashino Forest Sport Plaza</p> <ul style="list-style-type: none"> □ Badminton, Modern Pentathlon (Fencing) △ Wheelchair Basketball | <p>10 Tokyo Stadium</p> <ul style="list-style-type: none"> □ Football, Rugby, Modern Pentathlon (Swimming, Fencing, Riding, Laser-Run) | <p>11 Musashinomori Park</p> <ul style="list-style-type: none"> □ Cycling (Road) | | |

TOKYO BAY ZONE

- | | | | | |
|---|---|---|--|--|
| <p>12 Ariake Arena</p> <ul style="list-style-type: none"> □ Volleyball (Volleyball) △ Wheelchair Basketball | <p>13 Ariake Gymnastics Centre</p> <ul style="list-style-type: none"> □ Gymnastics △ Boccia | <p>14 Ariake Urban Sports Park</p> <ul style="list-style-type: none"> □ Cycling (BMX Freestyle, BMX Racing), Skateboarding | <p>15 Ariake Tennis Park</p> <ul style="list-style-type: none"> □ Tennis △ Wheelchair Tennis | <p>16 Odaiba Marine Park</p> <ul style="list-style-type: none"> □ △ Triathlon □ Aquatics (Marathon Swimming) |
| <p>17 Shiokaze Park</p> <ul style="list-style-type: none"> □ Volleyball (Beach Volleyball) | <p>18 Aomi Urban Sports Park</p> <ul style="list-style-type: none"> □ Basketball (3x3), Sport Climbing △ Football 5-a-side | <p>19 Oi Hockey Stadium</p> <ul style="list-style-type: none"> □ Hockey | <p>20 Sea Forest Cross-Country Course</p> <ul style="list-style-type: none"> □ Equestrian (Eventing (Cross Country)) | <p>21 Sea Forest Waterway</p> <ul style="list-style-type: none"> □ △ Rowing □ Canoe (Sprint) △ Canoe |
| <p>22 Kasai Canoe Slalom Centre</p> <ul style="list-style-type: none"> □ Canoe (Slalom) | <p>23 Yumenoshima Park Archery Field</p> <ul style="list-style-type: none"> □ △ Archery | <p>24 Tokyo Aquatics Centre</p> <ul style="list-style-type: none"> □ Aquatics (Swimming, Diving, Artistic Swimming) △ Swimming | <p>25 Tatsumi Water Polo Centre</p> <ul style="list-style-type: none"> □ Aquatics (Water Polo) | |
| <p>26 Makuhari Messe Hall A</p> <ul style="list-style-type: none"> □ Taekwondo, Wrestling △ Sitting Volleyball | <p>27 Makuhari Messe Hall B</p> <ul style="list-style-type: none"> □ Fencing △ Taekwondo, Wheelchair Fencing | <p>28 Makuhari Messe Hall C</p> <ul style="list-style-type: none"> △ Goalball | | |

OTHER VENUES

- | | | | | |
|--|--|---|---|--|
| <p>29 Tsurigasaki Surfing Beach</p> <ul style="list-style-type: none"> □ Surfing | <p>30 Saitama Super Arena</p> <ul style="list-style-type: none"> □ Basketball (Basketball) | <p>31 Asaka Shooting Range</p> <ul style="list-style-type: none"> □ △ Shooting | <p>32 Kasumigaseki Country Club</p> <ul style="list-style-type: none"> □ Golf | <p>33 Enoshima Yacht Harbour</p> <ul style="list-style-type: none"> □ Sailing |
| <p>34 Izu Velodrome</p> <ul style="list-style-type: none"> □ △ Cycling (Track) | <p>35 Izu MTB Course</p> <ul style="list-style-type: none"> □ Cycling (Mountain Bike) | <p>36 Fuji International Speedway</p> <ul style="list-style-type: none"> □ △ Cycling (Road) | <p>37 Fukushima Azuma Baseball Stadium</p> <ul style="list-style-type: none"> □ Baseball/Softball | <p>38 Yokohama Baseball Stadium</p> <ul style="list-style-type: none"> □ Baseball/Softball |
| <p>39 Sapporo Dome</p> <ul style="list-style-type: none"> □ Football | <p>40 Miyagi Stadium</p> <ul style="list-style-type: none"> □ Football | <p>41 Ibaraki Kashima Stadium</p> <ul style="list-style-type: none"> □ Football | <p>42 Saitama Stadium</p> <ul style="list-style-type: none"> □ Football | <p>43 International Stadium Yokohama</p> <ul style="list-style-type: none"> □ Football |



6

Venue Development

6. Venue Development

Overview

The Tokyo 2020 Games venues are divided in three types: those using existing venues, those constructed as a new legacy and temporary venues erected solely for the Games. As part of the development of these venues, The Tokyo Metropolitan Government, the Japan Sport Council and The Tokyo Organising Committee of the Olympic and Paralympic Games will promote initiatives to form a post-Games legacy, such as saving energy through the application of new technologies, the presentation of an urban model for greater use of hydrogen, advanced resource recycling through reuse and recycling of procured goods, and consideration for biodiversity and creation of vibrant green spaces, and convey these advanced ideas to the world.

Venue development holds the greatest risks of environmental impact and use of resources that affect the overall sustainability of the Tokyo 2020 Games. Therefore, TMG, JSC and Tokyo 2020 are giving maximum consideration to sustainability at all stages, from the venue development design stage through construction and operation of the Games, to the period following the Games.

Games venues subject to venue development

This chapter relates to competition venues, and the Olympic/Paralympic Village and the International Broadcast Centre/Main Press Centre (IBC/MPC)*, which are non-competition venues.

There are total of 43 competition venues, and these are categorised into the following three types depending on the development involved. TMG, JSC and Tokyo 2020 aim to ensure venue development respects sustainability through the use of existing venues for around 60 per cent of venues, and developing facilities required only temporarily during the Games using primarily rented or leased temporary materials.

* Venue development of IBC/MPC (Tokyo Big Sight) is treated under temporary venues and overlays.

Table: Categories of development for competition venues

Type of venue	Number of venues	Future use	Summary	Development policy for the Tokyo 2020 Games	Environmental impact
Existing venue + overlay*	25	All	Utilisation of existing venues including the venues used at the Tokyo 1964 Games and the venues cooperated with local governments outside the Tokyo area.	<ul style="list-style-type: none"> Repairs required for the Games Addition of specific facilities for the Tokyo 2020 Games through overlays and removed afterwards 	Lower environmental impact through reduced raw material input and use of rental and leasing
New permanent venue + overlay*	8	All	New venues making a big contribution to the life of the city	<ul style="list-style-type: none"> Design and construction enabling effective use after the Games Addition of specific facilities for the Tokyo 2020 Games through overlays and removed afterwards 	Lower environmental impact through development of venues with high environmental performance and use of rental and leasing
Temporary venue + overlay*	10	Ariake Gymnastics Centre only	Erected for the Games	<ul style="list-style-type: none"> Generally to be used only during the Games and removed afterwards 	Lower environmental impact through use of rental and leasing

*The definition of overlay in this scheme is something additional to the Games venue which is added temporarily for the operation of the Games or for the duration of the Games (prefabricated structures for operations, tents, broadcast lighting, etc.)

Allotment of works and Progress at a glance

Venue Name	Progress	Party responsible for construction
Permanent venue (Olympic Stadium)	Underway	Japan Sport Council
Permanent venues (developed by Tokyo Metropolitan Government)	Underway (Musashino Forest Sport Plaza is complete)	Tokyo Metropolitan Government
Temporary venues / overlays	Underway	Tokyo 2020
IBC/MPC	Underway	Tokyo 2020
The Olympic/Paralympic Village (permanent)	Underway	Tokyo Metropolitan Government Private architecture developers
The Olympic/Paralympic Village (temporary)	Underway	Tokyo 2020

Summary of progress

- For the development of permanent venues, a multifaceted approach to sustainability initiatives are being taken such as the adoption of energy saving technologies and renewable energy, procurement of environmentally friendly materials and goods, actively using timber, and securing accessibility, while also addressing new legacy uses following the Games.
- For temporary venues and overlays, Tokyo 2020 are embarking on new and specific initiatives to aiming to reduce the burden of development and reinstatement works, reduce ground changes and excavation of soil, and lower the construction material and waste volumes required.

Permanent venues (JSC, Tokyo Metropolitan Government)

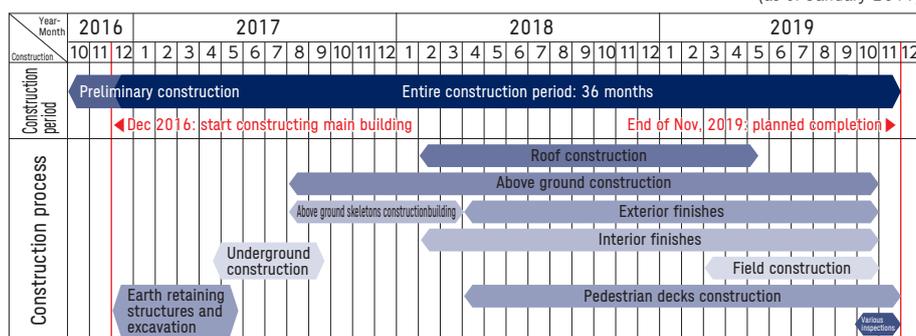
The Japan Sport Council is currently working to complete the New National Stadium (Olympic Stadium), which is to be the venue for the Opening and Closing Ceremonies and athletics competition events at the Tokyo 2020 Games, by November 2019. With regard to eight permanent venues (*see page 112*), such as the Ariake Arena, located primarily in the Tokyo Bay Zone, The Tokyo Metropolitan Government will carry out the work as legacy venues following the Games that is currently underway at seven venues, Musashino Forest Sport Plaza being complete.

(1) Progress of Work

Work on the Olympic Stadium will give maximum consideration to sustainability and is proceeding according to the schedule. As of March 2019, roof work, above ground work, exterior and interior finishing work, and pedestrian decking work are progressing at the same rate.

Schedule of Olympic Stadium Development

(as of January 2019)



(as of January 2019)

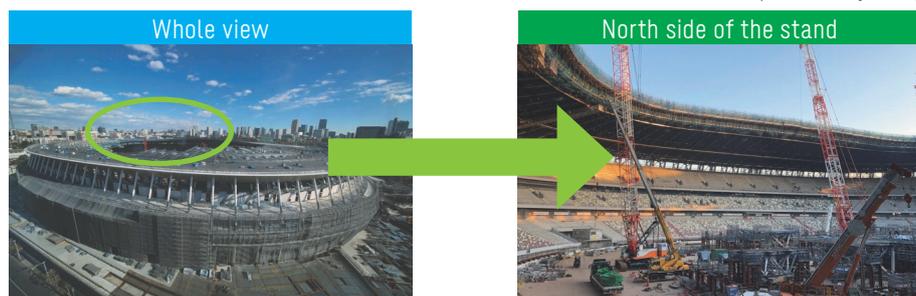


Photo by: The Japan Sport Council

The Japan Sport Council is working to procure eco-friendly goods such as construction materials and limit the use of environmentally damaging goods in the construction process. JSC is also striving to actively recycle construction generated soil and construction waste and are aiming for 100 per cent effective reuse of construction generated soil and 100 per cent reuse or reduction of construction waste.

As part of heat management measures for spectators, JSC is also installing airflow generating fans to reduce the effective temperature for spectators and mist cooling systems to lower the surrounding temperature and are implementing water-holding paving in outdoor areas.

In terms of the scenery, JSC will seek to preserve existing plant life through transplanting and will plant approximately 17,000m² of greenery at ground level.

Case Study

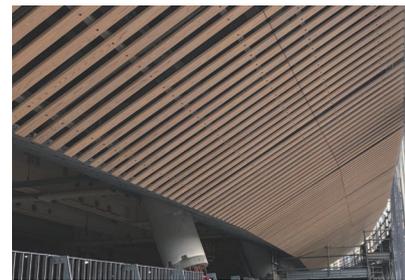
Active adoption of timber for roofing works

JSC has made a progressive choice to use a combination of home-grown timber and steel framing for roofing works on the Olympic Stadium, and timber for external eaves and inside rooms. JSC has also selected domestic sources acquired from certified forests as the source of the timber.



Roofing

(hybrid construction of timber and steel frame)



Eaves

(domestic timber from certified forests)

Photo by: The Japan Sport Council

As of March 2019, construction of the seven permanent venues being developed by the Tokyo Metropolitan Government is also proceeding smoothly to hold the Games. As in the case of the Olympic Stadium, The Tokyo Metropolitan Government is working to procure eco-friendly goods such as construction materials and limit the use of environmentally damaging goods in the construction process. TMG is also promoting on-site uses of construction generated soil, as well as thorough separation and recycling of construction waste, and is aiming for 99 per cent effective reuse of construction generated soil and 99 per cent reuse or reduction of construction waste.

TMG is moving forward with the introduction of effective air conditioning methods, planting on building rooftops and walls, and the installation of roofing for some spectator seating, as well as taking heat countermeasures for spectators in the vicinity of buildings, such as solar-heat-blocking pavements in spectator areas and creating shade by keeping existing trees. In addition to protect existing plant life, TMG will plant in excess of the amount of greenery mandated by ordinances around venues for scenic reasons.

Case Study

Permanent venues progressing steadily

Many of the competition venues newly developed by the Tokyo Metropolitan Government are positioned as physical education facilities in the Tokyo Metropolitan Government Sports Facility Ordinance in March 2018. As approaching one year and four months to the hosting of the Games, work on the seven permanent venues being developed by TMG is progressing steadily. In April 2017, the facility management plan has been formulated, and TMG will make effective use of it as a valuable asset of citizens for a long time even after the Games.

Status of development of the permanent venues

As of January 2019

Venues	Schedule					Olympic and Paralympic Games
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Tokyo Aquatics Centre	Construction Documentation/Construction	Schematic design				Test event
Sea Forest Waterway	Construction Documentation/Construction	Schematic design				
Ariake Arena	Construction Documentation/Construction	Schematic design				
Kasai Canoe Slalom Centre	Construction Documentation/Construction	Construction Documentation	Construction I *1	Construction II *2		
Oi Hockey Stadium	Construction Documentation/Construction	Construction Documentation	Construction			
Yumenoshima Park Archery Field	Filling design	Filling		Facility design	Facility construction	
Ariake Tennis Park	Construction Documentation/Construction	Construction Documentation	Construction I *3	Construction II *4		
Musashino Forest Sport Plaza	Construction					

*1: Competition course *2: Maintenance building
*3: Show courts and Indoor courts *4: Outdoor courts

Construction status of the venues (as of the end of January 2019)



Ariake Arena



Tokyo Aquatics Centre



Kasai Canoe Slalom Centre



Sea Forest Waterway

Photo by: Tokyo Metropolitan Government



Photo by: The Japan Sport Council

Solar cells installed in glass



Photo by: Tokyo Metropolitan Government

Examples of improvement of solar photovoltaic system (Sea Forest Waterway / Row House Building)

(2) Low energy technologies in venue development

To realise a low energy-consuming building in the Olympic Stadium, JSC can confirm through evaluation at the design stage that the building achieves the highest S rank rating under CASBEE (Comprehensive Assessment System for Built Environment Efficiency), the Japanese green building certification system, and the highest stage 3 rating under the Tokyo Green Building Programme. JSC is actively working to introduce renewable energy systems, such as by installing integrated solar cells on roof frontages. JSC also plan to install next generation BEMS to support optimal operations management, based on building characteristics and occupation rates, weather and past performance data.

Permanent venues developed by the Tokyo Metropolitan Government will give maximum consideration to the environment by means such as adopting renewable energy and very low energy technologies developed for the Games, and contributing to reducing CO₂ emissions through the effective use of energy during the Games. The completed Musashino Forest Sport Plaza has an equipment systems energy reduction rate of at least 30 per cent and a building heat load reduction rate of at least 20 per cent, achieving the highest rating of stage 3 under the Tokyo Green Building Programme. The Ariake Arena, Ariake Tennis Park, Oi Hockey Stadium, Sea Forest Waterway, and Tokyo Aquatics Centre are all also expected to achieve the same highest rating of stage 3.

TMG also confirmed that Ariake Arena falls into the S rank of CASBEE, and the Tokyo Aquatics Centre is also expected to acquire it in the future. In addition, TMG will roll out BEMS at the Ariake Arena, Ariake Tennis Park and Tokyo Aquatics Centre, and work to optimise and minimise the use of energy (rollout is complete at the Musashino Forest Sport Plaza). Furthermore, at each venue, TMG will promote the introduction of Solar photovoltaic system, Solar thermal system and Geothermal heating/cooling system, such as encouraging designation of managers of facilities to purchase green electricity introduction. (*see the Appendices (page 150) for specific figures/schedules on the rollout at each venue*).

Temporary venues and overlays

Tokyo 2020 will develop temporary venues and overlays. Preliminary designs are complete, and the detailed design and construction stages are now underway. Going forward, we will make efforts to tackle sustainability along with contractors (contractors for detailed design and construction).

(1) Summary of temporary venue and overlay development efforts

a. Obligation to address sustainability at each stage

As part of the development of temporary venues and overlays, Tokyo 2020 has obliged contractors to consider sustainability not only during construction, but also during maintenance and management, and dismantling and removal, by stipulating so in the contract documents/clauses. Thereby, we will promote sustainability at all stages from development of the venue to the dismantling and removal stage.

b. Monitoring of sustainability

Tokyo 2020 has defined the eight aspects of sustainability above and will reference these when defining specific aims and monitoring methods for temporary venue and overlay development.

8 aspects of sustainability	<ul style="list-style-type: none"> • Low energy, low CO₂ buildings • 3Rs, waste reduction • Sourcing of eco-friendly goods • Natural environment / biodiversity • Air, soil, water, noise & vibration measures • Heat management • Ensuring accessibility of buildings • Health and safety at a construction site
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We will raise awareness of these aspects amongst operators within Tokyo 2020 and clients. We will carry out the necessary monitoring at each stage of venue development from the preliminary design stage to the conclusion of the Games, ensuring sustainability efforts are realised.

(2) Specific initiatives

Tokyo 2020 will carry out the following initiatives as part of temporary venue and overlay development, aiming to reduce the burden of development and reinstatement works, reduce ground changes and excavation of soil, and reduce the need for construction materials and waste.

a. Adoption of rental and lease sourcing wherever possible

Tokyo 2020 will adopt the concept of procurement through rentals and leasing for temporary venue and overlay works for goods such as tents, prefabricated units and security fencing. Where we purchase materials and equipment that are not available through rental or lease, we will investigate reuse and recycling wherever possible.



Example of Tents



Example of Modular toilets



Example of Temporary spectator seats

Major rental and leasing items

Product Name	Product Name
Tent with aluminum frames	Temporary spectator seats
Modular/prefabrication houses	Packaged air conditioners*
Modular toilets (including multi-purpose toilets)	Power generators
Containers	Fuel Tanks
Steel fences (more than 2 meters high)	

*Spot coolers described in "Sustainability Plan Version 2" edition" is a movable item and is excluded from this table because it is not included in temporary facilities etc. / overlay construction.

b. Investigation of foundations for temporary buildings

While permanent buildings use ordinary excavated concrete foundations, for temporary venues and overlays it is our policy to use foundation formats that avoid excavation wherever possible for tents, prefabricated units and security fences (for example by using steel plate foundations).

c. Equipment installation and sourcing methods

Our policy for temporary cabling (except for certain cables) and piping for temporary water supply and drainage at temporary venues is to avoid burying and use surface piping wherever possible. In doing so, the burden of development and reinstatement works as well as ground changes and excavation of soil will be reduced. It is also our policy to protect temporary cables on routes with passing pedestrian and vehicle traffic simply using plastic panels, and to procure water supply and drainage equipment including water tanks through rental or lease.

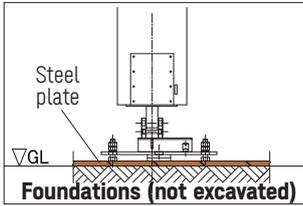


Fig. Non-excavation foundations



Temporary water supply and drainage system



Plastic protection panels

Case Study

Sustainability initiatives for the Ariake Gymnastics Centre

1. Temporary venue development with an eye on future uses

At the time Tokyo was elected host city, the Ariake Gymnastics centre was designed as a temporary venue and was planned to be removed following the Games. However, after considering effective uses for the building, plans are now in effect for it to be used as an exhibition hall by the Tokyo Metropolitan Government following the Games. For this reason, Tokyo 2020 aims to minimise temporary works by planning temporary venue development that allow the efficient removal of temporary facilities for the Games (spectator seats, etc.) and an immediate switch to an exhibition space.

2. Use of timber for roofing and temporary spectator seats

To realise the roofing for the stadium we will adopt large span construction technology using wooden beam string structures, which do not rely on steel framing. We will also use domestic timber (compliant with the Sourcing Code for Timber) for exteriors and spectator seating, in addition to roof framing for the main structure. This will ensure the structure has very low CO₂ emissions in its manufacture and processing compared to using a steel framed structure for the main structure.

3. CASBEE (Comprehensive Assessment System for Built Environment Efficiency) evaluation

The stadium will be subjected to an evaluation with respect to its future use (short-term use), under the CASBEE (Comprehensive Assessment System for Built Environment Efficiency) system, Japan's green building certification system.

A wooden beam forming large space



Use of timber roofing (January 2019)



Timber temporary seat model (January 2019)

The Olympic/Paralympic Village

(1) The Olympic/Paralympic Village (Accommodation Blocks)



Photo by: Tokyo Metropolitan Government



Photo by: Tokyo Metropolitan Government

The Olympic/Paralympic Village (Permanent)

During the Games, Tokyo 2020 plans to make temporary use of residential blocks under development by private companies as part of an urban re-development project by the Tokyo Metropolitan Government, to provide accommodation blocks in the Olympic/Paralympic Village in Harumi, Chuo-ku, Tokyo. Following the Games, the residential blocks will be repaired and sold along with additional high-rise blocks to be newly constructed. As of X 2019, foundations for roads developed by the Tokyo Metropolitan Government and accommodation blocks developed by private companies are progressing according to plan for those elements to be used during the Games.

Concerning city planning with regard to the use of the Olympic/Paralympic Village, which is being built as part of the urban re-development project, after the Games, a range of environmentally friendly initiatives are being pursued, including actively planting trees, installing energy-saving systems, and reusing rainwater. Thanks to these efforts, associated facilities earned certification under four environmental standards in November 2018: CASBEE-UD (S Rank), which makes a comprehensive evaluation of the quality of buildings, including energy savings and landscape considerations; LEED ND (Gold), which evaluates area development from the standpoint of energy savings and environmental friendliness; SITES, which evaluates sustainable city planning including such considerations as open spaces and greenified spaces; and ABINC Advance, which evaluates biodiversity conservation initiatives.

(2) The Olympic/Paralympic Village district energy project

Following the Games, the Olympic/Paralympic Village will become a model for an advanced environmental city, aiming to achieve both self-reliance in the event of disaster and pleasant and eco-friendly living through the adoption of new technologies.

We completed the Olympic/Paralympic Village District Energy Development Plan in FY 2016 and recruited a private operator to implement the works in FY 2017.

This company is developing hydrogen station facilities, hydrogen pipelines and pure hydrogen fuel cells, and following the Tokyo 2020 Games the operator plans to implement the supply of hydrogen to vehicles and pure hydrogen fuel cells in the districts. Works on the hydrogen pipeline commenced at the end of FY 2017.

During the Games, the Tokyo Metropolitan Government will implement the "Presentation Project" to showcase a model to drive hydrogen usage and to raise interest in the use of hydrogen energy. We are currently commencing practical efforts to support this initiative.

Case Study

Sustainability initiatives in the Olympic/Paralympic Village (temporary)

1. Efficient facilities works using permanent facilities

Tokyo 2020 thoroughly adopted a sustainable approach in conducting the design and construction of facilities. Building frameworks for accommodation facilities in the Olympic/Paralympic Village will be retained and used in permanent residences to be sold or leased by a private JV, with interior changes undertaken as required for the use of residences after the Games. As for furniture/fixture/equipment necessary for the use of the Olympic/Paralympic Village, initiatives of 3Rs (Reduce, Reuse, Recycle) have been implemented. The Olympic/Paralympic Main Dining and the Olympic/Paralympic Village Plaza will be built as temporary buildings as well as other existing facilities will be used as-is after the Games.

2. Adoption of recyclable cardboard fixtures

Tokyo 2020 plans to make efficient use of resources by using recyclable "cardboard" fixtures (doors, etc. (Approximately 10,000 places)) in the partition walls of accommodation in the Olympic/Paralympic Village, throughout temporary interiors for the Games.



Cardboard door in accommodation blocks

(3) The Olympic/Paralympic Village Plaza

The Olympic/Paralympic Village Plaza is a leading facility of the Olympic/Paralympic Village, being the focus for people's attention through the media. It is also a facility that works to support the daily lives of athletes during the Games, and will accommodate team welcome ceremonies. It will also have florist, general store and other shops, cafes and a media centre. It will also be visited by accredited Olympic and Paralympic family members, media-related parties and resident-related parties.



Artists impression (Paralympic Games) / ©Tokyo 2020

Case Study

Operation BATON - Building Athletes' village with Timber Of the Nation

Tokyo 2020 has launched Operation BATON - Building Athletes' village with Timber Of the Nation, a project to construct the Village Plaza using Japanese timber loaned from local authorities across Japan and dismantle and return it following the Games, thereby providing a legacy to each area in the form of timber used at the Games.

Local authorities were recruited in July 2017, and 42 project workers (63 authorities) were designated as participants.

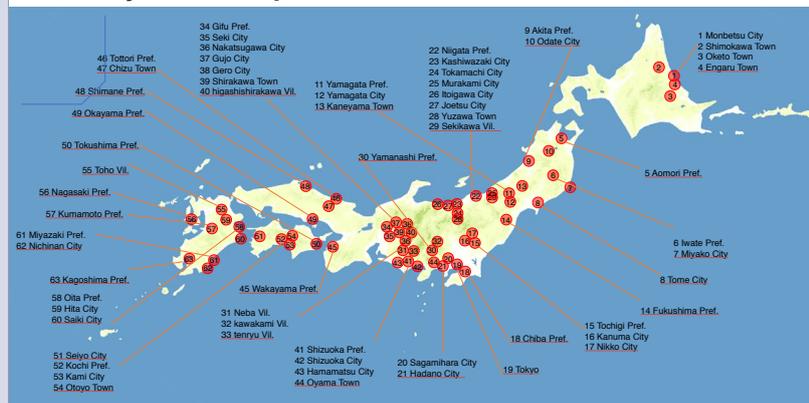
Tokyo 2020 presented thank you letters to the local authorities and released the "Timber Emblem" manufactured from the received timber in November 2017.

Each local authority is working to build up momentum for the Games, such as by planning tree-felling ceremonies.



Project workers

The Project Participants in Nationwide

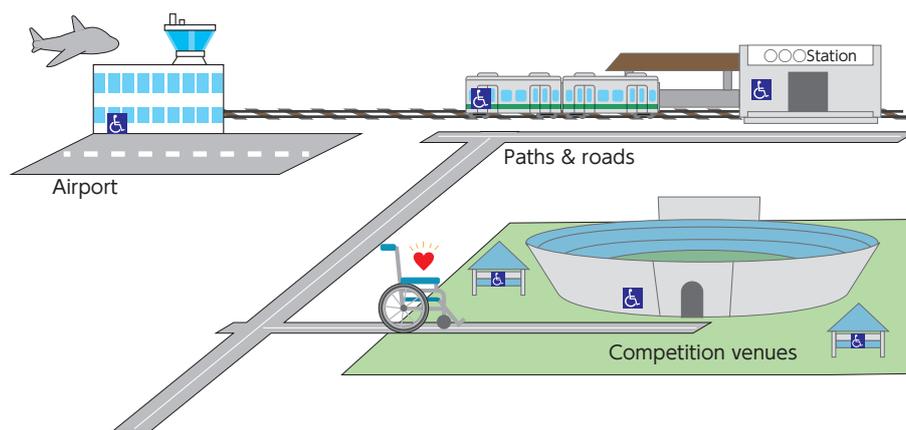


Timber Emblem, made from timber collected from all regions

Accessibility initiatives

Tokyo 2020 is collaborating with relevant organisations to ensure the Tokyo 2020 Games provides accessibility at transport hubs (airports, train stations, bus terminals, etc.), accessible routes (paths and roads), and at competition venues, so that continuous accessibility can be ensured through.

Figure: Ensuring continuous accessibility



We aim to particularly emphasise accessibility at competition venues, and are conducting facilities works to ensure conformity with the Tokyo2020 Accessibility Guidelines (see page 75; Secure accessibility (develop and implement guidelines), for the overall accessibility concept and our approach to transport hubs and accessible routes).

Case Study

Accessibility at the Olympic Stadium

At the Olympic Stadium the Japan Sport Council is engaged in works to create a safe environment for all spectators regardless of impairment, age, gender or nationality. As an example, JSC is hosting a workshop which will continue following the commencement of work, with the participation of groups for people with impairments, to hear the opinions of relevant parties and reflect on them as far as possible in the completed facility. Specifically, JSC will introduce large elevators to enable access for wheelchairs. To achieve this, JSC produced a life-size test model to verify in detail the height of the operating buttons and the appearance of the mirror in the workshop.

JSC will also install five types of accessible toilets, including unisex private toilets which may be used by a wide range of users. JSC also produced a life-size test model of the accessible toilet and verified details such as the location and operability of push buttons in the workshop.



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Assistance dog users also participate in the verification



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Even after undertaking construction work, JSC conducts workshops with groups for people with impairment to confirm accessibility

Case Study

Accessibility at Permanent Venues Developed by the Tokyo Metropolitan Government

The Tokyo Metropolitan Government is promoting initiatives for the permanent venues based on the Tokyo2020 Accessibility Guidelines.

TMG has installed accessible spectator seats in excess of the recommended standards in the guidelines at the completed Musashino Forest Sport Plaza, arranged so as to ensure routes to seats and escape routes, and have distributed seats in a level format to guarantee views from various positions. TMG has also installed multipurpose toilets in multiple locations based on the installation standards in the guidelines, and in addition to wheelchair compatible toilets have included toilets with handrails, baby chairs and baby bed functions, to ensure people with impairments, the elderly and families with children can easily use them.

In addition, TMG will apply the recommended standards in the guidelines to the installation of spectator seating, toilets and elevators as far as possible, in venues currently under development.

Occupational safety and health in Games facilities works

Since the Tokyo 2020 Games venues are the place where many people work and participate in, measures to secure their occupational safety and health are important. The scope of the people extends from the workforce for the Games operation such as employed staffs of Tokyo 2020 and related parties, volunteers and contractor staffs for operational services (*see page 80*), to the workers and staffs involved in venue construction and development. Particularly, construction industry and event service industry which are engaged in venue development have challenges against ensuring thorough consideration for occupational safety and health to the very end of the working field, because these industries usually comprise complex organisation of prime contractors and subcontractors in many cases. Therefore, for construction industry, certain measures of occupational safety and health particularly addressing this characteristic of the industry are needed, as well as complying with related applicable laws and regulations.

In venue development of the Tokyo 2020 Games, in case of on-the-job accidents and injuries happening, prompt corrective and improvement actions will be initiated, through the activity of safety and health measures council shown below, for example.

Case Study

Safety and Hygiene Measures in Games Facilities Works

As part of the Tokyo 2020 Games facilities works, we are hosting the Olympic and Paralympic Games Tokyo 2020 - Games Facilities Works Health and Safety Measures Conference, in order to embed a culture of preventing work-related accidents, by promoting safer and user friendlier working environments.

The conference will seek to collaborate closely with relevant government offices, contractor organisations and labour unions to embed health and safety measures to combat construction work risks at Games facilities from a range of standpoints. It will provide a valuable space enabling each facility works site to report on and share the work-related accident prevention measures and health management measures they have put into practice.



7

Preparations for Games Operations

7. Preparations for Games Operations

In addition to the efforts described above in this report, we are engaged in a wide range of preparations for the Games. This chapter details the progress of the Tokyo 2020 Organising Committee and other related parties.

Traffic measures and transport services

Tokyo 2020 is investigating transport systems using buses and cars for athletes and other parties involved in the Games. Specifically, we will set out routes to be used by the transport system called the Olympic Route Network and the Paralympic Route Network, which take into account the impact on urban activities. The vehicles to be used in this system will respect sustainability, being low emission and fuel efficient wherever possible. It is assumed that spectators will use public transport or shuttle buses where required. By making maximum use of high-density, high-reliability public transport in the Tokyo region, in particular railways, we will control CO₂ emissions as far as possible.

Tokyo 2020, the Tokyo Metropolitan Government, and the Government of Japan will also be considering a number of strategies to realise smooth transportation for the Games and stable urban activities based on the characteristics of Tokyo traffic, such as implementing traffic demand management (TDM).

Test events

A test event is a dress rehearsal designed to improve the competition and the performance of Games operations, in order to ensure successful operations during the Tokyo 2020 Games. Test events are planned in order to identify issues and examine risks in equipment, facilities and venues to be used at the Tokyo 2020 Games in preparation for the Tokyo 2020 Games. The tests will be carried out on technical elements by each FAs*, with a focus on three key aspects: (1) the field of play, (2) technology and (3) staff. The test events will be held from a point of sustainability.

* Functional Area (FA)
see page 28.

Volunteer recruitment

Tokyo 2020 has recruited Games volunteers. They will directly assist with Games operations through activities such as spectator services, events operational support and media support, at Games venues, the Olympic/Paralympic Village, and other Games-related facilities. Games volunteers were recruited from 26 September to 21 December 2018 (or 18 January 2019 for applicants with accessibility needs), and 204,680 applications had been received for 80,000 places.

In addition to the Games volunteers, "City volunteers" are recruited by the Tokyo Metropolitan Government and other municipal authorities hosting Games competition venues. City volunteers will support the Games as the face of the host area and provide assistance to spectators and tourists from Japan and abroad, by providing tourism or transport advice to domestic and international tourists or offering guidance around train stations. Tokyo 2020 will provide training to these volunteers on the importance of sustainability and sustainability initiatives at the Tokyo 2020 Games, to allow them to play a role in the preparation and operation of the Games.

Uniforms

Uniforms are an important element representing the Tokyo 2020 Games, and are derived from a design utilising Games decorations known as core graphics. The function, structure and design of uniforms will be researched and developed to ensure they account for heat management, diversity, and sustainability.

Ticket sales initiatives

Through discussions with ticketing and marketing experts, relevant government offices and sports organisations, Tokyo 2020 has determined policies of tickets, such as ticket sales strategies, ticket price, and ticket programme, in order to provide viewing opportunities at venues to diverse people regardless of age or impairment/disability.

(1) Ticket sales strategy

Tokyo 2020 plans to sell around 10.1 million tickets (bid file) to Tokyo 2020, creating a Tokyo 2020 online official platform on Tokyo 2020 official website to enable fair ticket sales management and the provision of information to individual buyers. Registration of TOKYO 2020 IDs is required for purchasing tickets from the official site in Japan. Registration reached around 1,600,000 at the end of February 2019. To facilitate sales in spring 2019 in Japan, Tokyo 2020 is promoting ID registrations.



Encouraging advance registration for Tokyo 2020 ID tickets



Ticket sales journey

* Ticket distributors and a selling period for those living outside of Japan vary by country.

(2) Ticket summary

Tokyo 2020 has set wide range of prices and various seating types to enable as many people as possible to buy tickets. In addition to general tickets, we are investigating group tickets to enable spectators to view events together, including for children, the elderly and people with impairments.

a. 2,020 yen low price ticket

As a low price band ticket for children and young people, Tokyo 2020 will offer 2,020 yen tickets for the Olympic Games Tokyo 2020 for all events including the Opening and Closing Ceremony. Tokyo 2020 plans to offer Tokyo 2020 Paralympic Games tickets at 2,020 yen or a lower price.

Tokyo 2020 will also offer group tickets to provide an opportunity for families and groups, including children, the senior citizens and people with impairments/disability, to view events at competition venues.

b. Tickets for wheelchair users

Tickets for wheelchair users will be set at wheelchair dedicated areas with consideration for accessibility and sightline competition venues.

c. The Schools Collaboration Spectator Programme

This programme will provide memorable opportunities of viewing the Games to more

students across Japan. It can enable them to experience the power of sports and the joy of interacting with people from across the world.

Torch relay

The concept of the Tokyo 2020 Olympic Torch Relay is "Hope Lights Our Way". The Olympic flame will depart from Fukushima on 26 March 2020 and tour Japan, spreading its message of joy and enthusiasm. It will visit the area struck by the Great East Japan Earthquake nine years ago and bring energy and strength to those who have fought for recovery. It will express people's power to overcome difficulties and show persistence, sending a message of gratitude for the support and encouragement received from across the world at the time of the Great East Japan Earthquake, and for the state of Japan ten years on.

As a fundamental approach, the route of the Tokyo 2020 Olympic Torch Relay is in principle a "route touring the 47 prefectures of Japan that enables as many people as possible to watch" in "locations where the Torch Relay can be run safely and securely", and will further be determined based on "locations that showcase the area to other parts of Japan and abroad and that highlight new aspects of an area" as well as "locations in which the passing of the Torch Relay would give people new hope".

Based on the fundamental approach to runner selection, the runners in the Tokyo 2020 Olympic Torch Relay will represent a balance in terms of nationality, impairment, gender and age, and will take account of sustainability by having an open relay selecting from a broad range of areas.

Opening ceremony and closing ceremony

Tokyo 2020 is currently working to prepare for the Olympic and Paralympic opening and closing ceremonies. In December 2017, the core concepts around which the ceremonies will be organised were adopted, providing the broad outlines of the vision that Japan and Tokyo will present to the world.

There are eight core concepts for the ceremonies, which also take into account the perspective of sustainability: peace, coprosperity, recovery, future, Japan and Tokyo, athletes, participation, and excitement.

We are approaching the four ceremonies that will be held from the Olympic opening ceremony to the Paralympic closing ceremony as a cohesive, four-part whole, and we are studying how to maintain the uniqueness of each even as we give them an overriding sense of consistency and continuity.

Food and beverage services

Tokyo 2020 is defining the Basic Strategy for Food & Beverage Services. The Tokyo 2020 Games is poised to achieve the following through its Food and Beverage services.

We are taking steps to enable participating athletes to maintain a healthy condition and to provide food and beverages which allows them to perform at their best in events. To this end, in addition to the initiatives below in the run up to the Games, we are working to support further growth of Japanese food, including after the Games.

1. Tokyo 2020 will provide food and beverage services that take into full consideration issues regarding food hygiene, nutrition, sustainability, etc. at the Tokyo 2020 Games with the aim of improving the capacity of the services so that it is able to respond to large-scale food and beverage provision, production and distribution.
2. Concerning food safety, as the Tokyo 2020 Games are to be held in midsummer, Tokyo 2020 will take a series of well-considered measures to prevent food

poisoning. In addition, it will also promote other measures including raising the Games' food safety standards to international standards.

3. Concerning sustainability, in addition to the credibility already established with the process of food provision from production through consumption, Tokyo 2020 will promote the globalisation of certification systems and other measures. It will also promote environmental measures including controlling food waste.
4. The Tokyo 2020 Games will serve as a wonderful opportunity for Japanese people to re-acknowledge and disseminate the merits of their food culture. Tokyo 2020 seeks to provide "hospitality" with Japanese food in an acceptable way for overseas nationals, taking diverse food cultures into account.

Look of the games

Tokyo 2020 will create a comprehensive Look of the Games programme (i.e. a visual style which unifies venues, the host city and other cities in which Tokyo 2020 Games events are hosted).

To achieve this, in August 2018 Tokyo 2020 prepared Core Graphics to form a design base for use in the Games Look and decoration of the host city.

The Games Look is the design and decoration used at venues derived from the Core Graphics design base. It is a characteristic decoration that serves to differentiate the Olympic and Paralympic Games Tokyo 2020 from other world events, representing the personality of the Games. It also serves to convey the message of the Games and represent the culture and people of the host city.

Going forward, Tokyo 2020 will design and prepare the Games Look. This will include addressing sustainability issues such as choice of materials for the Look that can be reused, repurposed or recycled after the Games.



8

Handing Down of the Legacy

8. Handing Down of the Legacy

The legacy of the Tokyo 2020 Games will consist of long-term tangible and intangible assets and benefits deriving from the hosting of the Olympic and Paralympic Games in Tokyo. This legacy goes beyond the sphere of the Olympic and Paralympic Movements to include impacts on people's lives through sports and indeed to an array of different spheres of activity, including residents' lives, society, cities, and the economy. In a word, the legacy embodies the Tokyo 2020 Games Vision.

This legacy is inseparable from sustainability. Delivering the Tokyo 2020 Games in a sustainable manner will require processes and mechanisms, for example plans and policies that have been designed to achieve that goal. There are also operational techniques that allow the legacy to be handed down to future generations. Taking sustainability seriously helps maximise the benefits of the legacy, and maximising the legacy is made possible precisely by the robust and sustainable foundation on which the delivery of the Games is being built.

The Tokyo Metropolitan Government announced its bid for the 2020 Olympic and Paralympic Games in July 2011, and Tokyo was chosen as the Host City in September 2013. Since the announcement of that bid, there have been significant changes in how Japan and the rest of the world approach sustainability.

The London 2012 Games included sustainability initiatives in its vision and adopted the theme "One Planet Living" to guide its efforts to ensure sustainability through initiatives such as reducing greenhouse gas emissions, eliminating direct burial of waste, and implementing sustainable procurement by making sustainability one of the core considerations in every aspect of the Games, from construction and other preparations to operations.

In December 2014, the IOC adopted Olympic Agenda 2020, which made sustainability an even more important part of the Olympic Games by addressing the IOC's sustainability initiatives with "Recommendation 4: Include sustainability in all aspects of the Olympic Games" and "Recommendation 5: Include sustainability within the Olympic Movement's daily operations."

Then in September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development, which outlines 17 Sustainable Development Goals (SDGs) and 169 targets. These goals and targets comprise an integrated and indivisible whole that harmonises the three aspects of sustainable development: the economy, society, and the environment. Together, they cover a broad range of topics, including poverty, hunger, welfare, education, gender, water, energy, labour, infrastructure, inequality, cities, consumption and production, climate change, the oceans, biodiversity, peace and fairness, and global partnership.

It was against this backdrop of changes in the international approach to sustainability that the Tokyo 2020 Organising Committee formulated its [Sustainability Plan](#), coming together to pursue sustainability initiatives at the Tokyo 2020 Games. At the same time as it formulated the Sustainability Plan, Tokyo 2020 developed [the Sustainable Sourcing Code](#) (see page 95) to introduce not only environmental, but also human rights, labour, and other considerations into the procurement process. The expectation is that private companies and public sectors will make reference to the Sustainable Sourcing Code so that sustainable sourcing initiative will become widespread even after the Tokyo 2020 Games.

* <https://participation.tokyo2020.jp/jp/> (in Japanese)

Action: What kind of events and initiatives will be carried out throughout Japan from fall 2016 to 2020, and how will as many people as possible be involved?
Legacy: How can we take advantage of the Tokyo 2020 Games to create an enduring legacy in Tokyo, Japan, and the world?

In addition, Tokyo 2020 formulated its [Action & Legacy Plan](#) in July 2016 in order to implement the Tokyo 2020 Games Vision of "Sport has the power to change the world and our future." The plan defines five core areas—Sport and Health, Urban Planning and Sustainability, Culture and Education, Economy and Technology, and Recovery, Nationwide Benefits, and Global Communication—in which to pursue action to implement a legacy for the future through partnership with a diverse range of stakeholders. Tokyo 2020 is also taking a variety of actions based on the legacy concept in the run-up to 2020.

These initiatives were launched as Tokyo 2020 Nationwide Participation Programmes* in autumn 2016, and they will expand in the run-up to 2020. Tokyo 2020 expects the initiatives of the Involvement Programme to be carried on by a variety of stakeholders and handed down as the legacy of the Games after 2020.

Involvement Programme (as of 31 January 2019)

Number of party registrations	Approximately 1,845
Number of action registrations	Approximately 93,000
Number of action participants	Approximately 60 million

One example is the “Tokyo 2020 Medal Project: Towards an Innovative Future for All,” which seeks to manufacture the gold, silver, and bronze medals that will be given to athletes from used mobile phones and small appliances. The project has the potential to lead to a new legacy by encouraging Japanese citizens to get involved and take action to build a sustainable society, and by raising awareness on the part of people in Japan and around the world concerning the importance of a society that greatly encourages recycling.

Tokyo 2020 wishes to make a positive impact in a variety of areas not only in Tokyo, but also throughout Japan, in Asia, and around the world. To accomplish this goal, it will be necessary for not only Tokyo 2020, but also a variety of stakeholders, including the Government of Japan, the Tokyo Metropolitan Government and other local public entities, sports organisations such as the Japanese Olympic Committee (JOC) and the Japanese Paralympic Committee (JPC), and economic groups and other organisations, to undertake various types of action in the spirit of “All Japan” so that the Tokyo 2020 Games are a success.

For more information about Action & Legacy initiatives for the Tokyo 2020 Games, refer to the [“Action & Legacy”](#) page of the Tokyo 2020 Organising Committee’s website.

Tokyo 2020 will evaluate and report on the impact of the Games through the Sustainability Report and through new initiatives designed to assess the legacy of the Games (through the Legacy Reporting Framework). Tokyo 2020 also plans to summarise the legacy as the result embodied by these actions in the form of a future Legacy Report.



Appendices

GRI Content Index (also, List of material topics)

This report has been prepared in accordance with the GRI Standards: Core option.

The table below lists all the GRI disclosures of the GRI Standards: Core option as well as the material topics identified by Tokyo 2020 and indicates where information can be found in the present report or in other publicly available information sources.

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
GRI 101: GRI Foundation 2016		
General Disclosures: Core option		
GRI 102: General Disclosures 2016	102-1: Name of the organization	Page 13
	102-2: Activities, brands, products, and services	Tokyo 2020 Olympic and Paralympic Games Sustainability Plan Version 2, pages 6-11; Tokyo 2020 Games Foundation Plan, pages 1-29; https://tokyo2020.org/en/games/plan/
	102-3: Location of headquarters	Pages 13, 145
	102-4: Location of operations	Pages 13, 145
	102-5: Ownership and legal form	Page 13
	102-6: Markets served	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	102-7: Scale of the organization	Employees: Pages 26-28 Operations: Page 145 Budgets: https://tokyo2020.org/en/news/notice/20181221-02.html https://tokyo2020.org/en/games/budgets/ Products/services: https://tokyo2020.org/en/games/
	102-8: Information on employees and other workers	Pages 26-28, 146-147
	102-9: Supply chain	Pages 95-105; https://tokyo2020.org/en/organising-committee/procurement/
	102-10: Significant changes to the organization and its supply chain	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	102-11: Precautionary Principle or approach	Pages 153-157
	102-12: External initiatives	Page 142
	102-13: Membership of associations	Page 142
	102-14: Statement from senior decision-maker	Pages 6-10
102-16: Values, principles, standards, and norms of behavior	Tokyo 2020 Games Foundation Plan, pages 1-15	
102-18: Governance structure	Tokyo 2020: https://tokyo2020.org/en/organising-committee/structure/ Sustainability: https://tokyo2020.org/jp/games/sustainability/sus-group/discussion/ (in Japanese)	

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
GRI 102: General Disclosures 2016	102-40: List of stakeholder groups	Page 141
	102-41: Collective bargaining agreements	Page 147
	102-42: Identifying and selecting stakeholders	Pages 17-19, 141
	102-43: Approach to stakeholder engagement	Pages 17-19, 31
	102-44: Key topics and concerns raised	Minutes of Tokyo 2020's commissions (partially): https://tokyo2020.org/jp/organising-committee/structure/ (in Japanese) Minutes of Tokyo 2020's discussion groups and working groups on sustainability: https://tokyo2020.org/jp/games/sustainability/sus-group/ (in Japanese) Status of the reports received in the Grievance Mechanism for the Sustainable Sourcing Code: Pages 101-102; https://tokyo2020.org/en/games/sustainability/sus-code/
	102-45: Entities included in the consolidated financial statements	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	102-46: Defining report content and topic Boundaries	Pages 15-20
	102-47: List of material topics	Pages 129-139
	102-48: Restatements of information	Not applicable (no previous Sustainability Report)
	102-49: Changes in reporting	Not applicable (no previous Sustainability Report)
	102-50: Reporting period	Page 16
	102-51: Date of most recent report	Not applicable (no previous Sustainability Report)
	102-52: Reporting cycle	Pages 15-16
	102-53: Contact point for questions regarding the report	Page 5
	102-54: Claims of reporting in accordance with the GRI Standards	Page 16
	102-55: GRI content index	Pages 129-139
102-56: External assurance	Page 15	

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
Material topics		
Economic Performance		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	https://tokyo2020.org/en/games/budgets/
	103-2: The management approach and its components	https://tokyo2020.org/en/games/budgets/
	103-3: Evaluation of the management approach	https://tokyo2020.org/en/games/budgets/
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed	https://tokyo2020.org/en/games/budgets/
	201-2: Financial implications and other risks and opportunities due to climate change	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	201-4: Financial assistance received from government	https://tokyo2020.org/en/games/budgets/
Market Presence		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 15-19, 126-127
	103-2: The management approach and its components	Pages 15-19, 29-31, 126-127
	103-3: Evaluation of the management approach	Pages 15-19, 29-31, 126-127
GRI 202: Market Presence 2016	202-1: Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	202-2: Proportion of senior management hired from the local community	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
Indirect Economic Impacts / Legacy		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 15-19, 126-127
	103-2: The management approach and its components	Pages 15-19, 29-31, 126-127
	103-3: Evaluation of the management approach	Pages 15-19, 29-31, 126-127
GRI 203: Indirect Economic Impacts 2016	203-1: Infrastructure investments and services supported	Pages 106-119, 126-127
	203-2: Significant indirect economic impacts	Pages 106-119, 126-127

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
	Maximising Olympic legacy	Pages 126-127
	Location and credentials of venues	Pages 106-119; Tokyo 2020 Olympic and Paralympic Games Sustainability Plan Version 2, pages 101-133
	Location and credentials of accommodation	Pages 116-117
	Venue development	Pages 106-119; Tokyo 2020 Olympic and Paralympic Games Sustainability Plan Version 2, pages 101-133
	Innovation	Pages 126-127
Procurement Practices		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 95-105
	103-2: The management approach and its components	Pages 24, 29-31, 95-105
	103-3: Evaluation of the management approach	Pages 24, 29-31, 95-105
GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers	Information unavailable (not yet compiled)
	Sustainable sourcing	Pages 95-105
Anti-corruption		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 69
	103-2: The management approach and its components	Pages 29-31, 69-71, 82
	103-3: Evaluation of the management approach	Pages 29-31, 69-71, 82
GRI 205: Anti-corruption 2016	205-1: Operations assessed for risks related to corruption	Not applicable (Tokyo 2020 is a public interest incorporated foundation that is required a highly refined sense of ethics throughout its operations. Tokyo 2020 staffs are deemed as public officers)
	205-2: Communication and training about anti-corruption policies and procedures	Pages 82-83
	205-3: Confirmed incidents of corruption and actions taken	Not applicable (no reported cases)
Anti-competitive Behavior		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 69
	103-2: The management approach and its components	Pages 29-31, 69-71, 82
	103-3: Evaluation of the management approach	Pages 29-31, 69-71, 82
GRI 206: Anti-competitive Behavior 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable (no reported cases)

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
Resource utilization / Efficient use of materials		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23, 48-54
	103-2: The management approach and its components	Pages 29-31, 48-54, 149
	103-3: Evaluation of the management approach	Pages 29-31, 48-54, 149
GRI 301: Materials 2016	301-1: Materials used by weight or volume	Information unavailable (available after the Games)
	301-2: Recycled input materials used	Information unavailable (available after the Games)
	301-3: Reclaimed products and their packaging materials	Information unavailable (available after the Games)
	Reduction of the edible part of food waste	Page 51
	Reduction of packaging materials	Page 51
	Reuse and recycling	Pages 51-54
Energy		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23, 33-47
	103-2: The management approach and its components	Pages 29-31, 33-47, 148
	103-3: Evaluation of the management approach	Pages 29-31, 33-47, 148
GRI 302: Energy 2016	302-1: Energy consumption within the organization	Information unavailable (information of energy procured by Tokyo 2020 is available after the Games)
	302-2: Energy consumption outside of the organization	Information unavailable (Tokyo 2020 does not procure such energy)
	302-3: Energy intensity	Information unavailable (available after the Games)
	302-4: Reduction of energy consumption	Pages 33-47, 106-119, 150
	302-5: Reduction in energy requirements of products and services	Pages 95-105
	Transport with low environmental load	Pages 37-38, 121
Water		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23, 55-67, 95-105, 106-119, 153-157
	103-2: The management approach and its components	Pages 29-31, 55-67, 95-105, 106-119, 153-157
	103-3: Evaluation of the management approach	Pages 29-31, 55-67, 95-105, 106-119, 153-157

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
GRI 303: Water 2016	303-1: Water withdrawal by source	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	303-2: Water sources significantly affected by withdrawal of water	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	303-3: Water recycled and reused	Page 152
	Water circulation in the city	Pages 61-63
Biodiversity / Animal welfare		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23, 55-67, 95-105, 106-119, 153-157
	103-2: The management approach and its components	Pages 29-31, 55-67, 95-105, 106-119, 153-157
	103-3: Evaluation of the management approach	Pages 29-31, 55-67, 95-105, 106-119, 153-157
GRI 304: Biodiversity 2016	304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 65
	304-2: Significant impacts of activities, products, and services on biodiversity	Pages 23-24, 33-47, 48-54, 55-67, 95-105, 106-119, 153-157
	304-3: Habitats protected or restored	Pages 55-67, 106-119, 153-157
	304-4: IUCN Red List species and national conservation list species with habitats in areas affected by operations	Pages 153-157
	Greening	Pages 64-66, 152
	Resource consumption to conserve biodiversity	Pages 50, 53, 95-105; Tokyo 2020 Olympic and Paralympic Games Sustainability Plan Version 2, page 54
	Animal welfare	Information unavailable (information is not of adequate quality to report)
	Emissions / Climate Change	
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23, 33-47
	103-2: The management approach and its components	Pages 29-31, 33-47, 148
	103-3: Evaluation of the management approach	Pages 29-31, 33-47, 148

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions	Tokyo 2020 Olympic and Paralympic Games Sustainability Plan Version 2, page 90
	305-2: Energy indirect (Scope 2) GHG emissions	Tokyo 2020 Olympic and Paralympic Games Sustainability Plan Version 2, page 90
	305-3: Other indirect (Scope 3) GHG emissions	Tokyo 2020 Olympic and Paralympic Games Sustainability Plan Version 2, page 90
	305-4: GHG emissions intensity	Tokyo 2020 Olympic and Paralympic Games Sustainability Plan Version 2, page 90
	305-5: Reduction of GHG emissions	Pages 33-47, 106-119, 148
	305-6: Emissions of ozone-depleting substances (ODS)	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	305-7: Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Information unavailable (available after the Games through environmental assessment)
	Carbon offset	Page 42; https://tokyo2020.org/jp/games/sustainability/sus-plan/carbonoffset/about/ (in Japanese)
	CO ₂ reduction and absorption by citizens	Page 43; https://tokyo2020.org/jp/games/sustainability/sus-plan/carbonoffset/citizen/ (in Japanese)
	Heat management	Pages 45, 57-60
Effluents and Waste		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23, 55-67, 95-105, 106-119, 153-157
	103-2: The management approach and its components	Pages 29-31, 55-67, 95-105, 106-119, 153-157
	103-3: Evaluation of the management approach	Pages 29-31, 55-67, 95-105, 106-119, 153-157
GRI 306: Effluents and Waste 2016	306-1: Water discharge by quality and destination	Information unavailable (available after the Games)
	306-2: Waste by type and disposal method	Information unavailable (available after the Games)
	306-3: Significant spills	Information unavailable (available after the Games)
	306-4: Transport of hazardous waste	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	306-5: Water bodies affected by water discharges and/or runoff	Pages 55-67, 106-119, 153-157
Environmental Compliance		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23-24, 33-67, 106-119, 153-157
	103-2: The management approach and its components	Pages 29-31, 33-67, 106-119, 153-157
	103-3: Evaluation of the management approach	Pages 29-31, 33-67, 106-119, 153-157
GRI 307: Environmental Compliance 2016	307-1: Non-compliance with environmental laws and regulations	Not applicable (no reported cases)

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 95-105, 153-157
	103-2: The management approach and its components	Pages 29-31, 95-105, 153-157
	103-3: Evaluation of the management approach	Pages 29-31, 95-105, 153-157
GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers that were screened using environmental criteria	Pages 95-105
	308-2: Negative environmental impacts in the supply chain and actions taken	Pages 95-105
Employment		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 67-83
	103-2: The management approach and its components	Pages 29-31, 67-83
	103-3: Evaluation of the management approach	Pages 29-31, 67-83
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	Pages 26-27
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not applicable (Tokyo 2020's staff breakdown has characteristics that differ from other, more standard organizations). Refer to pages 26-27 (staff breakdown).
	401-3: Parental leave	Pages 81-82
	Diverse personnel	Pages 72-75, 81-82
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 67-83, 107-119
	103-2: The management approach and its components	Pages 29-31, 67-83, 107-119
	103-3: Evaluation of the management approach	Pages 29-31, 67-83, 107-119

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
GRI 403: Occupational Health and Safety 2016	403-1: Workers representation in formal joint management-worker health and safety committees	Page 147
	403-2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Not applicable/not reported (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	403-3: Workers with high incidence or high risk of diseases related to their occupation	Not applicable (GRI disclosures for this topic are not relevant to Tokyo 2020's activities)
	403-4: Health and safety topics covered in formal agreements with trade unions	Page 147
	Working and activity environment	Pages 81-82
	Occupational health and safety in facility works	Page 119
Training and Education		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 67-83
	103-2: The management approach and its components	Pages 29-31, 67-83
	103-3: Evaluation of the management approach	Pages 29-31, 67-83
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee	Information unavailable (not yet compiled due to Tokyo 2020's characteristics that differ from other, more standard organizations)
	404-2: Programs for upgrading employee skills and transition assistance programs	Pages 27, 72-74, 87-88
	404-3: Percentage of employees receiving regular performance and career development reviews	Pages 27, 147
Diversity and Equal Opportunity / Accessibility / Consideration for cultural and religious issues		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 67-83
	103-2: The management approach and its components	Pages 29-31, 67-83
	103-3: Evaluation of the management approach	Pages 29-31, 67-83
GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees	Pages 146-147
	405-2: Ratio of basic salary and remuneration of women to men	Not applicable (no institutional gender bias against opportunity) / Information unavailable (Tokyo 2020's staff breakdown has characteristics that differ from other, more standard organizations)

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
	D&I policy and programmes	Pages 71-75
	Accessibility	Pages 75-79
	Diverse personnel	Pages 71-75
	Consideration for cultural issues	Page 74
	Consideration for religious issues	Page 74
	Ticketing	Pages 78, 122-123
Human rights / Non-discrimination / Freedom of media, expression and assembly / Workers' right / Grievance mechanism		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 68-83, 95-105
	103-2: The management approach and its components	Pages 29-31, 68-83, 95-105
	103-3: Evaluation of the management approach	Pages 29-31, 68-83, 95-105
GRI 406: Non-discrimination 2016	406-1: Incidents of discrimination and corrective actions taken	Not applicable (no reported cases)
	Freedom of media, expression and assembly	Page 80
	Workers' right	Page 80
	Grievance mechanism	Page 83, 95-105
Child Labor		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 68-83, 95-105
	103-2: The management approach and its components	Pages 29-31, 68-83, 95-105
	103-3: Evaluation of the management approach	Pages 29-31, 68-83, 95-105
GRI 408: Child Labor 2016	408-1: Operations and suppliers at significant risk for incidents of child labor	Pages 95-105
Forced or Compulsory Labor		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 68-83, 95-105
	103-2: The management approach and its components	Pages 29-31, 68-83, 95-105
	103-3: Evaluation of the management approach	Pages 29-31, 68-83, 95-105
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 95-105

GRI Standard	Disclosure	Page number(s) and/or URL(s); Omission
Security Practices		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23, 68-83
	103-2: The management approach and its components	Pages 29-31, 68-83
	103-3: Evaluation of the management approach	Pages 29-31, 68-83
GRI 410: Security Practices 2016	410-1: Security personnel trained in human rights policies or procedures	Not applicable (No security personnel during the reporting period)
Transport and logistics		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 23, 33-47, 121
	103-2: The management approach and its components	Pages 23, 33-47, 121
	103-3: Evaluation of the management approach	Pages 23, 33-47, 121
	Transport and logistics	Pages 33-47, 121
Consumer practices / Product liability / Safe and hygienic food and beverage		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Tokyo 2020 Games Foundation Plan
	103-2: The management approach and its components	Tokyo 2020 Games Foundation Plan
	103-3: Evaluation of the management approach	Tokyo 2020 Games Foundation Plan
	Consumer practices	https://tokyo2020.org/en/organising-committee/marketing/ https://tokyo2020.org/jp/organising-committee/marketing/licensing/ (in Japanese)
	Product liability	https://tokyo2020.org/en/organising-committee/marketing/ https://tokyo2020.org/jp/organising-committee/marketing/licensing/ (in Japanese)
	Safe and hygienic food and beverage	Pages 123-124; https://tokyo2020.org/en/games/food/
Communication / Involvement and cooperation		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundaries	Pages 24, 84-94
	103-2: The management approach and its components	Pages 29-31, 84-94
	103-3: Evaluation of the management approach	Pages 29-31, 84-94
	Communication	Pages 84-94
	Involvement and cooperation	Pages 84-94

United Nations Global Compact Content Index

Tokyo 2020 participated in the United Nations Global Compact (UNGC) in July 2018. This index shows relevant pages of this report on Tokyo 2020 sustainability actions in line with the UNGC Principles.

GC Principles			Sustainability Progress Report
Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	•4.4 (pages 68-83) •5. (pages 95-105)
	Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	•4.4 (pages 68-83) •5. (pages 95-105)
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	•4.4: Securing workers' right (page 80) •5. (pages 95-105)
	Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	•4.4: Securing workers' right (page 80) •5. (pages 95-105)
	Principle 5	Businesses should uphold the effective abolition of child labour.	•5. (pages 95-105)
	Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	•4.4: Elimination of discrimination, Diversity and Inclusion (D&I) (pages 72-75), Securing workers' right (page 80), Implementation with adequate consideration for labour (Tokyo 2020 staff, contractor staff, volunteers) (pages 81-82) •5. (pages 95-105)
Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges.	•4.1 (pages 33-47) •4.2 (pages 48-54) •4.3 (pages 55-67) •5. (pages 95-105) •6. (pages 107-119)
	Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	•3.2 (pages 29-31) •4.1 (pages 33-47) •4.2 (pages 48-54) •4.3 (pages 55-67) •5. (pages 95-105) •6. (pages 107-119)
	Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	•4.1 (pages 33-47) •4.2 (pages 48-54) •4.3 (pages 55-67) •5. (pages 95-105) •6. (pages 107-119)
Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	•4.4: Implementing policies that ensure fair business practices (page 82) •5. (pages 95-105)

List of Stakeholder Groups

International Federations(IFs)

Olympic & Paralympic Families and Dignitaries

Workforce

Sponsors

Olympic Broadcasting Services(OBS) and Rights Holding Broadcasters(RHBs)

Press

Suppliers and Licensees

Athletes , National Olympic Committees(NOCs) and National Paralympic Committees(NPCs)

Spectators

National government(including Japan Sport Council(JSC))

Local governments(including Tokyo Metropolitan Government(TMG) and Related local municipalities)

Regulatory Bodies

Local community

Non-profitable organisations and Non-governmental organisations

Experts

Venue Owner(excluding TMG , JSC , Related local municipalities)

External initiatives / Membership of associations

International/ Japan	External initiatives	Date of subscription	URL
International	Center for Sport and Human Rights	26 June 2018	https://www.sporhumanrights.org/
	United Nations Global Compact	5 July 2018	https://www.unglobalcompact.org/
	United Nations Climate Change "Sports for Climate Action Framework"	3 December 2018	https://unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action
Japan	Tokyo 2020 Games Joint Declaration on Elimination of <i>Boryokudan</i> (gang)	29 March 2016	http://www.keishicho.metro.tokyo.jp/kurashi/anzen/tsuiho/haijyosengen.html (in Japanese) https://tokyo2020.org/jp/news/notice/20160329-01.html (in Japanese)
	Global Compact Network Japan	5 July 2018	http://www.ungcjp.org/gcjp/index.html (in Japanese)

List of Functional Areas (FAs)

Functional Area(FA)List		
	English	Abbreviation
1	Accommodation	ACM
2	Accreditation	ACR
3	Arrivals & Departures	AND
4	Brand Protection	BRP
5	Brand, Identity & Look of the Games	BIL
6	Broadcast Services	BRS
7	Business Development	BUS
8	Ceremonies	CER
9	City Activities & Live Sites	LIV
10	City Operations	CTY
11	Cleaning & Waste	CNW
12	Communications (including Digital Media and Publications)	COM
13	Communications, Coordination & Command/Control	CCC
14	Culture	CUL
15	Doping Control	DOP
16	Education	EDU
17	Energy	NRG
18	Event Services	EVS
19	Finance	FIN
20	Food & Beverage	FNB
21	Government Relations	GOV
22	IF Services (included under Sport)	INS
23	Information & Knowledge Management	IKM
24	Language Services	LAN
25	Legacy	LGY
26	Legal	LGL
27	Licensing	LIC
28	Logistics	LOG
29	Marketing Partner Services	MPS

Functional Area(FA)List		
30	Medical Services	MED
31	NOC & NPC Services	NCS
32	Olympic & Paralympic Family Services (including Dignitary Programme and Protocol)	OFS, PFS, DIP, PRT
33	Operational Readiness	OPR
34	Paralympic Games Integration	PGI
35	People Management	PEM
36	Planning & Coordination	PNC
37	Press Operations	PRS
38	Procurement (including Rate Card)	PRC, RTC
39	Risk Management	RSK
40	Security	SEC
41	Signage	SIG
42	Spectator Experience	SPX
43	Sport	SPT
44	Sustainability	SUS
45	Technology	TEC
46	Test Events Management	TEM
47	Ticketing	TKT
48	Torch Relay	OTR
49	Transport	TRA
50	Venue Management	VEM
51	Venues & Infrastructure (including Venue Development and General Infrastructure)	VNI
52	Villages Management	VIL

Offices

Period	Location of principal office	Location of other offices	Number of office locations
January 2014 - June 2014 -	Nishi-Shinjuku, Shinjuku-ku, Tokyo (c/o Tokyo Metropolitan Government Office)		1
		Nishi-Shinjuku, Shinjuku-ku, Tokyo	2
April 2015 - July 2016 -	Toranomon, Minato-ku, Tokyo	Nishi-Shinjuku, Shinjuku-ku, Tokyo (c/o TMG Office)	2
		Nishi-Shinjuku, Shinjuku-ku, Tokyo (c/o TMG Office) Nishi-Shinjuku, Shinjuku-ku, Tokyo Akasaka, Minato-ku, Tokyo	4
March 2018 -		Nishi-Shinjuku, Shinjuku-ku, Tokyo (c/o TMG Office) Nishi-Shinjuku, Shinjuku-ku, Tokyo Akasaka, Minato-ku, Tokyo Harumi, Chuo-ku, Tokyo	5
April 2019 -	Harumi, Chuo-ku, Tokyo <small>* Most office function of Tokyo 2020 will be integrated into Harumi.</small>	Nishi-Shinjuku, Shinjuku-ku, Tokyo (c/o TMG Office) <small>* Toranomon Office may partially remain until summer of 2019</small>	2

Employment & Diversity

Data and information on employment and diversity presented in the table below are summarised as of 1 January 2019.

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

Secondment	Government of Japan	52	2.5%
	Tokyo Metropolitan Government	630	30.7%
	Regional/local governments	334	16.3%
	Private entities	656	32.0%
Direct employment		380	18.5%
Total		2,052	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, subcontract)			Total		
	Men	Women	Sub total	Men	Women	Sub total	Men Total	Women Total	Total
Under 30	125	73	198	5	10	15	130	83	213
30 - 49	853	264	1,117	72	82	154	925	346	1,271
50 and over	256	48	304	67	25	92	323	73	396
Unknown	36	17	53	26	93	119	62	110	172
Total	1,270	402	1,672	170	210	380	1,440	612	2,052

(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	292	53	345	292	53	345
50 and over	11	0	11	249	42	291	260	42	302
Unknown	1	0	1	33	5	38	34	5	39
Total	12	0	12	575	100	675	587	100	687

(4) Employees covered by collective bargaining agreements

	Number of employees	Ratio to total employees (2,052 persons)	
Employees covered by "36 Employee-Employer Agreement" on overtime work: non-management level employees	1,365	66.5%	Assigned representatives of employees sign the agreement.
On Salary and remuneration: direct contract employees	232	11.3%	No workers' union in Tokyo 2020.

(5) Ethnicity

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

(6) Disability

Tokyo 2020 satisfies the 2.2% legal rate of employment for the disabled.

(7) Occupational safety and health committee

Tokyo 2020 has formed an occupational safety and health committee in each office area with a membership consisting of representatives of employees and managers from all organisations in that area*. The committees meet monthly (by law).

* Minato-ku area, Shinjuku-ku area, and Chuo-ku area

(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.

Targets in the field of climate change

		Target	Numerical target (including qualitative targets)	
Emissions avoidance	[Construction]	1.Strategic venue planning for the maximum use of existing venues and public transport networks 2.Ensuring high environmental performances in the construction of venues	<ul style="list-style-type: none"> ● Ratio of existing venues: 58% ● Venues with passive design: 5 venues: Five venues (Olympic Stadium, Village Plaza, Ariake Arena, Musashino Forest Sport Plaza, Ariake Tennis Park) ● Use of recycled materials ● Use of environmentally friendly materials 	
	[Operation]	3.Maximum procurement of materials and items with high environmental performances	<ul style="list-style-type: none"> ● To purchase materials and items based on the Sourcing Code 	
Reduction of emissions	Reduction measures	[Construction]	<ul style="list-style-type: none"> ● Three new permanent venues (Olympic Stadium, Tokyo Aquatics Centre, and Ariake Arena) are going to satisfy Rank S in CASBEE. ● Temporary indoor venues (Ariake Gymnastic Centre) satisfies Rank S in CASBEE for short-term uses. ● Seven new permanent facilities with the floor area of 2,000 m² or more (Olympic Stadium, Musashino Forest Sport Plaza, Ariake Arena, Ariake Tennis Park, Oi Hockey Stadium, Sea Forest Waterway, and Tokyo Aquatics Centre) satisfy Level 3 of the Tokyo Building Environmental Plan System and reduce the energy efficiency of the facility by more than 30% compared to common buildings. 	
		[Operation]	<ul style="list-style-type: none"> ● Maximum use of facilities and equipment with high energy efficiency ● Proper use of lighting and room temperature in office facilities ● Number of venues with BEMS: 4 venues (Olympic Stadium, Tokyo Aquatics Centre, Ariake Arena, and Musashino Forest Sport Plaza) ● Ratio of reuse and recycling of procured items (linked with the target of resource management): 99% ● Passenger cars: Ratio of low-pollution and fuel efficient vehicles: 100% ● The average CO₂ emissions intensity of vehicles used in the Games (g-CO₂/km) 	
			9.Maximum reduction of greenhouse gases (GHGs) (e.g. hydrofluorocarbons (HFCs))	<ul style="list-style-type: none"> ● Amount of the reduction of alternative fluorocarbons
	Renewable energy	[Construction]	10.Installation of facilities that use renewable energies in permanent venues	<ul style="list-style-type: none"> ● The number of venues in which solar PV system, solar heat thermal system, and geothermal heating/cooling systems are installed and the capacity of the installed systems
		[Operation]	11.Maximum use of renewable energy	<ul style="list-style-type: none"> ● Ratio of the use of renewable electricity:100% ● The amount of renewable energies other than electricity
Offset, etc.		12.Implementation of offset for CO ₂ and other greenhouse gases that are inevitably emitted even with the implementation of elimination/reduction measures of emissions	<ul style="list-style-type: none"> ● Implementation of offset or other measures 	

Targets in the field of resource management

		Target	
		Input side	Output side
The aspect of people and social activities	Reduce	1.Reduction of the edible part of food waste 2.Reduction of packaging materials 3.Reduction of the production of new items by using rentals and leases to procure items	
	Reuse	3.Reuse or recycle of procured items and goods (use of rentals and leases, reuse after the Games)	
	Recycle	4.Use of recycled materials 5.Use of recycled metal in medals of the Games	6.Reuse or recycle of wastes generated from operations of the Games 7.Recycle of food waste 8.Reuse or recycle of construction wastes
The aspect of the conservation of the global environment		9.Sustainable use of renewable resources (e.g. timbers)	10.Reduction of emissions into the environment (Reduction of the amount of landfill and CO ₂ derived from wastes)

Construction of Olympic Stadium

(1) Reuse and recycling

JSC is working to procure environmentally friendly construction materials and to limit use of environmentally harmful materials in construction work in accordance with the Ministry of Education, Culture, Sports, Science and Technology's Policy on Promoting the Procurement of Environmentally Friendly Materials based on the Act on Promotion of Procurement of Eco-Friendly Goods and Services. Specifically, plans call for use of the principal environmentally friendly materials listed in the following table:

Material	Quantity
Recycled crushed stone (Recycled crusher run, recycled mechanically stabilised crushed stone)	Approximately 4,700m ³
Ready-mixed concrete (blast furnace)	Approximately 76,400m ³
Ceramic tiles manufactured using recycled materials	Approximately 7,400m ²
Vinyl flooring manufactured using recycled materials	Approximately 13,500m ²

Note: Material requirements are based on the Policy on Promoting the Procurement of Environmentally Friendly Materials (February 2017). Quantities indicated in the table are planned values from the design stage and may change going forward.

Construction of new permanent venues (Tokyo Metropolitan Government)

(1) Installation of renewable energy

TMG is studying the active installation of renewable energy based on the Energy Basic Plan, Tokyo Specifications of Energy Saving and Renewable Energy, and other guidelines and plans to install the Solar photovoltaic system, Solar thermal system, and Geothermal heating/cooling system listed in the following below.

Venue	Solar PV system (installed capacity in kW)	Solar thermal system (installed capacity in kW)	Geothermal heating/cooling system (installed capacity in MJ)
Ariake Arena	200kW	100kW	550MJ
Ariake Tennis Park Clubhouse and indoor courts	50kW	65kW	—
Oi Hockey Stadium (First pitch) (Second pitch)	5kW 3kW	—	—
Sea Forest Waterway	30kW	—	—
Tokyo Aquatics Centre	100kW	100kW	600MJ
Musashino Forest Sport Plaza	102.58kW	197kW	373MJ
The Total	490.58kW	462kW	1,523MJ

Note: Capacities shown in the table for Musashino Forest Sport Plaza indicate actual specifications. Figures for other venues are planned values from the design stage and may change going forward.

(2) Reuse and recycling

TMG is working to procure environmentally friendly construction materials and to limit use of environmentally harmful materials in construction work in accordance with the Policy for Procurement of Eco-Friendly Goods and Services of the Tokyo Metropolitan Government (Public Works) and the Resource Circulation and Disposal Plan of the Tokyo Metropolitan Government. Specifically, plans call for use of the principal environmentally friendly materials listed in the following table:

Material	Venue and quantity
Recycled crushed stone (Recycled crusher run, recycled mechanically stabilised crushed stone)	Ariake Arena Approximately 7,600 tonnes Sea Forest Waterway Approximately 25,600 tonnes Kasai Canoe Slalom Centre Approximately 9,000 tonnes Yumenoshima Park Archery Field (embankment) Approximately 4,800 tonnes Tokyo Aquatics Centre Approximately 117,500 tonnes Musashino Forest Sport Plaza Approximately 3,400 tonnes
Concrete manufactured using recycled aggregate	Ariake Arena Approximately 800m ³ Sea Forest Waterway Approximately 2,900m ³ Tokyo Aquatics Centre Approximately 1,300m ³ Musashino Forest Sport Plaza Approximately 150m ³ *Using Class L recycled aggregate.
Recycled steel such as electric furnace steel	Ariake Arena (Deformed bar) Approximately 4,800 tonnes (Steel beam) Approximately 500 tonnes Tokyo Aquatics Centre (Deformed bar) Approximately 4,500 tonnes (Steel beam) Approximately 4,000 tonnes Musashino Forest Sport Plaza (Deformed bar) Approximately 9,600 tonnes (Steel beam) Approximately 240 tonnes
Ceramic tile manufactured using recycled materials	Musashino Forest Sport Plaza Approximately 82,000m ²
Vinyl flooring manufactured using recycled materials	Musashino Forest Sport Plaza Approximately 7,500m ²
Secondary concrete products manufactured using eco-cement	Musashino Forest Sport Plaza 10,792

*Material requirements are based on the Policy on Promoting the Procurement of Environmentally Friendly Materials (February 2017) and the Policy for Procurement of Eco-Friendly Goods and Services of the Tokyo Metropolitan Government (Public Works). Quantities shown in the table for Musashino Forest Sport Plaza and the Yumenoshima Park Archery Field (embankment) indicate actual specifications. Figures for other venues are planned values from the design stage and may change going forward.

(3) Aquatic environment considerations

Based on the Outline of Promotion of Water Utilization of the Tokyo Metropolitan Government, Ariake Arena and Tokyo Aquatics Centre will use water effectively by utilising rainwater and recycled water to cover all service water needs. In addition, Kasai Canoe Slalom Centre will use only potable water but will make effective use of this valuable resource, for example by using a water filtration system to recycle stored water for competition courses.

Venue	Service water use
Ariake Arena	Approximately 95m ³ /day
Ariake Tennis Park Clubhouse and indoor courts Show Court 1	Approximately 33m ³ /day
Oi Hockey Stadium	Approximately 5m ³ /day
Sea Forest Waterway	Approximately 4.7m ³ /day
Tokyo Aquatics Centre	Approximately 38m ³ /day
Musashino Forest Sport Plaza	Approximately 108m ³ /day

Note: Figures for Musashino Forest Sport Plaza are based on planned service water use. Figures for other venues are planned values from the design stage and may change going forward.

(4) Landscape greening and biodiversity considerations

TMG will work to retain existing trees wherever possible and to minimise the impact on trees, for example by transplanting them to planned areas when they must be removed. TMG will also improve venues in excess of the requirements imposed by ordinances and other regulations in each venue's location.

Venue	Green space area
Ariake Arena	6,506.37m ²
Ariake Tennis Park	44,659.87m ²
Oi Hockey Stadium	62,231.65m ²
Sea Forest Waterway	426.86m ²
Kasai Canoe Slalom Centre	9,965m ²
Tokyo Aquatics Centre	84,174m ²
Musashino Forest Sport Plaza	12,217.71m ²

Note: The green space area for Musashino Forest Sport Plaza reflects the Tokyo Metropolitan Government's Green Building Programme. Figures for other venues are planned values from the design stage and may change going forward.

Conducting environmental impact assessment

(1) Conducting the Tokyo 2020 Olympic and Paralympic Environmental Impact Assessment

With the objectives of improving Tokyo's sustainability by taking advantage of hosting the Games as well as avoiding, minimising, and compensating the possible environmental impact related to the Games by making the most of the check function of the environmental assessment in compliance with the Tokyo Metropolitan Government Environmental Impact Assessment Ordinance, the Tokyo Metropolitan Government (TMG) is carrying out the Tokyo 2020 Olympic and Paralympic Environmental Impact Assessment ("the Olympic/Paralympic EIA"). As a voluntary assessment targeting programmes that are not required by laws or TMG ordinances, the Olympic/Paralympic EIA will also play a role in promoting Tokyo to a global audience as a community that is taking advantage of the Games to lay the foundations for its future as a sustainable city.

Specifically, following the initial environmental assessment during the bidding phase, TMG compiled the Guidelines for the Tokyo 2020 Olympic and Paralympic Environmental Impact Assessment (formulated by the Bureau of the Environment, Tokyo Metropolitan Government, in June 2016), which set forth the basic approach to voluntary assessments along with procedures and other details, and conduct environmental assessments of the implementation stage and follow-up studies, from the venue-construction-phase to the Games-time. Characteristics of this initiative include going beyond environmental factors to assess social and economic factors as well (*see page 154* for a list of environmental impact assessment factors) in an effort to ascertain the impact of the delivery of the Games in the broadest sense.

The Olympic/Paralympic EIA targets competition venues and other facilities, outdoor events held outside venue sites, and the overall Games Plan to forecast and assess impacts before, during, and after the Games. A forward-thinking approach that considers positive impacts as well as negative impacts has been adopted for the assessment process in order to help ensure the Games will contribute to environmental and regional development in addition to avoiding, minimising, and compensating for negative aspects of the environmental impact of the delivery of the Games.

With regard to the construction of competition venues and other facilities, TMG began by preparing draft assessment reports for Olympic Stadium (under the former Plan), Musashino Forest Sport Plaza, and the Olympic/Paralympic Village, which it published in March 2015. It has since compiled assessment reports for all permanent facilities and entered the follow-up stage. At each stage of the construction process, the Tokyo 2020 Olympic and Paralympic Environmental Impact Assessment Committee ("the Assessment Committee"), which is composed of outside experts, has held objective and detailed discussions from a specialised standpoint and helped orchestrate smooth preparations for the Games as the results of those discussions are applied in the field (*see page 155* for a list of Assessment Committee dates and *page 156* for the status of assessment documents).

As construction of competition venues has progressed while making use of the check function of the environmental assessment process, construction of Musashino Forest Sports Plaza was completed without incident in March 2017. TMG issued a before-Games follow-up report in August 2018, and the facility opened in November 2017. In addition to helping revitalise sports in Tama by hosting athletic tournaments and regional sporting events, including the All-Japan Figure Skating Championships in December 2017, the facility is helping create new economic activity in the region by holding large events. The structure features an environmentally friendly design that optimised energy use and resulted in ERR 52.37%; installation of renewable energy systems including solar power, solar heating, and geothermal equipment; and adoption of passive energy design features.

Concerning temporary venues and overlays, where construction work is proceeding in the face of limited time with less than a year and a half remaining until the Games, TMG is studying the full range of environmental impact factors based on its experience conducting assessments at competition venues and other facilities to date while taking into account factors such as the broad direction of construction plans and size for each venue. When all environmental and other impacts relating to the construction work are low, TMG will compile Outline of the project outlining the underlying reasons and associated action to be taken, submit it to the Assessment Committee, and publish it (*see page 157* for information about the publication of Outline of the project). Concerning outdoor events held outside venue sites and the overall Games Plan, TMG reported on progress toward compiling assessment reports to the Assessment Committee in FY2018, and it is preparing to publish draft assessment reports in or around fall 2019, followed by final assessment reports in the end of FY2019.

TMG is working to facilitate the development of Tokyo through sports, and it plans to utilise knowledge gained from Olympic/Paralympic EIA to transform Tokyo into a city equipped to play a leading role on environmental issues, further revitalise sports, and achieve sustainable growth.

Table: Items for evaluating environmental impact

Level 1	Level 2	Level 3
Environmental items	Major environmental aspects	Air and water quality, soil, etc.
	Ecological aspects	Organisms' growth and habitats, water circulation, biological ecosystems, and greenery
	Living environment	Noise, vibration, and shade
	Amenities and culture	Landscapes, places for nature-friendly activities, comfort of pedestrian spaces, historical sites and cultural properties
	Resources and waste	Water use, waste, and eco-materials
	Greenhouse gases	Greenhouse gases and energy
Social and economic items	Land use	Land use, regional division, and migration
	Social activities	Sports and cultural activities
	Involvement and cooperation	Volunteering, communities, and environmental awareness
	Safety, sanitation, and security	Safety, sanitation, firefighting, and disaster risk reduction
	Transportation	Traffic congestion, accessibility of public transportation, and traffic safety
	Economy	Economic impact, employment, and business profitability

Source: Tokyo 2020 Olympic and Paralympic Games Guidelines for Environmental Assessment (for the Games Operations Phase and follow-up reviews), Bureau of the Environment, Tokyo Metropolitan Government, June 2016)

Table: Tokyo 2020 Olympic and Paralympic Games Environmental Assessment Committee meetings

Fiscal year	Dates		
FY2018	○15 March 2019 ○15 October 2018	○23 January 2019 ○13 July 2018	○25 December 2018 ○25 May 2018
FY2017	○20 February 2018 ○29 September 2017 ○14 July 2017	○16 February 2018 ○26 July 2017 ○26 May 2017	○22 December 2017 ○21 July 2017 ○22 May 2017
FY2016	○29 March 2017 ○25 November 2016 ○1 September 2016 ○23 June 2016 ○13 May 2016	○24 February 2017 ○17 November 2016 ○30 August 2016 ○17 June 2016 ○27 April 2016	○25 January 2017 ○30 September 2016 ○8 July 2016 ○16 May 2016
FY2015	○23 March 2016 ○26 October 2015 ○12 June 2015	○29 February 2016 ○5 October 2015	○20 January 2016 ○22 June 2015
FY2014	○25 March 2015	○28 May 2014	○16 May 2014
FY2013	○27 March 2014	○24 December 2013	

Table: Status of environmental assessment documents

Venue name	Date of publication					
	Operational-stage environmental assessments				Follow-up surveys	
	Survey plan	Assessment draft	Comments and responses	Assessment document	Plan	Report
Olympic Stadium	March 2014	June 2016	August 2016	October 2016	October 2016	
Nippon Budokan	March 2014	December 2017	February 2018	April 2018	April 2018	
Equestrian Park	June 2016	September 2016	November 2016	December 2016	December 2016	April 2018
Equestrian Park (Part 2)		May 2017	—	August 2017	August 2017	
Equestrian Park (temporary facilities)		May 2018	—	September 2018	September 2018	March 2019
Musashino Forest Sport Plaza	March 2014	March 2015	June 2015	August 2015	October 2015	August 2017
Ariake Arena	March 2014	February 2016	April 2016	January 2017	January 2017	December 2017
Ariake Gymnastics Centre	March 2014	February 2017	May 2017	August 2017	August 2017	
Ariake Urban Sports Park	March 2014	January 2019	March 2019			
Ariake Tennis Park	March 2014	April 2017	June 2017	October 2017	October 2017	
Oi Hockey Stadium	March 2014	April 2017	June 2017	January 2018	January 2018	
Sea Forest Cross-Country Course	March 2014	December 2016	February 2017	March 2017	March 2017	
Sea Forest Waterway	March 2014	February 2016	April 2016	July 2016	July 2016	
Kasai Canoe Slalom Centre	March 2014	March 2017	May 2017	June 2017	June 2017	
Yumenoshima Park Archery Field	March 2014	January 2016	March 2016	July 2016	July 2016	
Tokyo Aquatics Centre	March 2014	February 2016	April 2016	October 2016	October 2016	December 2017
Olympic Village	March 2014	March 2015	July 2015	December 2015	April 2016	April 2018 December 2018 (Reconsideration of prediction and evaluation)
IBC/MPC Tokyo International Exhibition Centre (Tokyo Big Sight)	March 2014	July 2018	September 2018	December 2018	December 2018	

Table: Status of Outline of the project

Date of Publication	Venue Name
13 July 2018	<ul style="list-style-type: none"> ○ Izu Velodrome ○ Izu MTB Course
15 March 2019	<ul style="list-style-type: none"> ○ Olympic Stadium ○ Aomi Urban Sports Park ○ Oi Hockey Stadium ○ Sea Forest Cross-Country Course ○ Sea Forest Waterway ○ Kasai Canoe Slalom Centre ○ Yumenoshima Park Archery Field ○ Tokyo Aquatics Centre ○ Tatsumi Water Polo Centre ○ Tsurigasaki Surfing Beach ○ Asaka Shooting Range

The Worldwide Olympic Partners



Tokyo 2020 Olympic Gold Partners



Tokyo 2020 Olympic Official Partners



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