

International  
Olympic  
Committee

The background of the entire page is a photograph of an aerial skier in mid-air, performing a jump over a large, snow-covered landing area. The skier is wearing a red and white suit. The landing area is bordered by blue safety barriers with the Olympic rings and 'BEIJING 2022' text. In the background, there are tall stadium lights and a large, curved concrete structure. The sky is clear and blue.

# **REPORT OF THE COORDINATION COMMISSION FOR THE XXIV OLYMPIC WINTER GAMES BEIJING 2022**

# ACKNOWLEDGEMENTS

Deepest thanks and gratitude goes to the Beijing 2022 Organising Committee (OCOG), the public authorities and all our Chinese partners, volunteers and friends for making these Games happen.

Thank you to the athletes and every single participant for following the countermeasures in place, enabling the Games to take place safely.

Thank you to the International Paralympic Committee (IPC) for its continuous collaboration, and to The Olympic Partner (TOP) Partners, media rights holders and the press for enabling us to engage in new ways and at new levels with our global audience.

The success of these Games would not have been possible without the tremendous support and dedication from all of the Coordination Commission members listed to the right. We recognise and appreciate the immense time and efforts made by them to participate in six Coordination Commission meetings. Thank you for the valuable contributions made by the representatives of the Winter International Federations, who also joined the Coordination Commission meetings.

Thank you to Alexander Zhukov, who chaired the IOC Evaluation Commission for the Olympic Winter Games 2022 from 2014 until Beijing's election at the IOC Session in 2015, and the IOC Coordination Commission for its first year.

Finally, I would like to take the opportunity to recognise the immense contribution of Gian Franco Kasper, Beijing 2022 Coordination Commission Member, IOC Honorary Member and former President of the International Ski Federation (FIS), who sadly passed away in July 2021. His period at the helm of FIS included five Olympic Winter Games: Salt Lake City 2002, Turin 2006, Vancouver 2010, Sochi 2014 and PyeongChang 2018. He will be deeply missed.

**Juan Antonio Samaranch, Beijing 2022 Coordination Commission Chair**

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## About this report

This report provides an analysis of how the Olympic Winter Games Beijing 2022 were successfully delivered despite them taking place during a global pandemic. It also summarises the key achievements – including legacy and positive impacts for the local community, and record engagement with a global audience.

The staging of every Games edition is an opportunity to further the IOC's ongoing aim of optimising delivery and experience. The report is accompanied by seven recommendations for the IOC's approach across all aspects of the Games: from delivery to impact. They are based on data analysis alongside debriefs with the Organising Committee, Olympic Movement stakeholders, the Coordination Commission and upcoming Organising Committees.





# INTRODUCTION





# INTRODUCTION

The Olympic Winter Games Beijing 2022 were a showcase for incredible sporting performances. New events attracted new audiences, with a record 2.01 billion viewers and 3.2 billion engagements with Olympic social media handles during the Games.<sup>1</sup> These were also the most gender-balanced Olympic Winter Games to date.<sup>2</sup>

A defining feature of the delivery of the Games was the global context. The COVID-19 pandemic was declared a little less than two years before the Opening Ceremony and the situation was ever-evolving, with fundamental impacts on Games preparations and operations.

At Games time, the Omicron variant raged across the world; China had a zero-COVID policy and very few cases as it prepared to welcome 20,000 international visitors. A 'closed loop' system and daily testing were among the countermeasures all Games participants had to adjust to.

Despite this, as with Tokyo 2020, the Beijing 2022 Games were not defined by the pandemic. In addition to delivering a safe and successful Games, the OCOG's ambitious vision and promises were achieved – and exceeded.

China has been transformed into a winter sports country – a long term sporting objective that it had set out to achieve through hosting the Games. More than 350 million people (almost a quarter of the total Chinese population) engaged in winter sport in the lead-up to the Games, ensuring a tangible sport legacy.<sup>3</sup> New sports infrastructure was created, including ski resorts and ice rinks – supporting the athletes of today and the future. The Games were used as a platform for social engagement, education, innovation and the development of sport-related business, from snow and ice making technologies to sports equipment. Social and economic development was accelerated, especially in the regions of Zhangjiakou and Yanqing.<sup>4</sup>



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1. See reference material 19    2. See reference material 16    3. See reference material 21    4. See reference material 26

# INTRODUCTION



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Despite the global context, there was unprecedented excitement for the sporting action both in China and around the world, which underlined the global appeal of the Games and the exceptional performances of the athletes. These Games were a magnificent demonstration of the Olympic values, bringing the world together in peaceful competition and uniting humankind in all our diversity.

From a participants' point of view, even with the challenges of the COVID-19 countermeasures, the operations and quality of services met expectations. Any issues were promptly addressed. With athletes and sport at the centre of considerations, the infrastructure, venues and fields of play were outstanding. The people of China were exceptional hosts who offered immense hospitality, warmth and kindness.

The OCOG went to great lengths to ensure the presence of some spectators at the venues. With numbers restricted, a 'phygital' approach – blending the physical and digital – engaged millions of fans around the world. Innovative technology used at venues played an important role in the athletes' experience, connecting them with family, friends and fans.<sup>1</sup>

1. See reference material 19

# INTRODUCTION

## Optimisation and ways of working

In line with the approach set out in Olympic Agenda 2020, optimisation was a focus across all areas: to simplify operations, reduce costs, increase efficiency and enhance the Games experience wherever possible.

Existing venues – including those from the Olympic Games Beijing 2008 – were reused, rather than building new permanent ones.<sup>1</sup> For the first time, all venues operated on renewable energy; innovative methods were used to reduce carbon emissions and water usage.<sup>2</sup>

The approach to staging the Beijing 2022 Games was developed through a real team effort that enabled us to overcome unprecedented challenges. Two years of travel restrictions resulted in the development of new, virtual ways of working. Nevertheless, the strong working relationship and trust that had been developed between the IOC and the OCOG were maintained.

The pandemic also forced organisers to deliver traditional elements of Games preparation in innovative ways, such as remote venue tours and virtual stakeholder briefings. These proved successful and will continue going forward.

The wide-ranging achievements were only possible thanks to the combined commitment, respect and capabilities of the OCOG, the government and public authorities, delivery partners, the IOC, IPC and all the wider Olympic Family – National Olympic Committees, International Federations, Olympic Partners (TOPs), press, media rights-holders and athletes.



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1. See reference material 25

2. See reference material 24 and 26





# BEIJING 2022 SUCCESS

**5 VENUES**

reused from  
Beijing 2008

**7**

**NEW EVENTS**

without any  
change to the  
Master Plan

Record  
**2.01  
BILLION  
VIEWERS**

across linear TV  
and digital  
platforms

Unprecedented  
**3.2 BILLION**

engagements  
with Olympic  
social media  
handles at  
Games time

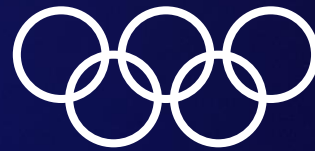
For the  
first time  
in Olympic  
history, all venues  
were supplied by  
**RENEWABLE  
ENERGY**

The most  
gender-balanced  
Olympic Winter  
Games  
to date with  
**45% FEMALE  
ATHLETES**

Beijing 2022's  
ambitious plan to  
**ENGAGE 300  
MILLION  
PEOPLE IN  
CHINA**

in winter sports  
was surpassed  
even before the  
Opening  
Ceremony

Income from ice  
and snow tourism  
exceeded  
**RMB 390BN  
(USD 61.4BN)**  
in the 2020–2021  
snow season



# VISION





# VISION

The vision for the Beijing 2022 Games was of a ‘joyful rendezvous upon pure ice and snow’. The first city to have hosted both the summer and winter editions of the Olympic Games, Beijing aimed to encourage 300 million people across China to embrace winter sports.<sup>1</sup>

The objectives for a fantastic Games were to:

- Be green, inclusive, open and clean
- Inspire youth with the Olympic spirit
- Promote social progress
- Create a harmonious world of better mutual understanding

The outbreak of the COVID-19 pandemic resulted in the vision being reviewed and adapted, while still maintaining the integrity of the original. There was profound strategic refocus.

For example, operational plans and implementation had to flex to take into account a constantly-changing situation; solutions needed to fit China's zero-COVID policy. Ways had to be found to limit the financial impact of the pandemic. The Opening Ceremony was simplified and reimagined to reflect the worldwide reality in February 2022, while still bringing the OCOG's strong focus on legacy, sustainability and the belief in the Olympic values to life.



1. See reference material 1 and 22





# GAMES DELIVERY



# GAMES DELIVERY

## DELIVERING IN THE CONTEXT OF A GLOBAL PANDEMIC

Planning for the Beijing 2022 Games had been underway for five years at the start of the outbreak of the pandemic. An ever-changing global situation in the final two years leading up to the Games meant constant flexibility was needed for all those involved in planning and delivery.

New governance bodies were established at every level to facilitate decision-making around COVID-19 countermeasures and implementation.

Understanding that new ways of working would be vital, the IOC and the whole Olympic Movement mobilised early to work alongside the OCOG and support information exchange with those working remotely.

The actual staging of the Games came amidst a new evolution of the COVID-19 pandemic, marked by the emergence of the highly transmissible Omicron variant. Most countries had very high levels of infection at the time of the Games – whereas China had a 'zero COVID-19' approach and very few cases. On the other hand, most participating countries had access to vaccinations for their whole population, including China.

These three aspects – high infection rates, high levels of access to vaccinations and China's zero COVID-19 policy – were key factors taken into consideration when finalising the countermeasures put in place to minimise risk and keep participants and the people of China safe.



# GAMES DELIVERY

## GOVERNANCE AND NEW WAYS OF WORKING<sup>1</sup>

- **IOC and Beijing 2022 Executive Meetings:** First meeting 7 May 2020, after postponement of Tokyo 2020 Olympic Games. Discussion between the IOC and Beijing 2022 executives about the impact of COVID-19 on Games delivery, as part of regular project management meetings.
- **Tokyo 2020 Postponement Impact Working Group:** First meeting 15 June 2020. IOC GDO and Beijing 2022 functional areas discuss Tokyo postponement and COVID-19 impacts on deliverables such as test events.
- **COVID-19 Working Group:** First meeting 19 November 2020. Comprising the Beijing OCOG, Chinese public health agencies, the IOC, the IPC and World Health Organisation. Ad-hoc meetings to validate COVID-19 countermeasures development and Playbook content.
- **COVID-19 Working Team Meetings:** First meeting 26 March 2021. Weekly working level meetings between IOC GDO, IPC and Beijing 2022 COVID-19 team to discuss the technical elements of COVID-19 countermeasures. Meeting frequency increased to daily at Games-time.
- **COVID-19 Executive Meetings:** Dedicated meetings, with first starting on 7 May 2021; frequency increased after Tokyo 2020. Led by Olympic Games Operations Director (OGOD) and Beijing 2022 OCOG Secretary General. Ad-hoc meetings on an ongoing basis to confirm Playbook content and countermeasure development.
- **Here We Go Task Force:** Focus transitioned from Tokyo to Beijing in September 2021. CoCom Chair and IOC Directors. Weekly meetings to plan for hosting during a pandemic, including development of countermeasures. Reported to IOC President and Director General.
- **Independent Expert Panel:** Focus transitioned from Tokyo to Beijing in September 2021. Monthly meetings up to Tokyo 2020 Games; then ad-hoc. Provided independent expert advice from a wide variety of areas, including behavioural science, hospitality and leisure, travel sector.
- **Playbook Working Group:** First meeting September 2021. Internal IOC group. Twice-weekly working level meetings to develop Playbook content, which detailed countermeasures and procedures.
- **Playbook Steering:** First meeting September 2021. Internal IOC: Olympic Games Executive Director (OGED)/Games Delivery Office (GDO). Weekly meetings providing executive review of Playbook content.
- **Stakeholder Briefings:** After publication of each Playbook. Dedicated sessions with each stakeholder group to keep them informed of latest developments and get input on countermeasures.
- **Medical Expert Panel:** Developed protocols for case management and reviewed complex cases pre-Games and during the Games.
- **Dedicated IOC Covid Support Unit:** On site in Beijing from 4 January 2022. Worked with Beijing 2022 OCOG and Chinese authorities to adjust countermeasures and manage cases at Games-time.
- **Joint meetings between IOC Covid Support Unit and Beijing 2022 Covid Coordination Office:** Daily from 4 January 2022 to review implementation of countermeasures and case management.

1. See annexes 1 and 2



# GAMES DELIVERY

## TIMELINE OF KEY DECISIONS AND ACTIONS<sup>1</sup>

- **13 November 2020:** Adapted sport testing programme announced, replacing traditional test events for 2020/2021 winter season, which were no longer possible due to COVID-19
- **19 November 2020:** First meeting of COVID-19 Working Group comprising all delivery partners – including the OCOG, public health agencies, the IOC, the IPC and the World Health Organisation (WHO)
- **1 February 2021:** Start of IOC Games Delivery Office and Olympic Broadcast Services (OBS) technical team permanent presence on site
- **20 September 2021:** IOC functional areas including Technology and Sport, and more OBS staff, increase their permanent presence on site after delivering the Tokyo 2020 Games
- **29 September 2021:** Decision on vaccination, international spectators and accredited guests
- **25 October 2021:** First Playbooks published
- **13 December 2021:** Second (final) Playbooks published
- **13 December 2021:** First virtual Chef de Mission Meeting
- **4 January 2022:** Olympic Games Executive Director and Operations Director permanent presence on site.
- **4 January 2022:** Pre-Games closed loop starts. Games participants able to enter China without three-week quarantine, subject to vaccination and COVID-19 testing
- **5 January 2022:** Start of daily Operational Executive Meetings
- **17 January 2022:** Spectator policy published for domestic ticket/invitation distribution
- **22 January 2022:** IOC President and CoCom Chair on site
- **23 January 2022:** Games-time closed loop starts. Wider range of services and venues accessible to participants
- **26 January 2022:** Daily Coordination Meetings led by IOC President start, ensuring alignment on final adjustments to be made – in particular for operations related to COVID-19 countermeasures
- **7 February 2022:** Daily Coordination Meetings suspended as no longer necessary, thanks to excellent levels of preparation and effective resolution of issues

1. See reference material 6

# GAMES DELIVERY

## SPORT TESTING

Following the outbreak of the pandemic, the size and scope of the test event calendar was reduced, while still ensuring the safety of venues and field of plays.<sup>1</sup> International Federations were fully involved in the process.

As a consequence of travel restrictions, some venue set up reviews and technology tests were carried out with the majority of participants taking part remotely. Overall, these remote reviews proved to be very successful, giving the assurance that the venues would be ready and fit for purpose – from both an operational and athlete experience point of view. The reduced travel also meant cost savings and lower environmental impact.

Some test events took place where needed, for example, if a full test of the field of play was necessary. Local athletes took part alongside a mix of national and international technical officials, and International Federations' representatives. The events were carried out in accordance with specific COVID-19 countermeasures (see page 18).



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1. See reference material 6 and 12

# GAMES DELIVERY

## COVID-19 COUNTERMEASURES

The principles and COVID-19 countermeasures developed for the Beijing 2022 Games built upon the experience of Tokyo 2020 and other successful large-scale events that had already taken place during the pandemic.

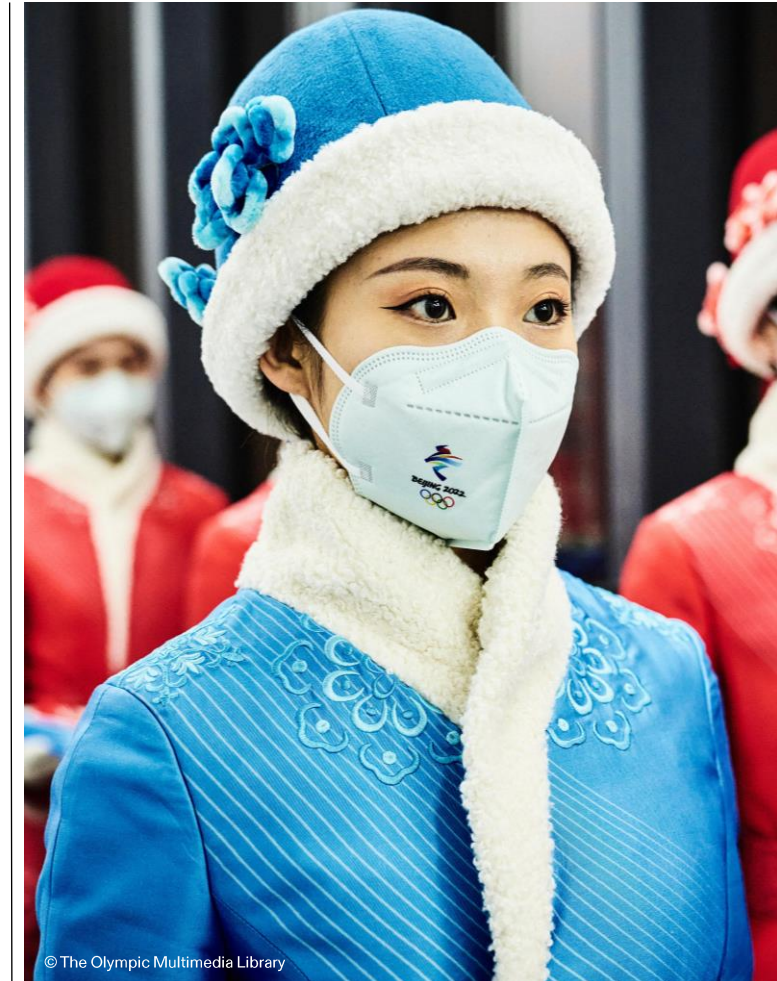
Scenarios to inform planning assumptions were developed at the start of the pandemic and updated after the Tokyo 2020 Games. Data modelling was used to help predict the efficacy of measures, identify possible deviations from the scenarios and likely potential risks and risk levels, and to adjust planning as necessary.<sup>1</sup>

Countermeasures were put in place to ensure that the people of China and Games' participants would be protected even from countries with high rates of infection transmission.<sup>2</sup>

The measures were developed by the Chinese Health authorities with the active participation of the International Expert Panel, the involvement of WHO and the IOC's Medical Expert Panel, as well as consulting with every stakeholder group.

Playbooks provided information about the countermeasures, tailored to two Games stakeholder groupings: athletes and team officials; and all other stakeholders (International Federations, broadcasters, press, Olympic and Paralympic Family, and workforce).<sup>3</sup>

The Playbooks reinforced to each participant their personal responsibility for protecting themselves and others – including the people of Beijing and China – to enable the Games to take place safely and successfully. Two versions, published in October and December 2021, provided increasing detail of the guidelines, processes and procedures.



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1. See annex 4

2. See reference material 7 and annex 5

3. See reference material 9



# GAMES DELIVERY

## COVID-19 COUNTERMEASURES

### COVID-19 Liaison Officers

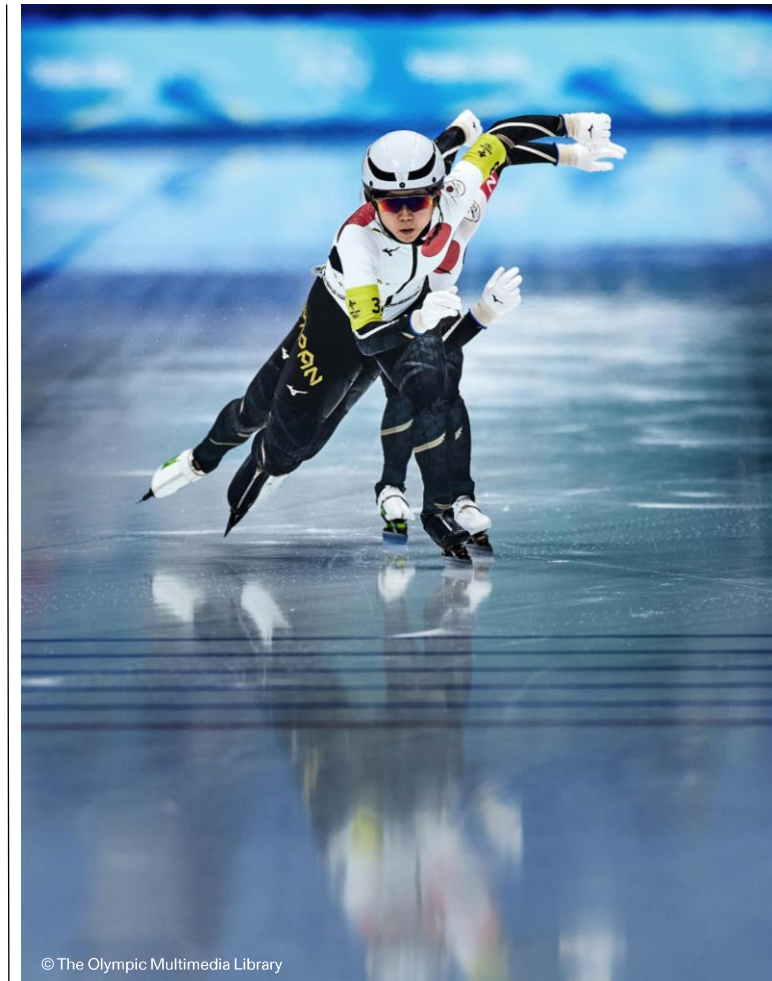
Building on the success of the COVID-19 Liaison Officer (CLO) roles in Tokyo, a total of 1,698 CLOs were nominated to represent every organisation taking part in the Beijing 2022 Games. Their role was to communicate the requirements as described in the Playbooks and support participants with documentation, testing and the management of positive cases.<sup>1</sup>

For Beijing 2022, the IOC created a portal providing CLOs with the latest available information and briefing materials, to help them to carry out their role successfully. The portal also provided a forum for CLOs to share experiences and advice.

### Reducing participant numbers

To decrease risk of infection, participant numbers were reduced by nearly 30 per cent. All stakeholders played an active role in cutting back numbers on site for Games-time operations, which was difficult but necessary.

The 'accompanying guest' accreditation category was cancelled, helping organisers to focus on the essential aspects of Games delivery. No tickets were sold to either international or national spectators. Through a programme developed by the OCOG and the Government of China, small groups of spectators were invited to be present on site during the Games.<sup>2</sup>



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1. See reference material 9    2. See reference material 6

# GAMES DELIVERY

## COVID-19 COUNTERMEASURES

### Closed loop system

The closed loop system was created to keep Games participants and the people of China safe by avoiding unnecessary interactions, while still allowing participants to perform the day-to-day activities essential to their role.<sup>1</sup>

The system enabled participants to enter China without undergoing a compulsory 21-day quarantine, subject to being fully vaccinated. For the small number who were not fully vaccinated, arrangements for 21-day quarantine were made.

Applied throughout their stay in China, within the closed loop all Games participants were subject to daily health monitoring and testing (see below). They were allowed to move between permitted destinations (including Games venues, accommodation facilities, etc.), only in dedicated Games transport. Activities were limited to what was necessary for participants' Games-time role.

The closed loop brought significant challenges to Games delivery – including the need to design and implement entirely separate spaces, flows and transport systems.

“The closed loop system has been a great success, with an infection rate of 0.01 per cent, and it has been one of the safest places on this planet, if not the safest. This is a great achievement, which I think has made all of us feel safe and comfortable.”<sup>2</sup>

Thomas Bach, IOC President

### Vaccinations

To support vaccination of participants, Pfizer Inc. and BioNTech SE donated doses of the vaccine, extending a Memorandum of Understanding with the IOC originally reached for the Tokyo 2020 Games.<sup>3</sup>

### Enhanced testing regime

The comprehensive COVID-19 testing regime was a critical principle for the safe delivery of Olympic Winter Games Beijing 2022.<sup>4</sup> A three-layered testing process was instituted to minimise risks: two tests within 96 hours before departure, testing upon arrival in Beijing, and daily PCR testing run by medical personnel within the closed loop.

As expected, positivity was highest at pre-departure, lower at the airport, and exponentially lower within the closed loop. While pre-departure and arrival positivity rates varied based on several factors (such as the level of vaccination in a participant's home country), once inside the closed loop all participants were equally protected from catching COVID-19.

Most positive cases were identified within five days after arrival; after staying more than two weeks in China, the risk of infection for international Games participants approached zero.<sup>5</sup>

1. See reference material 6

2. See reference material 7

3. See reference material 11

4. See reference material 10

5. See reference material 7



# GAMES DELIVERY

## COVID-19 COUNTERMEASURES

### Management of confirmed positives

Games participants receiving a positive COVID-19 test result were promptly isolated and close contacts identified.

Due to the low incidence of positive cases within the closed loop and high levels of testing, the OCOG was able to review procedures and risk assessment of individual cases – including reducing the time for which a person was deemed a close contact from 14 to seven days.<sup>1</sup>

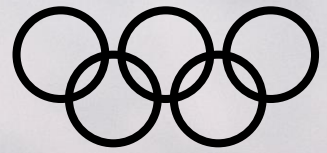
As a result of these decisions, 95 per cent of athletes who tested positive at the Games were able to compete and all close contacts were able to continue performing their Games time operational roles. Many participants in isolation experienced a reduced length of stay.

At the time of the Games, countries around the world had very different rules around COVID-19, including management of positive cases and isolation. Managing expectations and the experience of those who tested positive was sometimes challenging. On request, some participants who tested positive were repatriated, if their home country rules meant they were able to travel back.



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1. See reference material 6



# COVID-19 KEY STATISTICS<sup>1</sup>

## OUT OF 1,873,113 AIRPORT AND SCREENING TESTS

conducted between 23  
January (when the closed  
loop system came into  
effect) and 21 February,

**ONLY 437 PEOPLE  
WERE FOUND POSITIVE**

**265 CONFIRMED  
POSITIVES**  
out of  
**13,690**  
**AIRPORT TESTS**  
(1.94% positivity rate)

**172 CONFIRMED  
POSITIVES**  
out of  
**1,859,423**  
**SCREENING TESTS**  
(0.01% positivity rate)



## CONFIRMED POSITIVES BY STAKEHOLDER GROUP:

**98 ATHLETES**  
(of whom 94 were able to  
compete)

**87 TEAM OFFICIALS**

**252 OTHER STAKEHOLDER  
GROUPS**

1. See reference material 7

# GAMES DELIVERY

## OPTIMISATION

In line with the recommendations laid out in Olympic Agenda 2020 and The New Norm, optimisation measures were implemented throughout delivery of the Games, over and above what was necessary as a result of the pandemic: simplifying operations, reducing costs and increasing efficiency.<sup>1</sup>

### Venues

- Five venues from the Summer Olympic Games Beijing 2008 were reused and retrofitted using innovative carbon-reducing solutions.<sup>2</sup>
- Seven new events were added in 2018 without changing the Venue Masterplan
- Main Media Centre in Beijing used to combine operations of the Main Press Centre and International Broadcast Centre

### Ceremonies

- Removed team welcome ceremonies in the Olympic Villages
- Reduced number of Medals' Plazas

### Ways of working

- Further integration of IOC and IPC planning, both in attending meetings and taking executive decisions together
- Full remote interpretation system implemented
- Venue press conferences filmed and distributed live
- Virtual stakeholders briefing sessions focused on COVID countermeasures and Games operations
- Hybrid Chefs de Mission meetings
- Olympic Information Service (OIS) fully delivered by IOC/OBS

### Other

- Dual Olympic and Paralympic branding implemented wherever possible
- Transport operations optimised

1. See reference material 13 2. See reference material 25





**GAMES EXPERIENCE**



# GAMES EXPERIENCE



The pandemic meant that Beijing 2022 had limited opportunity for partner/spectator hospitality and no parallel events, such as the Cultural Olympiad. The focus for the Games experience was therefore purely on the sport competition and ensuring the safety of all participants and the people of China.

A combination of flexibility, determination and innovation ensured the Games were truly inspirational despite the challenges of the situation.

A small number of spectators were able to enjoy the action in the venues, which were outstanding. The majority experienced the action virtually – in record numbers, right across the globe.<sup>1</sup>

The use of technology was crucial: from establishing remote ways of working effectively to enabling positive audience engagement. Building on opportunities that emerged just before Tokyo 2020, in collaboration with OBS, Beijing 2022 offered new ‘phygital’ experiences, bringing a digital experience in the sports venues for the athletes and increasing social engagement.<sup>2</sup>

As a result, millions were able to enjoy the displays of heroic effort, camaraderie and emotion synonymous with the Olympic Games.

The Games enjoyed huge public support in China. Alongside celebrations in Beijing, Yanqing and Zhangjiakou, they achieved significant engagement on social media. The mascot Bing Dwen Dwen was a hit, selling out a few days after the Games began. Thanks to the OCOG working quickly to meet demand, 1.4 million units were sold by the end of the Games and 5.2 million by the end of May 2022.

1. See reference material 19   2. See reference material 18

# GAMES EXPERIENCE

## STAKEHOLDER GAMES-TIME EXPERIENCE

The countermeasures resulted in significant adjustments for all Games participants, especially the closed loop system – including the testing and health monitoring; changes to transport use; limited choice of restaurants and shops; and enhanced cleaning and disinfection protocols.<sup>1</sup>

Huge effort was made by the OCOG to enable physical distancing at every stage of the participants' time in China, in order to limit infection and minimise close contacts while still enabling everyone to fulfil their roles. As well as reduced capacities (see page 16), measures also included reducing athletes' stay in the Olympic Village; installing dividers; and making one-way systems in venues.

Creative ways were found of doing things at a distance, including remote access to press conferences.<sup>2</sup>

The implementation of the COVID-19 measures was not seamless. Initial difficulties included transport delays and cancellations, and inconsistent security procedures. There were problems processing the large amount of COVID-19 testing data and some early communication issues were experienced with the notification of test results, which impacted confidence in the system for those affected. Isolation facilities varied in the standards of room, service and internet access available; there was also a lack of consistency in applying the countermeasures between the three venue zones.

Stakeholders provided feedback and suggestions for change, remaining patient while the issues were resolved. This was achieved through close collaboration between the stakeholders, the IOC and the OCOG.

Ultimately, the countermeasures worked extremely well, resulting in very low numbers of confirmed positive cases.<sup>3</sup>

1. See reference material 9

2. See reference material 27

3. See reference material 7



# GAMES EXPERIENCE

## ATHLETE PARTICIPATION

### Evolution of the sports programme<sup>1</sup>

- 7 new events: Women's Monobob; Freestyle Skiing Men and Women's Freeski Big Air; Short Track Speed Skating Mixed Team Relay; Ski Jumping Mixed Team NH; Freestyle Skiing Mixed Team Aerials; and Mixed Team Snowboard Cross
- 29 NOCs won medals
- 1 NOC won its first Olympic Winter Games gold medal: New Zealand

### Gender equality: The most gender-balanced Olympic Winter Games to date<sup>2</sup>

- 45% women, 55% men
- 2 new women's events and 4 new mixed-team events
- 12 mixed gender/open events
- 46 women's events – highest ever
- 45% of flagbearers at the Opening Ceremony were women, vs 30% in PyeongChang

**THE MOST GENDER-BALANCED  
OLYMPIC WINTER GAMES**  
to date with  
**45% FEMALE ATHLETES**

### Olympic Solidarity<sup>3</sup>

- 93 NOCs received NOC Olympic Solidarity funding
- 236 Olympic Solidarity individual scholarship-holders competed
- 10 medals won by individual scholarship-holders



# GAMES EXPERIENCE

## AUDIENCE ENGAGEMENT<sup>1</sup>

### Broadcast coverage

- Beijing 2022 was watched by more than 2 billion people: more viewers than PyeongChang 2018 and more coverage than any previous Olympic Winter Games
- Opening Ceremony achieved the highest audience reach ever for an Olympic Winter Games
- Over 600 million people watched Beijing 2022 on TV in China alone
- More broadcast hours than ever for a Winter Games edition, with record numbers on digital platforms

### Appetite for more

- 57% of 13–19-year-old Beijing 2022 viewers said they want to watch more Olympic Games coverage in future: more than any other age group

### Website and app

- 68 million unique users using olympics.com web and app: twice the reach compared to PyeongChang 2018, and surpassing the target
- The Olympics app was the No. 1 sports app across 20+ territories

### Social media

- 3.2 billion engagements across Olympic social handles
- 10M+ growth of Olympic social media followers, particularly on youth-led platforms, surpassing 93 million
- 24 billion impressions on Weibo platform from two dedicated Beijing 2022 hashtags
- 2.1 billion video views of #OlympicSpirit on TikTok

### Linking fans to athletes

- Fan Video Wall on big screens in venues helped athletes feel the support and gave fans the opportunity to be there
- Virtual Cheer Map provided a dynamic display from the world's sporting fans. 47 million virtual cheers sent by fans to their favourite teams on Olympics.com

Global viewers watch combined **713 BILLION MINUTES** of Games coverage on Olympic Media Rights partners' channels – **UP 18% COMPARED TO PYEONGCHANG 2018**

1. See reference material 19



# SUSTAINABILITY, IMPACT AND LEGACY





# SUSTAINABILITY, IMPACT AND LEGACY

## KEY ACHIEVEMENTS

### Olympic history

- The world's first city to host both the Summer and Winter Olympic Games
- The first Olympic Games to fully implement the sustainability requirements of Olympic Agenda 2020 from preparation to delivery



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### Environment

- 100% use of renewable energy for all conventional electricity needs of the venues
- 100% post-Games utilisation of venues
- All venues have been awarded the green building logo
- The first Olympic Games to apply carbon dioxide refrigeration in ice sports venues
- 84.9% of vehicles used during the Games were low carbon
- The Guide for Event Sustainability Evaluation and Evaluation Standard for Green Snow Sports Venues became national standards
- Concentrations of fine atmospheric particulate matter in dropped by 63% in Beijing and 34% in Zhangjiakou compared to 2013.



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### Engagement

- 835 Olympic Education Demonstration Schools and 2,062 schools featuring winter sports
- 346 million people nationwide engaged in winter sports
- 81,000 job opportunities created for residents from areas surrounding the competition zones

# SUSTAINABILITY, IMPACT AND LEGACY

## SPORTS PARTICIPATION AND HEALTH

Beijing 2022 used the power of sport and the Olympic Games to create wide-ranging benefits for the local community in the social, environmental and economic spheres.

The benefits were in fact already being felt well before the Games began, thanks to early focus in the planning stages on the difference the Games could make to the local population.

The measures implemented created long-term benefits for local communities and economies, as well as reducing and compensating carbon emissions.

*For more information, see Beijing 2022's milestone Pre-Games Sustainability report<sup>1</sup>*

**The Beijing 2022 legacy to date promises a bright future for winter sports in China.<sup>2</sup>**

- Beijing 2022's ambitious plan to engage 300 million people in China in winter sports was surpassed even before the Opening Ceremony. Between 2015 (when Beijing was elected the host city for the Olympic Winter Games) and October 2021, over 346 million people took part in winter sports – 24.56 per cent of the total population
- There are now almost 2,000 ice and snow facilities across China, up from 1,100 in 2018
- 26,000 people trained as winter sports instructors in Beijing in 2021 alone
- 37.2% of Chinese citizens were regularly taking exercise in 2020: a 3.3% increase compared to 2014<sup>3</sup>

- Income from ice and snow tourism in China exceeded RMB 390 billion (USD 61.4 billion) in the 2020-2021 snow season<sup>4</sup>



# SUSTAINABILITY, IMPACT AND LEGACY

## ENGAGING THE YOUNGER GENERATION

Beijing 2022 was committed to advocating the Olympic spirit, promoting exchanges between Chinese and foreign youth, and encouraging more schools to participate in Olympic education.<sup>1</sup> Their ambitious youth engagement and educational programmes have inspired millions of children and teenagers to participate in and learn about winter sports, the Olympic Games and Olympic values.

By the end of 2021, schools across the country had integrated winter sports into their curriculum: including 835 Olympic Education Demonstration schools, 2,062 schools with winter sport programmes and 470 'Together for the Future' sister schools.

A digital 'Olympic curriculum' was created in response to COVID-19 restrictions and associated online materials were viewed more than 140 million times. Videos, motion graphics, tutorials and games all formed part of the digital efforts to bring the Olympic Games and winter sports closer to the young.

Most of the educational programmes will continue up to 2025, with the aim of reaching millions of children post-Games.

“There are so many benefits to participating in and learning about winter sports and Olympic values. These benefits should spread to kids all over the country, in cities and in the countryside.”

Chen Liu, Beijing 2022 Education Programme Manager



1. See reference material 20



# SUSTAINABILITY, IMPACT AND LEGACY

## HUMAN RIGHTS AND GLOBAL SUPPORT

The Olympic Host Contract for the Beijing 2022 Games contained specific obligations relating to human rights, including provisions around venues (and displaced communities), responsible sourcing, data collection, security, health and safety, and freedom of the media.<sup>1</sup>

The Games involved the resettlement of two communities in the areas of Zhangjiakou (1,465 residents) and Yanqing (118 residents).<sup>2</sup> A specific relocation and compensation law was adopted locally to improve the current provisions for the populations displaced by the infrastructure work.

As regards to responsible sourcing, Beijing 2022 implemented a comprehensive management system that aimed at ensuring respect for labour rights in their supply chains; this included policies and procedures that were cascaded down to suppliers.<sup>3</sup> The management system was audited by a third party according to ISO 20121: Event Sustainability Management Systems and ISO 26000: Guidance on Social Responsibility standards.

Training sessions for contractors were held to raise awareness of standards. Beijing 2022 monitored the sustainability performance of its suppliers, licensees and other contractors.

Open internet was available to Games participants, including the media, to enable news coverage and editorial independence of all material that was broadcast or published.

Support for the athletes and the Olympic Games was expressed multiple times in the run-up to Beijing 2022, in particular by the United Nations resolution entitled “Building a peaceful and better world through sport and the Olympic ideal”, adopted by consensus of all 193 Member States and co-sponsored by 173 Member States at the 76th Session of the United Nations General Assembly in New York in December 2021.

Amongst others, the resolution called 'upon all Member States to cooperate with the International Olympic Committee and the International Paralympic Committee in their efforts to use sport as a tool to promote peace, dialogue and reconciliation in areas of conflict during and beyond the period of the Olympic and Paralympic Games'.

The G20 Leaders' Summit in November 2021 also stressed the role of the Olympic Games when it said in its final declaration: “We look ahead to Beijing Winter Olympics and Paralympics 2022, as opportunities for competition for athletes from around the world, which serves as a symbol of humanity’s resilience.”

1. See reference material 4    2. See reference material 26    3. See reference material 26

# SUSTAINABILITY, IMPACT AND LEGACY

## ENVIRONMENT



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### Sustainability guidelines and certification

The Beijing Sustainability Management System integrated relevant ISO guidance into all aspects of preparation, hosting and operations.<sup>1</sup>

Sustainability requirements were built into the entire life cycle of venue construction and management, through guidelines including the 'Venue and Infrastructure Sustainability Guide' and 'Sustainability Guidelines for Temporary Venues and Infrastructure'.

Developed by the OCOG, together with the government departments of Beijing and Hebei Province, these covered venue planning, design, construction, operation and post-Games use. Following national and local laws and standards, they put forward technical and management requirements on site selection, environmental protection, green building, society and economy.

Beijing 2022 was certified according to the ISO 20121 standard for sustainable event management and ISO 14001 for its Environmental Management System.

1. See reference material 14 and 26

# SUSTAINABILITY, IMPACT AND LEGACY

## ENVIRONMENT

### The carbon-neutral Games

In line with its commitment to carbon neutrality, Beijing 2022 introduced measures to reduce its emissions, while also compensating its residual emissions.<sup>1</sup>



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### Carbon avoidance and reduction <sup>2</sup>

- Accelerated by the Games, a new renewable power grid now transfers wind and solar energy from Zhangjiakou to Beijing, capable of supplying about 10 per cent of the city's electricity consumption. This also powered the Games: for the first time in Olympic history, all venues were supplied with renewable energy, with solar and wind as primary energy sources
- Innovative natural carbon dioxide cooling systems were used at four Beijing 2022 ice venues – the first time this low-climate-impact technology had been used in China and at the Olympic Winter Games. As a result, carbon emissions from the cooling process were reduced to nearly zero, cutting heat waste and energy consumption
- Fuel-efficient vehicles accounted for 100 per cent of all passenger cars and 85 per cent of all vehicles

### Carbon compensation<sup>3</sup>

- Residual emissions were offset through forestry carbon sinks and donations of carbon credits from official Partners. Between 2014 and January 2022, Beijing and Zhangjiakou planted 47,333 and 33,000 hectares of forest respectively, generating approximately 530,000 and 570,000 tonnes of carbon sequestration.

1. See reference material 24 and 26

2. See reference material 31

3. See reference material 31



# SUSTAINABILITY, IMPACT AND LEGACY

## ENVIRONMENT



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### Water management

The Zhangjiakou zone integrated water conservation into planning, design, construction and operations. Infrastructure was built to enable the recycling of all water resources (rainwater, snowmelt and wastewater) by means of water filtration, retention, storage, cleaning, use and drainage.<sup>1</sup>

A smart snowmaking system was developed for all snow sport venues, with high snow-making efficiency and low water consumption – saving up to 20 per cent of water usage compared with traditional methods. No chemicals were used to create artificial snow. The system is in ongoing use.

1. See reference material 26

# SUSTAINABILITY, IMPACT AND LEGACY

## URBAN AND REGIONAL DEVELOPMENT



Beijing 2022 helped accelerate social and economic development in China.<sup>1</sup>

All three Beijing 2022 competition zones benefited from the preparations for the Games, helping to reduce inequalities between rural and urban areas, boosting the local economy and improving local livelihoods:

- Zhangjiakou is on its way to becoming the most popular snow resort in China. In 2019, it received more than 86 million tourists and revenue of over RMB 100 billion (USD 15.74 billion) – up by over 20 per cent on the previous year. As of June 2021, the counties and districts within Zhangjiakou that were previously living below the poverty line had been lifted above it
- In Yanqing, preparations for the Games helped drive an increase of more than 35 per cent in disposable income per capita between 2015 and 2019
- In Beijing, the former industrial area Shougang Park (the Beijing 2022 Big Air venue) was renovated and turned into a vibrant community with modern sports, business and leisure facilities
- Hosting the Games accelerated the development of the Beijing-Zhangjiakou high-speed railway, reducing the travel time between Beijing and Zhangjiakou from three hours to 47 minutes

1. See reference material 26, 2 and 3



# SUSTAINABILITY, IMPACT AND LEGACY

## VENUE LEGACY PLANS, FINANCE AND CASE STUDIES

### Venue legacy plans

All the Beijing 2022 venues have reopened and have legacy plans in place, ensuring their post-Games, multipurpose use, all year-around.<sup>1</sup> For example:

- Over the next five years, the Yanqing Sliding Centre will host World Cup races, Asian Cup races and training camps
- Making best use of the existing Beijing 2008 venue, the National Aquatics Centre will switch between ice and water sports. A World Curling Academy Training Centre will be established there, also providing courses and materials developed to train educators and further promote the sport throughout the country

### Finance

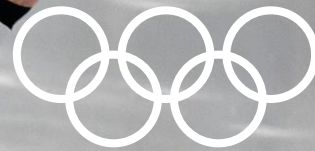
A final estimate of the Beijing 2022 financial accounts should be concluded before the end of 2022, with an audit of the OCOG's financial statements expected to be completed (including State Audit) by end of March 2023.

### Case studies

A series of case studies released by Beijing 2022 in February 2022 illustrated some of the key legacies created by these Games.<sup>2</sup> They include:

- The story of farmers in Yanqing and their journey to become skiing coaches
- The rapid growth of the Beijing Youth Ice Hockey League, reflecting the growth in popularity of ice hockey, which has become one of the most popular youth ice and snow sports in Beijing
- The seven editions of the National Public Ice and Snow Season, which has become the largest public winter sports event in China

1. See reference material 23 2. See reference material 8



# MEASURES



# MEASURES

## INTRODUCTION

The seven measures below aim to support increased flexibility, efficiency, sustainability and ultimate success of Olympic Games delivery.

The measures are rooted in the recommendations set out in Olympic Agenda 2020(+5) and The New Norm, and build upon those developed following the Tokyo 2020 Games. They draw on the experience of the Beijing 2022 Games, as well as the broader global context and evolution of the Games. Once again, the measures are informed by feedback from the OCOG, stakeholders, the Coordination Commission Chair, the IOC Administration, the IPC and the Olympic Movement at large.

The Games Optimisation Group (established in September 2022) will oversee the implementation of the measures.

These measures build on the strategic direction set by:

### **Olympic Agenda 2020 (December 2014)**

- Recommendation 1: Shape the bidding process as an invitation
- Recommendation 2: Evaluate bid cities by assessing key opportunities and risks
- Recommendation 4: Include sustainability in all aspects of the Olympic Games
- Recommendation 5: Include sustainability within the Olympic Movement’s daily operations
- Recommendation 12: Reduce the cost and reinforce the flexibility of Olympic Games management
- Recommendation 13: Maximise synergies with Olympic Movement stakeholders
- Recommendation 23: Engage with communities

### **Olympic Agenda 2020/The New Norm (February 2018)**

- A detailed plan of 118 measures, focusing on six of the Olympic Agenda recommendations related to host selection and organisation of the Games, providing cities with increased flexibility in designing the Games to meet long-term development goals and ensure that the hosts receive more assistance from the IOC and wider Olympic Movement.

### **Olympic Agenda 2020+5 (March 2021)**

- Recommendation 2: Foster sustainable Olympic Games
- Recommendation 12: Reach out beyond the Olympic community

# MEASURES

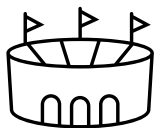
## OVERVIEW

- 1 Legacy case for new single-use venues
- 2 Use of existing local services
- 3 High-performing delivery partnerships
- 4 Remote collaboration and operations
- 5 TOP/OCOG engagement
- 6 Showcasing of sport and athlete performance
- 7 Positive impact of the Games in host communities





# MEASURE 1



## Legacy case for new single-use venues

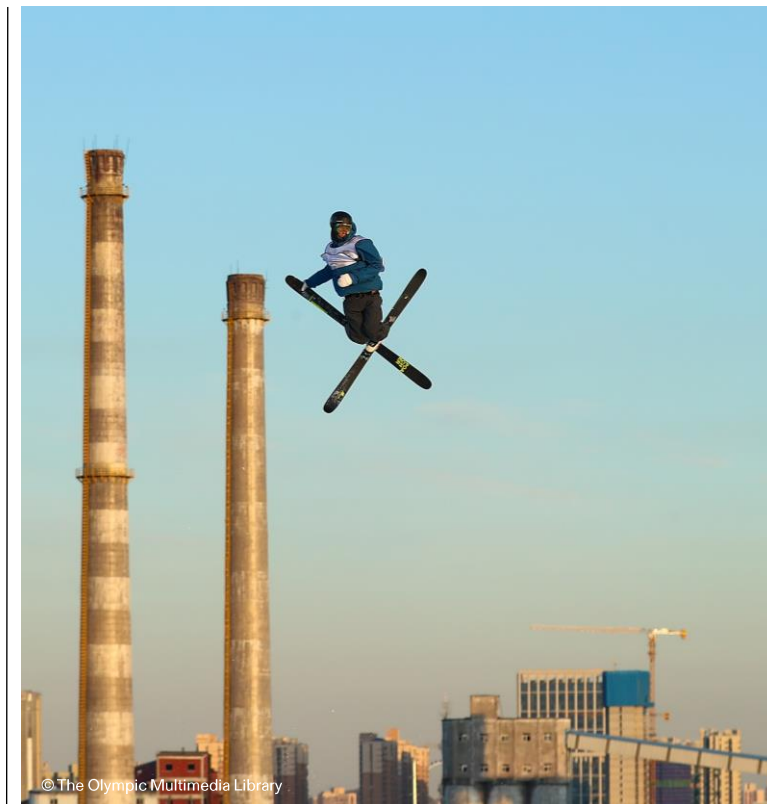
### Overview

In keeping with recommendation 1 of Olympic Agenda 2020, hosts should avoid construction of permanent mono-use venues (for a single sport or event). Examples include the canoe slalom course, velodrome, speed skating oval and sliding centre.

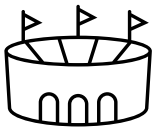
Instead, the events would ideally take place in a suitable existing venue, in agreement with the IOC and the relevant International Federation (IF) – even if that venue is located outside the host city/country.

Development of single-use venues for the Games should only be considered where there is a clear legacy case. For example, in Beijing 2022, the former industrial area Shougang Park was transformed into a new business area and recreational park for the local community. The park was operational before the Games, hosting the Freestyle Ski and Snowboard World Championship competition in 2019, and was the venue for the Big Air competition at Games time. The new Yanqing Sliding Centre will host World Cup races, Asian Cup races and training camps over the next five years.

Building on this, if a future host wishes to build a new single-use permanent venue for the Games, a viable business plan detailing proven demand, funding and future operational management (including venue operator) must be developed. The business plan will then be reviewed with a relevant independent authority, prior to consideration by the IOC and respective IF.



# MEASURE 1



## Legacy case for new single-use venues

### Implementation

- Reinforce the application of the Olympic Host Contract, which specifies that the IOC will need to approve the use of new permanent single-use venues for the Games
- IOC to provide guidance on the topics that need to be fully considered and documented by the future host when making the business case for single-use venue proposals for the Games
- Review the legacy/business plan for single-use venues for the Games with a relevant independent authority to provide an expert opinion
- Where possible, the case for using single-use venues for the Games should be reviewed before the awarding of the Games. If this cannot be completed before the Host City is appointed, the IOC retains the right to approve/reject the use of single-use venues



# MEASURE 2



## Use of existing local services

### Overview

To further enhance the flexibility, efficiency and sustainability of Games delivery, OCOGs should aim to use existing local/national providers (private or public) to deliver services and operations wherever possible, rather than developing temporary dedicated solutions.

Amongst other things, this could include transport, hospitality and medical services.

Prior to the pandemic, Beijing 2022 had planned to use existing hospitality providers in Shougang Park, rather than building dedicated temporary lounges. TOPs also planned to use existing facilities at Shougang Park as their Hospitality Houses; due to COVID-19 restrictions these spaces were moved out of the precinct.

Contracting multiple local service providers will enable the OCOG to focus on core delivery elements: sport, ceremonies, Torch Relay and other engagement programmes.

As several operators will be used, OCOGs will require an increased focus on consistency of experience for all Games stakeholders (see also Measure 3: High-performing delivery partnerships).

### Implementation

- IOC and Olympic Movement stakeholders to review and, to the extent necessary, update Olympic Host Contract - Operational Requirements and service levels, in order to increase flexibility (in line with Tokyo 2020 CoCom Measure 7: Use data to right-size Games delivery and experience<sup>1</sup>) and promote alternative approaches to deliver services/operations with current and future OCOGs using providers that already exist
- Future hosts and OCOGs to ensure early establishment of relationships with local providers to secure guarantees and contract services

1. See reference material 29



# MEASURE 3



## High-performing delivery partnerships

### Overview

With an increasing number and variety of partners collaborating within a temporary Games delivery ecosystem, the role of the OCOG is changing. In addition to being the primary delivery body, the OCOG is required to be the central integrator of all partners. The challenges the OCOG faces include managing the ecosystem as it grows; understanding how the governance framework needs to change over time; and identifying and hiring the necessary teams.

Recommendations from Beijing 2022 stakeholder debriefings highlight the importance of an OCOG's organisational structure, its coordination role and the skills/capabilities of its people, including:

- ensuring consistency in the implementation of policies and procedures across different venues and clusters;
- positioning stakeholder departments within the OCOG structure to ensure needs are met;
- speed of decision making, to enable timely modifications to operational policies and procedures when needed;
- continuity of teams throughout Games delivery; and
- the benefit of recruiting people with prior Games experience, as seen with the addition of sport operation specialists and mountain operation teams in Beijing.

Advances in technology and an increase in remote working, accelerated by the pandemic, continue to bring new opportunities and challenges for how and where work gets done. When hiring staff, it will be increasingly important for OCOGs to understand how to balance competition for the right people and skills with greater remote access to subject matter experts.

# MEASURE 3



## High-performing delivery partnerships

Development of the Games Plan (see Tokyo 2022 CoCom Measure 2: Build a bespoke Games Plan to establish roles, responsibilities and a roadmap to deliver the vision and objectives for each Games edition<sup>1</sup>) will help OCOGs define their organisational structure and approach to governance and central coordination. The best way to provide access to the knowledge and experience of the IOC, IPC, stakeholders and other subject matter experts should be assessed as part of this process. This could range from individuals providing support to the creation of advisory groups for specific complex situations, such as the COVID-19 and adverse weather working groups for Beijing 2022.

### Implementation

- IOC to formulate practical recommendations on how an OCOG should be structured; how OCOGs should coordinate and integrate across their partner ecosystem; and how best to provide access to prior knowledge and experience through this network. Advice also to be based on research, experience and best practice from other events/industries
- Within each OCOG, stakeholders' departments should take the lead in integrating all dimensions that pertain to their client groups. This, in turn, requires those departments to be positioned prominently within the OCOG structure



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1. See reference material 29

# MEASURE 4



## Remote collaboration and operations

### Overview

Using digital rather than in-person meetings has the potential to increase stakeholder engagement while also cutting both costs and the potential environmental impact of travel. More frequent remote meetings also enable prompt resolution of issues, minimising delay to delivery.

Similar to Tokyo 2020, due to the pandemic ways of working needed to be adapted in order to achieve the successful staging of Beijing 2022. This included holding remote meetings, virtual training and virtual tours – replacing what had previously only happened in person.

In the lead up to the Games, regular online stakeholder briefings were an important part of exchanging information and expertise about COVID-19 countermeasures, and achieving alignment on operational requirements. This enabled the necessary adjustments to be made to minimise infection while enabling successful delivery of all operations. Periodic virtual stakeholder forums should continue, to enable ongoing alignment on operational requirements – supporting optimisation and efficient Games delivery.

The Beijing 2022 Daily Coordination Meeting was successfully managed remotely, even at the height of the Games. This reduced commute time for attendees and simplified meeting logistics. Games-time operations were adjusted and solutions found to support those carrying out their role remotely, such as providing access to information to enable broadcast and press coverage.

To help meet the carbon reduction target of 30 per cent by 2024 and 50 per cent by 2030<sup>1</sup>, remote engagement should become the norm for the IOC and OBS, and only those with operational roles should be on site at Games time. All stakeholders and delivery partners should be encouraged to commit to similar carbon reduction targets and adopt remote meetings and operations as much possible.

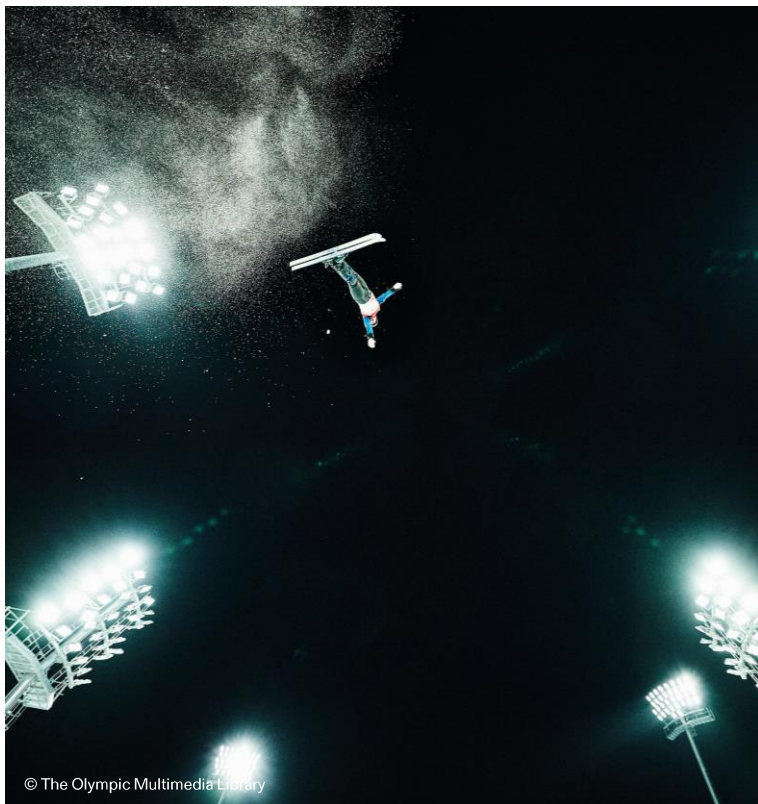
1. See reference material 28



# MEASURE 4



## Remote collaboration and operations



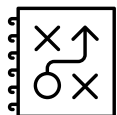
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### Implementation

- IOC to establish regular remote forums to collaborate and align with stakeholders on Games operations
- Explore establishment of permanent Lausanne/Madrid-based IOC/OBS operational hub(s) for all editions of the Games
- Continue to identify opportunities to enable remote delivery and maintain parts of stakeholder operations in their respective countries
- In the two years leading up to the Games, executive and operational touchpoints (e.g. Delivery Partner Meetings) to become more regular, remote and risk/issues based (in line with Tokyo 2020 CoCom Measure 5: OCOGs and the IOC to shift earlier to operational mode<sup>1</sup>)
- Introduce centralised coordination and management of on-site visits (versus remote engagement) across stakeholders and partners, to support the above changes

1. See reference material 29

# MEASURE 5



## TOP/OCOG Engagement

### Overview

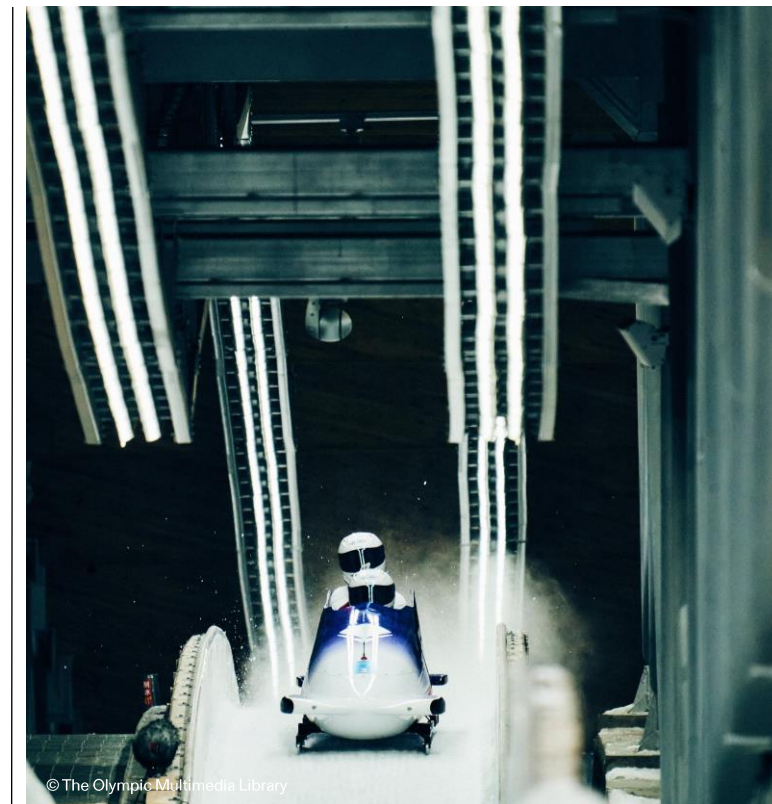
For the relationship between TOPs and OCOGs to be as effective as possible for all parties, there is a need to help OCOGs understand how to best utilise the services, skills and contributions of each TOP.

Experience from recent and current Games editions has highlighted a need for earlier sharing of information and increased collaboration between OCOGs and TOPs, especially to minimise misunderstanding and potential conflicts with domestic sponsorship programmes.

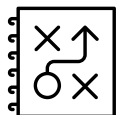
Early, detailed engagement between the IOC, TOPs and OCOGs should be formalised to help OCOGs understand what is provided by the TOP programme, how it applies to their context, and how to integrate this with their planning. It will also help TOPs better understand the local context and the OCOG's needs.

Establishing a process of continuous engagement will enable communication and explanation of the opportunities, benefits and considerations for the OCOG; transparent development of the Games budget; increased confidence in the delivery approach; and support implementation of the Marketing Plan Agreement principles.

Maintaining ongoing dialogue throughout delivery is important to ensure ongoing risk/issue management of TOP supply arrangements, and to evaluate the benefits/challenges of the various contracts to support current and future Game editions.



# MEASURE 5



## TOP/OCOG Engagement



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### Implementation

- For each Games, from the beginning of the lifecycle, the IOC and TOPs need to engage with the OCOG to align on understanding and objectives and consider how partner rights best apply to that edition
- Dedicated TOP supply management working groups will enable ongoing engagement; help address challenges and opportunities; support OCOGs with budgeting and planning; and enable finalisation of contracts
- Knowledge gained from increased engagement between OCOGs and TOPs should be used on renewals/new contracts





# MEASURE 6



## Showcasing of sport and athlete performance

### Overview

Every OCOG should strive to showcase sport, the athletes and their performance in a way that enhances both the physical and digital spectator experience, increases impact/engagement and is as sustainable as possible.

As an example, the choice of the iconic Beijing 2022 Big Air venue at Shougang Park both to support sustainable delivery and provide athletes and fans with a unique experience at Games time.

Digital initiatives provide opportunities to increase engagement and enhance the Games experience in a more sustainable way. For example, Beijing 2022 'Athlete Moments' brought athletes together with their loved ones from the field of play, through a virtual hug that embraced the whole world (also seen at Tokyo 2020).

For the look of the Games, delivery against sustainability targets was supported by using materials and printing methods that could be reclaimed, recycled and reused afterwards, such as fabric wrapping instead of printed boards.

Going forward, innovative locations and new technologies should continue to be leveraged to enhance how sport and athlete performances are showcased, in an ever-more sustainable way.

# MEASURE 6



## Showcasing of sport and athlete performance

### Implementation

- Work with OBS, IFs and TOPs to determine the best way to showcase each sport at the Games, based on latest developments in technology and other major events
- Establish a formal process to systematically review the local approach to sport presentation, look of the Games and Games experience with each OCOG
- Develop a more sustainable approach for the look of the Games, including minimum requirements for materials, production, installation, reclamation and post-Games use. Includes alignment with marketing partners regarding product development using reclaimed materials, e.g. production of souvenirs, recycling of materials, etc.
- Explore opportunities to test and refine concepts at the Youth Olympic Games
- Continue to be informed by the development of the Games experience as outlined in Tokyo 2020 CoCom Measure 8: Continuously develop the Games experience – physical and digital – to meet the changing interests and behaviours of stakeholders and audiences<sup>1</sup>



1. See reference material 29

# MEASURE 7



## Positive impact of the Games in host communities



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### Overview

The positive impact for local communities of hosting the Games should be far reaching, taking place before, during and after the Games.

Working out how to achieve such impact should not be an afterthought. Rather, it should be woven into the overall vision and ambition from the beginning of the host selection process, to the setup of an OCOG and throughout the duration of its lifecycle. The success of each edition of Games and the future of the Olympic Movement rests on it.

Beijing 2022 delivered wide-ranging benefits for the local community well before the Games began, thanks to early focus in the planning stages. This included exceeding the ambitious plan to engage 300 million people in China in winter sports before the Games began; and regenerating a former industrial area, Shougang Park – turning it into a vibrant community with modern sports, business and leisure facilities.

It is important to not only deliver but also monitor and evaluate activities, and then promote the positive impacts they have made. This should include both initiatives delivered by the OCOG and others inspired by the Games. Prioritising projects that most closely align with the Games vision and deliver early impact will help to maximise the value, and therefore best engage local communities.

Monitoring and evaluation will also be useful to other upcoming OCOGs, helping them reflect on their own impact and legacy plans.



# MEASURE 7



## Positive impact of the Games in host communities

### Implementation

- IOC to evaluate each potential future host on its objectives and approach to delivering benefits for the local community. Positive impact before the Games needs to be a priority. When appointed as host, these objectives will be incorporated into early planning by the OCOG
- Starting two years after the award of the Games, each OCOG will continuously measure, monitor and report on progress against objectives, following the Organisation for Economic Co-operation and Development (OECD) framework for impact measurement of global events
- Supported by the IOC and IPC, OCOGs should actively promote their activities, as well as those inspired by the Games, and communicate resulting benefits for host communities





# TAKING THIS FORWARD





# TAKING THIS FORWARD

## CONCLUSION



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It is important to note that the seven measures outlined in this report are being considered along with the detailed findings and recommendations from the various Olympic Movement stakeholders and IOC internal debriefs which have been conducted.

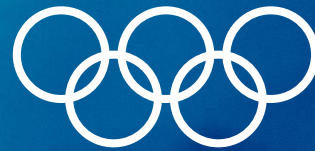
The IOC's Games Delivery Office (GDO), in collaboration with the various IOC departments, will develop a detailed implementation plan, overseeing the seven measures along with the findings and recommendations mentioned above. This plan will be used to track and communicate the progress made.

The GDO will also meet with each current OCOG to discuss the adoption of the various measures on a Games-by-Games basis.

The recently formed Games Optimisation Group will review the detailed implementation plan and outline next steps.



# REFERENCE MATERIAL AND ANNEXES



# REFERENCE MATERIAL – BEIJING 2022

1	<a href="#">Beijing 2022 Legacy Plan</a>
2	<a href="#">Beijing 2022: Historic Olympic Winter Games on and off the field</a>
3	<a href="#">Facts and figures: How Beijing 2022 is transforming winter sport in China</a>
4	<a href="#">Host City Contract Beijing 2022</a>
5	New governance bodies and key forums – see overview slides below
6	Key decisions and actions
	<a href="#">Beijing 2022, IOC, IPC and International Federations jointly decide on adapted sports testing programme for the Beijing 2022 Games</a>
	<a href="#">Olympic and Paralympic Winter Games Beijing 2022 - Updates on Spectators, Vaccination and COVID-19 Countermeasures</a>
	<a href="#">First Beijing 2022 Playbooks published</a>
	<a href="#">Version 2 of the Beijing 2022 Playbooks published</a>
	<a href="#">Playbooks not just a rule book, but a way of life in the lead-up to Beijing 2022</a>
	<a href="#">Beijing 2022 spectator policy finalised</a>
	<a href="#">Beijing 2022 COVID-19 countermeasures adjusted as the closed loop system comes into effect</a>
7	<a href="#">Beijing 2022 countermeasures ensure safe Games</a>
8	<a href="#">Beijing 2022 Legacy Case Studies</a>
9	<a href="#">Beijing 2022 Playbooks</a>
10	<a href="#">COVID-19 testing at Beijing 2022: international standard with safety as highest priority</a>
11	<a href="#">IOC welcomes vaccine donation from Pfizer and BioNTech for Beijing 2022</a>

# REFERENCED MATERIAL – BEIJING 2022

12	<a href="#">Beijing 2022 readiness highlighted by success of test events</a>
13	Olympic Agenda 2020 / The New Norm / Olympic Agenda 2020+5
	<a href="#">Olympic Agenda Closing Report</a>
	<a href="#">The New Norm: Report by the Executive Steering Committee for Olympic Games Delivery</a>
	<a href="#">Olympic Agenda 2020+5</a>
14	<a href="#">Beijing 2022 receives ISO certification</a>
15	<a href="#">Beijing 2022 sports programme – All you need to know</a>
16	<a href="#">Beijing 2022 sets new records for gender equality</a>
17	<a href="#">Olympic Solidarity helps athletes shine at Beijing 2022</a>
18	<a href="#">Beijing 2022 set to be the most immersive Olympic Winter Games yet</a>
19	<a href="#">Beijing 2022 Audience and Insights Report</a>
20	<a href="#">In China, millions of children to carry forward the Beijing 2022 Olympic flame</a>
21	<a href="#">Beijing 2022 builds on 2008 legacy</a>
22	<a href="#">Beijing 2022 releases Legacy Report</a>
23	<a href="#">Beijing 2022 legacy promises a bright future for winter sports in China</a>
24	<a href="#">Beijing 2022 sustainability – All you need to know</a>
25	<a href="#">Beijing 2022 venues: reusing, reducing and modernising</a>
26	<a href="#">Beijing 2022 Pre-Games Sustainability Report</a>
27	<a href="#">Additional opportunities created for press and non-rights-holding broadcasters at Beijing 2022</a>



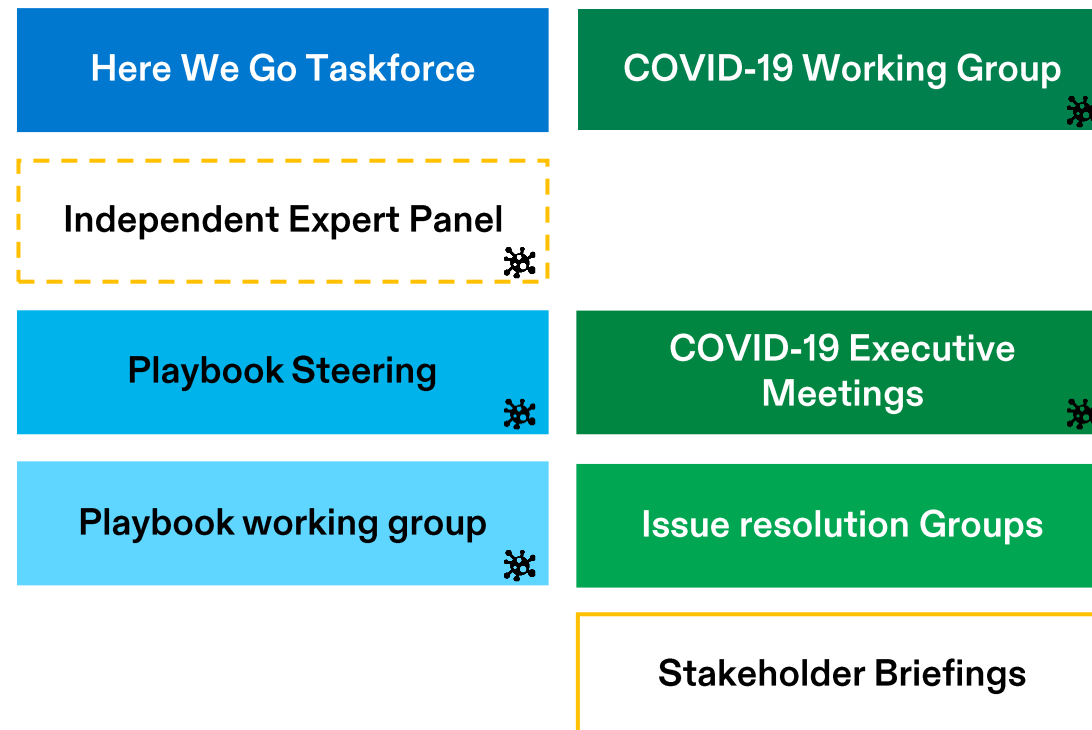
# REFERENCED MATERIAL – BEIJING 2022

28	<a href="#">The IOC's climate positive commitment</a>
29	<a href="#">Report of the Coordination Commission for the Games of the XXXII Olympiad Tokyo 2020</a>
30	<a href="#">Beijing 2022 – Facts and figures</a>
31	<a href="#">Low-carbon management of the Beijing 2022 Games pre-Games report : 2016-June 2021</a>

# ANNEX 1

## GOVERNANCE – BEIJING 2022

Using the example of Tokyo 2020, groups were established at every level in Beijing 2022 to facilitate decision making around COVID-19 countermeasures and implementation.



### KEY

- IOC internal
- Joint with Beijing 2022
- External forums
- ✱ COVID-19 specific

# ANNEX 2

## KEY FORUMS – BEIJING 2022

Summary of the various forums jointly held with Beijing 2022 and Games stakeholders as well as those internal to the IOC

Forum	Frequency	Established	# of Meetings	Participation	Key agenda topics
COVID-19 Working Group	Ad-hoc	19 November 2020	5	IOC, IPC, Beijing 2022 Chinese public health agencies WHO	Validation of COVID-19 countermeasures development and Playbook content
Here We Go Task Force *	Weekly	16 April 2020	71	IOC Directors IOC GDO	Review and confirmation of the direction of the planning for postponement, including development of countermeasures
Independent Expert Panel *	Monthly	8 September 2020	9	Independent Experts IOC GDO	Discussion on countermeasures and communications
Playbook Working Group *	Twice weekly	26 October 2020	53	IOC GDO and Functional Areas	Playbook content
Playbook Steering *	Weekly	23 November 2020	26	IOC OGED, OGOD, GDO	Executive review of Playbook content
COVID-19 Executive Meetings	Ad-hoc	7 May 2021	23	IOC OGOD, GDO Beijing 2022 OCOG Secretary General	Confirmation of Playbook content and countermeasures development
COVID-19 Working Team Meetings	Weekly	26 March 2021	50	IOC and IPC GDO Beijing 2022 COVID-19 team	Discussion on technical elements of COVID-19 countermeasures
Stakeholder Briefings	Ad-hoc	October 2021	14	Stakeholders IOC, IPC and Tokyo 2020 GDO and Functional Areas	Information sharing with stakeholders
Issue Resolution Groups	Weekly	10 September 2020	16	IOC GDO and Functional Areas	Blocked issues

\* Continued from Tokyo 2020



# ANNEX 3

## BEIJING 2022 COORDINATION COMMISSION ACTIVITIES

Chronology of activities of the coordination commission

2016	2020
March – 1 <sup>st</sup> Project Review	June – 5 <sup>th</sup> Coordination Commission Meeting *
October – 1 <sup>st</sup> Coordination Commission Meeting	November – IOC-IPC Project Review *
2017	2021
February – 2 <sup>nd</sup> Project Review	June – 7 <sup>th</sup> Project Review *
June – 2 <sup>nd</sup> Coordination Commission Meeting	November – 6 <sup>th</sup> Coordination Commission Meeting *
2018	2022
April – 3 <sup>rd</sup> Project Review	January-February – Daily Coordination Meetings
September – 3 <sup>rd</sup> Coordination Commission Meeting	
2019	
January – IOC-IPC Project Review	
July – 4 <sup>th</sup> Coordination Commission Meeting	
November – IOC-IPC Project Review	

\* Held remotely

# ANNEX 4

## COVID-19 SCENARIOS OVERVIEW FOR BEIJING 2022

Three scenarios were developed to inform planning assumptions and countermeasures for the Games.

Based on source material reviewed throughout the scenario design process, it was envisaged that the base case scenario – “Tide Turning” – was most likely to materialise and therefore was the focus of operational planning.



Base case

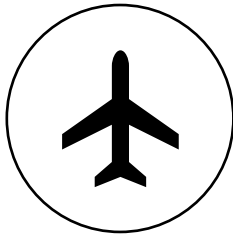
“Tide  
Turning”

- Pandemic continues into 2022, but **global case numbers fall** from 2021.
- Rollout of vaccines and availability of effective treatments leads to **growing public confidence** both in China and internationally.
- Growing optimism that the **situation is improving and normality is returning**.
- **Strong economic growth** in 2021 but global economy is yet to reach pre-pandemic levels.
- Most nations **have established travel corridors** with China.
- China begins **administering a vaccine** in early 2021.
- **Very few sporting events are cancelled** in 2021, although those that do go ahead do so with reduced capacity.
- **Physical distancing, sanitising and the use of contact tracing apps continues** into 2022.

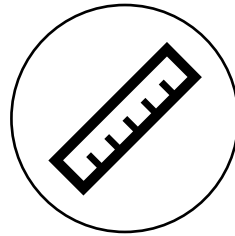
# ANNEX 5

## COVID-19 COUNTERMEASURES OVERVIEW FOR BEIJING 2022

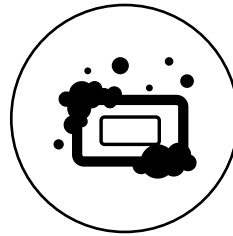
The countermeasures were developed along the 6 following pillars:



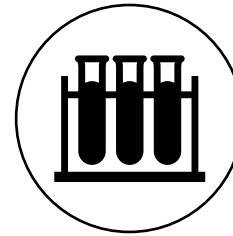
**Travel /  
country entry**



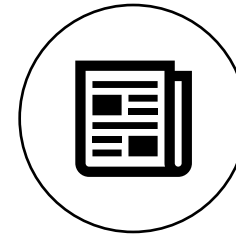
**Physical  
distancing**



**PPE /  
cleaning**



**Test / track /  
isolate**



**Information**



**Other**



# ANNEX 6

## INTERVIEWS UNDERTAKEN\*

<b>IOC Coordination Commission Chairs</b>	John Coates, CoCom Chair for the Olympic Games Tokyo 2020 Juan Antonio Samaranch, CoCom Chair for the Olympic Winter Games Beijing 2022
<b>Olympic Games Department</b>	Christophe Dubi, Olympic Games Executive Director Pierre Ducrey, Olympic Games Operations Director Jacqueline Barrett, Future Olympic Games Hosts Associate Director Gavin McAlpine, Olympic Games Delivery Associate Director Lucia Montanarella, Olympic Games Media Operations Associate Director Hannah Burns, Olympic Games Promotion Associate Director
<b>IOC Television and Marketing Services</b>	Timo Lumme, Managing Director, IOC TMS
<b>Olympic Broadcast Services</b>	Yiannis Exarchos, OBS CEO
<b>COO Division</b>	Lana Haddad, Chief Operating Officer
<b>Sports Department</b>	Kit McConnell, Sports Director David Luckes, Summer Sports and IF Relations Associate Director Irina Gladkikh, Winter Sports and IF Relations Associate Director
<b>Corporate &amp; Sustainable Development Department</b>	Marie Sallois, Director CSD Michelle Lemaitre, Head of Sustainability Tania Braga, Head of Legacy Magali Martowicz, Head of Human Rights
<b>NOC Relations Department</b>	James Macleod, NOC and OS Director
<b>Technology and Information Department</b>	Ilario Corna, Chief Information and Technology Officer John Paul Giancarlo, Games Technology Associate Director
<b>Digital Engagement and Marketing Department</b>	Emma Simkiss, Associate Director Retention Lars Silberbauer, Former Associate Director Demand Marketing Ergin Zjajo, Senior Manager Digital Operations

\*Interviews conducted April to May 2022 covered observations and lessons learned from both Tokyo 2020 and Beijing 2022.

# GLOSSARY OF TERMS

<b>International Olympic Committee</b>	The International Olympic Committee (IOC) is the guardian of the Olympic Games and the leader of the Olympic Movement. It acts as a catalyst for collaboration between all Olympic stakeholders, including the athletes, the National Olympic Committees, the International Federations, Organising Committees for the Olympic Games, the Worldwide Olympic Partners and Olympic broadcast partners. It also collaborates with public and private authorities including the United Nations and other international organisations. The vision of the IOC is to Build a Better World through Sport.
<b>International Paralympic Committee</b>	The International Paralympic Committee (IPC) is the leader of the Paralympic Movement. The vision of the IPC is to make for an inclusive world through Para sport. Its mission is to lead the Paralympic Movement, oversee the delivery of the Paralympic Games and support members to enable Para athletes to achieve sporting excellence.
<b>Olympic Truce</b>	The tradition of the “Olympic Truce”, or “Ekecheiria”, was established in Ancient Greece in the ninth century BC through the signing of a treaty between three kings – Iphitos of Elis, Cleosthenes of Pisa and Lycurgus of Sparta – to allow safe participation in the ancient Olympic Games for all athletes and spectators from these Greek city-states, which were otherwise almost constantly engaged in conflict with each other. Taking into account the new political reality in which sport and the Olympic Games exist, the IOC decided to revive the concept of the Olympic Truce for the Olympic Games, with a view to protecting, as far as possible, the interests of the athletes and sport in general, and to harness the power of sport to promote peace, dialogue and reconciliation more broadly.
<b>Olympic Solidarity</b>	The aim of Olympic Solidarity is to provide assistance to all National Olympic Committees (NOCs) for athlete development programmes, in particular those with the greatest needs of it. This assistance is achieved through multi-faceted programmes prioritising athlete development, but also training of coaches and sports administrators, and promoting the Olympic values
<b>IOC Refugee Olympic Team</b>	This programme offers host NOCs the opportunity to identify refugee athletes living in their countries and support them throughout their training, preparation, and participation in high-level competitions. This unique project demonstrates the IOC’s commitment to standing with refugees and supporting them through sport at elite, but also grassroots, levels. The objective is not only to help refugee athletes to train with the aim of qualifying for the Olympic Games, but also to continue their sporting career and build their future. These athletes are also a symbol of hope for all refugees around the world, showing that through sport a lot can be achieved.
<b>Olympic House</b>	Designed to reflect the IOC’s overarching mission to make the world a better place through sport and the reforms of Olympic Agenda 2020, Olympic House brings together the IOC staff previously spread across Lausanne, Switzerland in four locations – under one roof. It is an investment by the IOC in sustainability, one of the three pillars of Olympic Agenda 2020.

# GLOSSARY OF TERMS

<b>Olympic Movement</b>	The three main constituents of the Olympic Movement are the International Olympic Committee (IOC), the International Sports Federations (IFs) and the National Olympic Committees (NOCs). In addition to its three main constituents, the Olympic Movement also encompasses the Organising Committees of the Olympic Games (“OCOGs”), the national associations, clubs and persons belonging to the IFs and NOCs, particularly the athletes, whose interests constitute a fundamental element of the Olympic Movement’s action, as well as the judges, referees, coaches and the other sports officials and technicians. It also includes other organisations and institutions as recognised by the IOC.
<b>Games stakeholders</b>	Summarises all organisations, groups and/or individuals that experience the Games, deliver some aspect of the Games and/or receive services. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.
<b>National Olympic Committees</b>	The mission of the National Olympic Committees (NOCs) is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter. There are 206 NOCs. The IOC is the sole authority to recognise a NOC. Together with the International Sport Federations, the NOCs are a constituent of the Olympic Movement under the leadership of the IOC.
<b>International Sports Federations</b>	The International Sports Federations (IFs) are responsible for the integrity of their sport on the international level. They are international non-governmental organisations recognised by the IOC as administering one or more sports at world level. While conserving their independence and autonomy in the administration of their sports, International Sports Federations seeking IOC recognition must ensure that their statutes, practice and activities conform with the Olympic Charter.
<b>Rights Holding Broadcasters</b>	The IOC is the owner of the global broadcast rights for the Olympic Games – including broadcasts on television, radio, mobile and internet platforms – and is responsible for allocating Olympic broadcast rights to media companies throughout the world through the negotiation of rights agreements. The IOC established Olympic Broadcasting Services (OBS) in 2001 to serve as the permanent host broadcaster for the Olympic Games. OBS is responsible for providing the international television and radio signals from the Games to all RHBs around the world.
<b>The Olympic Partner Programme</b>	The Olympic Partner (TOP) programme is the highest level of Olympic sponsorship, granting category-exclusive marketing rights to the Summer, Winter and Youth Olympic Games to a select group of global partners.
<b>Organising Committees for the Olympic Games</b>	The Organising Committee for the Olympic Games (OCOG) is entrusted by the IOC to the NOC of the country of the host city as well as to the host city itself. The NOC forms, for that purpose, an OCOG which, from the time it is constituted, communicates directly with the IOC, from which it receives instructions.
<b>Institutional Delivery Partners</b>	Institutional Delivery Partners (DP) are institutions taking an active part in the delivery of the Games alongside the OCOG, IOC and IPC, such as a host’s government, local and national agencies.
<b>Event Delivery Entities</b>	Event Delivery Entities (EDE) are external/procured entities to whom the OCOG outsources event components.



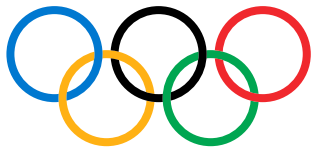
# GLOSSARY OF TERMS

<b>Olympic Agenda 2020</b>	Adopted by the IOC Session at its meeting in Monaco in December 2014, Olympic Agenda 2020 is a set of 40 detailed recommendations whose overarching goal was to safeguard the Olympic values and strengthen the role of sport in society. The roadmap for the IOC and the Olympic Movement, Olympic Agenda 2020 was built on the three pillars of Credibility, Sustainability and Youth. The 40 separate yet interrelated recommendations were identified and collated through a collaborative and consultative process involving Olympic Movement stakeholders and outside experts. They were driven by a recognition that the world was evolving rapidly and that the Olympic Movement had the opportunity to be an agent of change.
<b>The New Norm</b>	The New Norm is an ambitious set of 118 reforms that reimagines how the Olympic Games are delivered. The plan, which focuses on six recommendations of Olympic Agenda 2020 related to the organisation of the Games, will provide cities with increased flexibility in designing the Games to meet long-term development goals, and will ensure that host cities receive more assistance from the IOC and the wider Olympic Movement.
<b>Olympic Agenda 2020+5</b>	Consisting of 15 recommendations, it builds on the results of Olympic Agenda 2020 and act as the roadmap for the IOC and the Olympic Movement for the next five years. The title, Olympic Agenda 2020+5, has been chosen to reflect the fact that this new roadmap is the successor to Olympic Agenda 2020 and will determine the direction of the IOC and the Olympic Movement until 2025. The 15 recommendations are based on key trends that have been identified as likely to be decisive in the post-coronavirus world. They are also areas where sport and the values of Olympism can play a key role in turning challenges into opportunities.
<b>Olympic Programme</b>	The components of the programme are sports and events. An event is a competition in a sport, resulting in a ranking and giving rise to the award of medals and diplomas. The choice of all sports for the programme, as well as the determination of the criteria and conditions for the inclusion of any sport in the programme, falls within the competence of the Session. The Olympic programme is the fundamental core of the Olympic Games as decisions regarding the programme have an impact on virtually all other areas of the Olympic Games and Olympic Movement.
<b>Olympic Values Education Programme</b>	Recognising the unique potential of sport as an educational and communication tool, the Olympic Values Education Programme (OVEP) is a practical set of resources designed to inspire and allow young people to imbibe the Olympic values of excellence, respect and friendship. Using the symbols of the Olympic Games, the themes of Olympism, and drawing on the highlights of the ancient and modern Olympic Games, the programme disseminates a values-based curriculum that helps shape character among children and youth.

# LIST OF ACRONYMS

<b>AIOWF</b>	Association of International Olympic Winter Sports Federations
<b>ANOC</b>	Association of National Olympic Committees
<b>ASOIF</b>	Association of Summer Olympic International Federations
<b>CoCom</b>	Coordination Commission
<b>GDO</b>	Games Delivery Office
<b>GoJ</b>	Government of Japan
<b>IBC</b>	International Broadcast Centre
<b>IEP</b>	Independent Expert Panel
<b>IFs</b>	International Sports Federations
<b>IOC</b>	International Olympic Committee
<b>IPC</b>	International Paralympic Committee
<b>MMC</b>	Main Media Centre

<b>NOCs</b>	National Olympic Committees
<b>OBS</b>	Olympic Broadcast Services
<b>OCOG</b>	Organising Committee for the Olympic Games
<b>OGED</b>	Olympic Games Executive Director
<b>OGOD</b>	Olympic Games Operations Director
<b>OVEP</b>	Olympic Values Education Programme
<b>RHBs</b>	Rights Holding Broadcasters
<b>TMG</b>	Tokyo Metropolitan Government
<b>TMS</b>	IOC Television and Marketing Services
<b>TOPs</b>	The Olympic Partners
<b>WHO</b>	World Health Organisation



International  
Olympic  
Committee

# THANK YOU

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