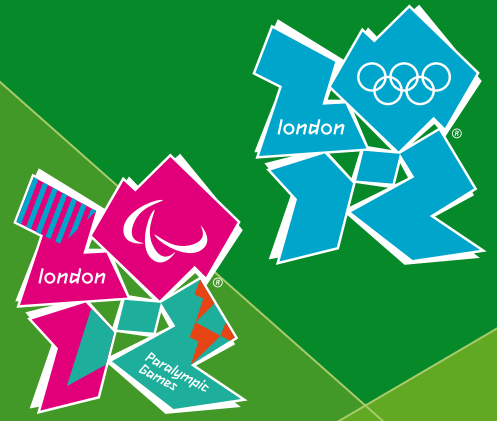


London 2012
December 2012



London 2012 Post Games Sustainability Report

GRI Index

London 2012 Post Games Sustainability Report Global Reporting Initiative Index

The London 2012 Post Games Sustainability Report has been prepared as a supplement to the Pre-Games Sustainability Report. The Pre-Games Sustainability Report was prepared using the [Global Reporting Initiative's \(GRI\) G3.1 Sustainability Reporting Guidelines and Event Organisers Sector Supplement](#) and was checked by GRI to be consistent with an [application level of A](#). This final report retains this 'A' application level by virtue of it being a supplement.

The Post Games Sustainability Report is also complemented with a suite of standalone micro-reports, case studies, research summaries and champion product documents which can be found on the learning legacy [website](#).

Unless otherwise stated quantitative data referenced in the index below relates to January to end of October 2012 period. At the time of writing the final LOCOG Annual Report was still in preparation and is not due to be published until the first quarter of 2013. There will also be a separate Post Games report on the diversity and inclusion published during the first quarter of 2013.

To locate the elements and information contained within the guidelines use the index below. Unless otherwise stated, all page references relate to this Report.

It should be noted that several of the indicators in the table refer to impacts associated with products and services which were originally developed with manufacturing organisations in mind (e.g. Product Responsibility). In the context of London 2012 or LOCOG the product is the event itself (i.e. the London 2012 Games) which is made up of a multiplicity of different products and services.

Key	
●	Fully reported
◉	Partially reported
○	Do not report – not available
⊗	Do not report – not considered material
N/A	Do not report – not applicable
X	Do not report – business confidential
LPG	London 2012 Pre-Games Sustainability Report (relevant page numbers in brackets)
LLW	London 2012 Learning Legacy website (http://learninglegacy.independent.gov.uk/)
LAR	LOCOG Annual Report 2010-11 (relevant page numbers in brackets)
LSP	London 2012 Sustainability Plan (2 nd edition, December 2009) (relevant page numbers in brackets) and can be found on the LLW (London 2012 Sustainability Plan and Reports)
EO1	Event Organisers Sector Supplement Aspects or Indicators

Profile Disclosure	Description	Level	Cross-Reference Section / Page reference
1. Strategy and Analysis			
1.1	Statement from Chair and CEO	●	1.1 Statement from the Chair of LOCOG (LPG p7), Statement from the Chief Executive of LOCOG (p7 - 8)
1.2	Description of key impacts, risks, and opportunities	●	2 London 2012 sustainability themes (LPG p23 & 34), 5.1 Sustainability objectives (LPG p98), 5 Target areas (LPG p100, p112, p132, p145, p154, p173 & 174, p205, p226), 5 Commitments (LPG p197 & 214), 5.2 Ethics (LPG p103), 5.2 Risk management (LPG p103 & 104), 5.2 Health and safety (LPG p105), 5.2 Incident reporting (LPG p106 - 108), 5.2 Audit and assurance (LPG p111), 5.6 Contract management (LPG p 162 - 167), 6.1 Programme-wide sustainability assurance (LPG p233), Principal risks and uncertainties (LAR p33, p37 & 38), Corporate Governance (LAR p54 - 62) Our sustainability journey (p10 - 15) LOCOG sustainability objectives at a glance (p57 - 67)
2. Organisational Profile			
2.1	Name of organisation	●	1.5 About London 2012 (LPG p14)
2.2	Primary brands, products and / or services	●	1.5 About London 2012 (LPG p14 & 15)
2.3	Operational structure of the organization	●	1.5 About London 2012 (LPG p14 & 15)
2.4	Location of headquarters	●	1.5 London 2012's evolution (LPG p15)
2.5	Countries in which the organisation's operations are located	●	1.5 About London 2012 (LPG p14 & 15)
2.6	Nature of ownership and legal form	●	1.5 About London 2012 (LPG p14)
2.7	Markets served	●	1.5 About London 2012 (LPG p14 & 15), 6.2 Stakeholders and partnerships (LPG p233 - 261)
2.8	Scale of the reporting organisation	●	1.5 About London 2012 (LPG p14 & 15), 5.1 Workforce and volunteering (LPG p108 & 109), Information on revenue, expenditure and equity can be found in (LAR p35 - 38)
2.9	Significant changes during the reporting period	●	1.5 London 2012's evolution (LPG p15)

2.10	Awards received during the reporting period	<ul style="list-style-type: none"> ● LOCOG's sustainability management system was successful in being transitioned to BS ISO 20121:2012 in June 2012 (the international successor standard to BS EN 8901:2009). The following awards received by LOCOG of relevance to sustainability were: <ul style="list-style-type: none"> ● Gold Award winner of the International Sports Event Management Awards for Environment and Sustainability (November 2012) ● Sustainability Leaders 2012 Award for Sustainable Transport (December 2012)
3. Report Parameters		
3.1	Reporting period	<ul style="list-style-type: none"> ● Unless otherwise stated this report covers the January to end of October 2012 period and is a supplement to the Pre-Games Sustainability Report (see p4).
3.2	Date of most recent previous report	<ul style="list-style-type: none"> ● The London 2012 Pre-Games Sustainability Report published in April 2012.
3.3	Reporting cycle	<ul style="list-style-type: none"> ● About this report (p4)
3.4	Contact point for questions regarding the report	<ul style="list-style-type: none"> ● This is the final Sustainability Report and the intention is for LOCOG to be fully dissolved during 2013. In the meantime any queries can be sent to enquiries@london2012.com.
3.5	Process for defining report content	<ul style="list-style-type: none"> ● 1.6 About the report (LPG p16 - 21), 6 Managing the programme (LPG p230-233) Stakeholder priorities (p17)
3.6	Boundary of the report	<ul style="list-style-type: none"> ● 1.6 About the report (LPG p16) Stakeholder priorities (p17)
3.7	Specific limitations on scope or boundary	<ul style="list-style-type: none"> ● 1.6 About the report (LPG p16) Stakeholder priorities (p17)
3.8	Basis for reporting on JVs, subsidiaries, etc	<ul style="list-style-type: none"> ● 1.6 About the report (LPG p16)
3.9	Data measurement techniques	<ul style="list-style-type: none"> ● Monitoring and measurement techniques were managed as part of LOCOG's ISO 20121:2012 certified sustainability management system which includes audit and assurance (LPG p100 & 101, and p111). Where relevant the bases of calculations are detailed and in some cases include accompanying footnotes.
3.10	Explanation of re-statements	<ul style="list-style-type: none"> ● LOCOG have not issued any re-statement of information provided in earlier reports.
3.11	Significant changes from previous reporting periods	<ul style="list-style-type: none"> ● There are no significant changes since the previous reporting period
3.12	Standard GRI Disclosures Table	<ul style="list-style-type: none"> ● 8.2 Global Reporting Initiative Index (LPG p296). The final GRI Disclosures Table can be found on the LLW (London 2012 Sustainability Plan and Reports).
3.13	Policy and practice on external assurance	<ul style="list-style-type: none"> ● 6.1 Programme-wide sustainability assurance (LPG p233), 8.1 Independent assurance statement (LPG p294 & 295), Assurance statement (p68)
4. Governance, Commitments and Engagement		
4.1	Governance structure	<ul style="list-style-type: none"> ● 5.2 Governance and decision-making (LPG p101 - 103), 6.1 Governance structure (LPG p230 - 233), The LOCOG Corporate Governance Report can be found in LAR (p54-62) which includes an overview of the LOCOG Board and its committees.
4.2	Position of Chair of Board	<ul style="list-style-type: none"> ● The Chair of LOCOG is a non-executive director and also a member of the Olympic Board (see 6.1 Olympic Board (LPG p230))
4.3	Independent, non-executive directors on Board	<ul style="list-style-type: none"> ● LAR (p54)
4.4	Shareholders / employees communication to Board	<ul style="list-style-type: none"> ● 2.5 Sustainability management (LPG p100 & 101), 5.2 Governance and decision-making (LPG p101 - 103), 5.2 Ethics (LPG p103), 5.2 Health & safety (LPG p105), 6.1 Programme-wide sustainability assurance (LPG p233), Corporate Governance (LAR p54-62)
4.5	Executive compensation	<ul style="list-style-type: none"> ● LOCOG's remuneration strategy is outlined in LAR (p63 & 64)
4.6	Avoiding conflicts of interest	<ul style="list-style-type: none"> ● 5.2 Ethics (LPG p103), The report of the LOCOG Audit Committee outlines further information in respect to conflicts of interest (LAR 58).
4.7	Board members qualifications / expertise	<ul style="list-style-type: none"> ● LAR (p54)
4.8	Mission / values statements, codes, sustainability principles	<ul style="list-style-type: none"> ● LPG (Appendix 1)

4.9	Board procedures for overseeing sustainability management	●	2.5 Sustainability management (LPG p99 - 111), 6.1 Programme governance (LPG p230 - 233), Corporate Governance (LAR p54-62)
4.10	Processes for evaluating Board sustainability performance	●	2.5 Sustainability management (LPG p100 & 101), 5.2 Governance and decision-making (LPG p101 - 103), 5.2 Audit and assurance (LPG p111), 6.1 Programme-wide sustainability assurance (LPG p233), Corporate Governance (LAR p54-62)
4.11	Precautionary approach / principle	●	5.2 Risk management (LPG p103 & 104), Corporate Governance (LAR p54-62)
4.12	External charters, principles or initiatives endorsed	●	LPG (Appendix 1)
4.13	Memberships in associations	●	Chartered Institute of Purchasing and Supply (LPG p160), Sedex (LPG p165), 5.8 Diversity and inclusion (LPG p204), GRI Event Organisers Sector Supplement Working Group (LPG p226), 6.1 Programme Governance (LPG p230 - 232), London 2012 Nations and Regions Group (LPG p242), 6.2 International Inspiration (LPG p253 - 254).
4.14	List of stakeholder groups engaged	●	6.2 Stakeholders and partnerships (LPG p234 & 235)
4.15	Identification and selection of stakeholders for engagement	●	6.2 Stakeholders and partnerships (LPG p233 & 234)
4.16	Approaches to stakeholder engagement	●	6.2 Stakeholders and partnerships (LPG p235 & 236)
4.17	Key topics raised through stakeholder engagement	●	6.2 Stakeholder issues and concerns (LPG p258 - 261) – see also response to EO4.
Disclosure on Management Approach (DMA): Economic (EC)			
Aspects	Economic performance	●	1.5 About London 2012 (LPG p14), 5.2 Governance and decision making (LPG p101-103), 5.6 Sponsorship and licensing (LPG p154, 155, & p158), LAR (p35-38)
	Market presence	●	5.2 Sustainability management (LPG p99-101, p104), London Living Wage (LPG p170), Refer also to LOCOG Diversity and Inclusion Strategy, LOCOG Employment and Skills Strategy, London 2012 Food Vision and LOCOG Sustainable Sourcing Code (all can be found on the LLW)
	Indirect economic impacts	●	1.4 Our vision for a sustainable Games (LPG p13), 5.2 Sustainability management (LPG p99-101, p104), LOCOG legacy contribution (LPG p263)
EC Performance Indicators			
EC1	Direct economic value generated and distributed	●	Information on direct economic performance can be found in LAR (p35 – 38), More detailed information on income, expenditure, statements of financial position and supporting notes can be found in LAR (p74 - 76). Information on wages can be found in LAR (p 85), Economic benefits of sustainability (p40 - 44)
EC2	Risks and opportunities due to climate change	⊙	5.3 Low carbon Games (LPG p116 - 126), Low carbon Games (p18 - 24), Refer also to 'Reducing and compensating the Games carbon footprint' research summary (LLW).
EC3	Defined benefit plan contributions	●	LAR (p64, 82)
EC4	Government financial assistance	●	LAR (p36, 78, 85 and 100)
EC5	Wage ratios	●	LOCOG only operates in the UK. The UK standard minimum wage is complied with. See also London Living Wage (LPG p170)
EC6	Practices and spending on locally-based suppliers	●	5.5 Food vision (LPG p146 - 147), 5.6 Procurement, licensing and sponsorship (LPG p158 - 161), 5.7 Ceremonies (LPG p192 - 193), 5.7 Torch (LPG p194), Economic benefits of sustainability (p40 - 44), Refer also to 'LOCOG Employment and Skills Strategy' micro-report (LLW).
EC7	Procedures for local hiring	⊙	5.9 Employment and skills (p205 - 214), Economic benefits of sustainability (p40 - 44), Refer also to 'LOCOG Employment and Skills Strategy' micro-report (LLW).

EC8	Infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	<ul style="list-style-type: none"> ● The Games have lead to significant infrastructure investments and services for public benefit, obvious examples being the Olympic Park and other new venues (LPG p26 - 66) and transport infrastructure improvements (LGP p74 - 79, p83 & 84). Whilst these have been delivered by other delivery bodies LOCOG has provided significant support and expertise to facilitate delivery. ● Specific LOCOG lead or inspired initiatives include Broadcast training programme (LPG p186), Games Maker volunteer programme (LPG p201), schools, colleges and universities outreach initiatives (LPG p212 & 213), Inspire programme (LPG p245 - 246), Get Set and Staff into schools programme (LPG p249), the Changing Places programme (LPG p217 - 220), International Inspiration (LPG p253 - 254), and our physical legacy and regeneration contributions (LPG p265 - 269). ● Several initiatives are lead by commercial partners such as McDonald's (LPG p110), Deloitte (LPG p256), Cadbury's (LPG p257), and Coca-Cola (LPG p213). ● Legacy infrastructure works have commenced on the Olympic Park (p52 - 55). ● Learning legacy documents of relevance to this disclosure have prepared on transport and walking and cycling, Inspire programme, education, and Changing Places programme (LLW).
EC9	Indirect economic impacts	<ul style="list-style-type: none"> ● Olympic Park and new venues (LPG p26-66), Transport improvements (LPG p74-79), Active travel (LPG p82-86), McDonald's (LPG p110), Reuse of assets (LPG p128, p135, p183, and p193), Carbon compensation (LPG p126 - 130), Food vision (LPG p144-153), Sourcing / procurement (LPG p158, p160 & p161), London Living Wage (LPG p170), Airwave (LPG p185), Knowledge legacy (LPG p189, p226-228, and p264 & 265), Diversity and inclusion (p164, p197-204), Employment and skills (LPG p205-214), Changing places (LPG p217-220), Nations and Regions (LPG p242-244), Business network (LPG p244), Outreach initiatives (LPG p245-257), LOCOG legacy contribution (LPG p265-268), Olympic Park post Games (LPG p270-277), London legacy (LPG p278-285), UK legacy (LPG p286-292), Sustainable and accessible transport (p32 - 39), Economic benefits of sustainability (p40 - 44), Olympic Park legacy (p52 – 55), Learning legacy documents of relevance to this disclosure have prepared on transport, Active Travel, Reuse of assets, carbon compensation, Food Vision, sustainable procurement, employment and skills, diversity and inclusion, Changing Places programme and Nations and Regions (LLW).
EO1	Direct economic impacts and value creation as a result of sustainability initiatives	<ul style="list-style-type: none"> ● Economic benefits of sustainability (p40 - 44)
Disclosure on Management Approach (DMA): Environmental (EN)		
Aspects	Materials	<ul style="list-style-type: none"> ● 5.2 Sustainability management (LPG p99-101, and p104), Materials (LSP (p71 & 72)), Refer also to the LOCOG Sustainable Sourcing Code (LLW).
	Energy	<ul style="list-style-type: none"> ● 5.2 Sustainability management (LPG p99-101, & p104), 5.3 Energy conservation (LPG p121 & 122), Climate change (LSP p16), Refer also to the LOCOG Sustainable Sourcing Code (LLW).
	Water	<ul style="list-style-type: none"> ● 5.2 Sustainability management (LPG p99-101, & p104), Water (LSP p25)
	Biodiversity	<ul style="list-style-type: none"> ● 5.2 Sustainability management (LPG p99-101, & p104), Biodiversity (LSP p41 & 42)

	Emissions, effluents and waste	●	5.2 Sustainability management (LPG p99-101, & p104), Climate change (LSP p15-24), Air quality (LSP p60 & 61), Refer also to the London 2012 Zero Waste Games Vision, and LOCOG Sustainable Sourcing Code (LLW).
	Products and services	●	5.2 Sustainability management (LPG p99-101, & p104), Procurement (LSP p69 & 70), Refer also to LOCOG Sustainable Sourcing Code (LLW).
	Compliance	●	5.2 Sustainability management (LPG p99-101, and p104), Refer also to London 2012 Sustainability Policy and LOCOG Sustainable Sourcing Code (LLW).
	Transport	●	4.1 Transport (LPG p68), 5.2 Sustainability management (LPG p99-101, & p104), Transport and Logistics (LSP p72-75), Refer also to LOCOG Sustainable Sourcing Code (LLW).
	Overall	●	5.2 Sustainability management (LPG p99-101, & p104), Refer also to LOCOG Sustainable Sourcing Code (LLW).
EN Performance Indicators			
EN1	Materials used by weight or volume	⊗	This indicator is concerned primarily with the use of materials in manufacture. As LOCOG is not a manufacturer, the indicator is not considered material.
EN2	Percentage of materials used that are recycled input materials	⊗	This indicator is concerned primarily with the use of materials in manufacture. As LOCOG is not a manufacturer, the indicator is not considered material.
EN3	Direct energy consumption by primary energy source	●	Total estimated direct energy consumption has been calculated as 73,198,570 kWh. Refer also to 'Managing energy consumption during the Games' case study and 'Reducing and compensating the Games carbon footprint' research summary for more detail (LLW).
EN4	Indirect energy consumption by primary source	●	Total estimated direct energy consumption has been calculated as 87,492,774 kWh. Refer also to 'Managing energy consumption during the Games' case study and 'Reducing and compensating the Games carbon footprint' research summary for more detail (LLW).
EN5	Energy saved due to conservation and efficiency improvements	●	Economic benefits of sustainability (p40 - 44), Refer also to 'Managing energy consumption during the Games' case study (LLW).
EN6	Energy efficient or renewable energy based events, products and services	●	Our approach to energy conservation applies across our organisation including events (see response to EN5).
EN7	Reduction of indirect energy consumption	●	Low carbon Games (p18 - 24), Refer also to 'Managing energy consumption during the Games' case study and 'Reducing and compensating the Games carbon footprint' research summary for more detail (LLW).
EN8	Total water withdrawal by source and conservation initiatives	●	Total estimated water usage during 2012 has been calculated as 359,169m ³ . The majority was sourced from the potable (or mains) network (88 per cent). 6,604m ³ was from tankered supplies, 30,769m ³ was supplied from the Olympic Park non-potable water network, and 4,400m ³ was from bottles of water given out or sold at Games venues. Conservation initiatives are outlined in 'Water consumption and discharges' (LPG Appendix 2).
EN9	Water sources affected by withdrawal of water	●	Water consumption and discharges (LPG Appendix 2)
EN10	Percentage and total volume of water recycled and reused	○	It has not been possible to meaningfully measure and report the volume of any water reused or recycled during the Games period.
EN11	Land in / next to protected areas and areas of high biodiversity value	●	Biodiversity (LPG Appendix 2), Refer also to 'Habitat protection during the Games' case study (LLW).
EN12	Impacts on biodiversity in protected areas and areas of high biodiversity value	●	Biodiversity (LPG Appendix 2), Refer also to 'Habitat protection during the Games' case study (LLW).
EN13	Habitats protected or restored	●	Town and country planning (LPG p179), Biodiversity (LPG Appendix 2), Refer also to 'Habitat protection during the Games' case study (LLW).

EN14	Strategies and actions for managing impacts on biodiversity	●	Town and country planning (LPG p179), Biodiversity (LPG Appendix 2), Refer also to 'Habitation protection during the Games' case study (LLW).
EN15	IUCN Red List and national conservation list species	◎	Biodiversity (LPG Appendix 2)
EN16	Total direct and indirect greenhouse gas emissions by weight	●	Low carbon Games (p18 - 24), Refer also to 'Reducing and compensating the Games carbon footprint' research summary for more detail (LLW).
EN17	Other relevant indirect greenhouse gas emissions by weight	●	Low carbon Games (p18 - 24), Refer also to 'Reducing and compensating the Games carbon footprint' research summary for more detail (LLW).
EN18	Initiatives to reduce greenhouse gas emissions	●	Low carbon Games (p18 - 24), Refer also to 'Reducing and compensating the Games carbon footprint' research summary for more detail (LLW).
EN19	Emissions of ozone depleting substances by weight	N/A	This indicator is concerned primarily with the use of ozone-depleting substances in manufacture. As LOCOG is not a manufacturer, the indicator is not applicable.
EN20	NOx, SOx and other significant air emissions	●	The principal sources of air emissions associated with LOCOG activities were temporary generators, vehicles, non-road mobile machinery, Olympic Park Energy Centre and the cauldron. Total emissions from LOCOG activities have been estimated as follows: <ul style="list-style-type: none"> • NOx 69,650 kg/year • SOx 1,088 kg/year • TSP 4,345 kg/year • PM₁₀ 4,233 kg/year Refer to 'Emissions to air' for more detail on the methodology adopted for calculation (LPG Appendix 2).
EN21	Total water discharge by quality, destination and improvement initiatives	●	Water consumption and discharges (LPG Appendix 2)
EN22	Total weight of waste and initiatives to manage waste	●	Zero waste Games (p25 - 31), Refer also to 'The London 2012 Zero Waste Games Vision – event waste management system' case study for more detail (LLW).
EN23	Total number of significant spills	●	More than 600 minor incidents and issues were logged during the January to October period of which none were deemed reportable to regulators (that is, giving potential for significant environmental damage). Ones of more significance during the Games related to waste, waste water management and accessibility. Fuel-related issues, such as spillages, were more prevalent during the build phase. Refer also to 'Ensuring compliance with sustainability requirements during a major event' micro-report (LLW).
EN24	Transported, imported, exported or treated hazardous waste	●	No transfrontier movements are understood to have taken place in relation to hazardous waste generated by LOCOG activities during the reporting period.
EN25	Water bodies and related habitats affected by discharges	●	Water consumption and discharges (LPG Appendix 2)
EN26	Mitigating environmental impacts of events, products and services	●	This indicator considers the mitigation of impacts associated with the supply of events, products and services. LOCOG does not manufacture products but instead sources finished products and services to deliver the Games. Its approach to sourcing is not restricted to environmental impacts. Please refer to EO9 for information on sourcing of products and services.
EN27	Products sold or provided and packaging materials	●	In the majority of instances the sale or provision of packaged products to end consumers is via LOCOG's suppliers and licensees. See London 2012 products and packaging (LPG p143) and the LOCOG Packaging Guidelines for further information on management approach (LLW).
EN28	Fines and sanctions for non-compliance with legislation	●	LOCOG has not received any fines or non-monetary sanctions for non-compliance with environmental legislation during the reporting period.
EN29	Environmental and socio-economic impacts of transporting goods and services and workforce	●	Workforce: Sustainable and accessible transport (p32 - 39) Goods and services: 5.7 Logistics (LPG p186 - 189), 5.6 Overlay related transport impacts (LPG p163) For more detail refer also to 'Delivering a sustainable and accessible public transport Games' case study, 'London 2012 Active Travel Programme' case study, 'Quiet Night-Time Deliveries – 'Silent Approach' – and London 2012' micro-report, and 'Sustainability strategies adopted for delivering goods during the Games' micro-report all available on the LLW.

EN30	Total environmental protection expenditures and investments	⊙	It has not been possible to provide an accurate total for environmental protection expenditures and investments as these were not recorded separately for accounting purposes. Expenditure data has been provided where possible in 'Economic benefits of sustainability' (p40 - 44), and in relevant learning legacy documents such as 'Developing and implementing a Sustainability Management System for the Games' and 'Reducing the environmental impact of temporary power generation through the use of Diesel Particulate Filters (DPF) retrofit technology' case study both available on the LLW.
EO2	Modes of transport taken by attendees and participants and use of sustainable transport	●	Sustainable and accessible transport (p32 - 39)
EO3	Significant environmental and socio-economic impacts of transporting attendees and participants	●	Sustainable and accessible transport (p32 - 39) Refer also to 'Delivering a sustainable and accessible public transport Games' case study and 'London 2012 Active Travel Programme' case study both available on the LLW.
Disclosure on Management Approach (DMA): Labour Practices and Decent Work (LA)			
Aspects	Employment	●	5.2 Workforce and volunteering (LPG p108 & 109), LAR (p63 & 64), Refer also to: LOCOG Sustainable Sourcing Code, LOCOG Diversity and Inclusion Strategy, and LOCOG Employment and Skills Strategy (LLW).
	Labour / management relations	●	LOCOG operates in accordance with a 'Principles of Cooperation' Agreement that exists between London 2012 and the Trades Union Congress (TUC) (LPG p244 & 245), LOCOG also operates a framework for employee information and consultation which complies with the requirements of UK legislation.
	Occupational health and safety	●	5.2 Health and safety management (LPGp104 & 105)
	Training and education	●	5.2 Workforce and volunteering (LPG p109), Refer also to LOCOG Employment and Skills Strategy (LLW)
	Diversity and equal opportunity	●	Refer to the LOCOG Diversity and Inclusion Strategy (LLW)
	Equal remuneration for women and men	●	Refer to the LOCOG Diversity and Inclusion Strategy (LLW)
LA Performance Indicators			
LA1	Total workforce by employment type and gender	⊙	LOCOG hired and mobilised a workforce approaching 200,000 people during the Games. This comprised 8,300 paid staff, 70,000 volunteers and around 100,000 contractors. Gender (female) composition by employment type was as follows: paid staff (46%), volunteer (56%) and contractor (41%). A separate report on diversity and inclusion will be published during the first quarter of 2013 and provides more detail on LOCOG's diversity strand target zones.
LA2	New employee hires and volunteers recruited and employee and volunteer turnover	⊙	During the reporting period total workforce increased exponentially – with volunteers and contractors representing the largest increase (see response to LA1 for information on diversity). All volunteers and the majority of contractors and paid staff left LOCOG straight after the Paralympic Games. The post Games LOCOG headcount was around 2,000 which will fall to around 80 by the end of the year. 60% of leavers were in the 30 – 50 age bracket.
LA3	Employee benefits	●	LAR (p64)
LA4	Employees covered by collective bargaining agreements	●	All employees had access to unions and were able join one should they chose. LOCOG did not have any employees who were covered by a collective bargaining agreement. LOCOG also has a 'Principles of Cooperation Agreement' with the Trades Union Congress (TUC) which applies to the whole workforce including supply chain (LPG p244 - 245 and Appendix 1).
LA5	Minimum notice periods	●	Minimum notice periods are specified in individual contracts, generally this is one month.
LA6	Joint health and safety committee workforce representation	●	All the workforce are represented by a number of forums which consider health and safety matters (see LPG p105).

LA7	Injuries, occupational diseases, lost days and fatalities	<ul style="list-style-type: none"> ○ We are pleased to report that there were no fatalities involving our workforce or participants connected with any of our events or activities in 2012. We had robust systems and policies to ensure a harm-free environment was delivered. 2,340 personal injuries were reported during the year which included contractors (449) and members of the public (mostly spectators' illness and minor injuries) (419), paid staff (178), volunteers (608). The majority of personal injuries were typically slips, trips and falls resulting in minor grazes or illness. ○ Nine people suffered major injuries during the Games again typically slips, trips and falls although two were as a result of vehicle collision. In the period immediately pre- and post Games there were nine major injuries: slips, trips and falls (6), trapped fingers resulting in top joint amputation (2), collision by vehicle (2). ○ Three hundred and twenty near misses were reported during 2012. We do not record lost time or sickness absence rates. ○ While the number of incidents reported are significantly greater than in 2011 this must be viewed against a background of a rapid increase in the workforce from circa 6,000 to 180,000 during Games time (including 70,000 volunteers) and millions of spectators.
LA8	Education, training, counselling, prevention and risk control programmes on serious diseases	<ul style="list-style-type: none"> ● Education, training, and counselling with regards to serious diseases are all included in the mandatory governmental health package. ● LOCOG had a dedicated Medical Services team which provided a comprehensive mitigation, treatment and prevention service for all client groups. A major campaign on sexual health aimed at athletes took place during the Games.
LA9	Health and safety topics included in trade union agreements	<ul style="list-style-type: none"> ● The London 2012 and Trades Union Congress (TUC) 'Principles of Cooperation Agreement' includes health and safety and welfare matters (LPG Appendix 1).
LA10	Workforce training	<ul style="list-style-type: none"> ○ An overview of the workforce training programme is provided in the LPG (5.1 – p108 - 110).
LA11	Programmes for skills management and lifelong learning	<ul style="list-style-type: none"> ● 5.9 Employment and skills (LPG p205 - 214), ● Refer also to 'Economic benefits of sustainability' (p40 - 44) and the 'LOCOG Employment and Skills Strategy' micro-report (LLW).
LA12	Employee performance reviews	<ul style="list-style-type: none"> ● All employees received two formal performance appraisals and reviews by their line manager each year and tracked centrally.
LA13	Diversity of employees and governance bodies	<ul style="list-style-type: none"> ● Diversity data relating to gender is provided in the response LA1. Additional diversity strand information for the entire Games time workforce are as follows (as a percentage of each workforce category): <ul style="list-style-type: none"> ● Disability: paid staff (9%), volunteers (4%), and contractors (9%) ● Ethnicity: paid staff (40%), volunteers (18%), and contractors (50%) ● Sexual orientation: paid staff (5%), volunteers (4%), and contractors (3%) ● Age <30: paid staff (36%), volunteers (37%), and contractors (63%) ● Age 50+: paid staff (15%), volunteers (32%), and contractors (8%) ● Individual members of the LOCOG Board are available in the LOCOG Annual Report (LAR (p41-45)). ● A separate report on diversity and inclusion will be published during the first quarter of 2013 and provides more detail on LOCOG's diversity strand target zones.
LA14	Ratio of basic salary of men to women	<ul style="list-style-type: none"> N/A Men and women can receive the same low/high range of pay within salary bands. As there are such diverse job roles within LOCOG it is not meaningful to compare the basic salary of women and for men.
LA15	Return to work and retention rates after parental leave	<ul style="list-style-type: none"> ○ LOCOG only operates in the UK and adheres to UK legislation regarding maternity and paternity leave. 13 people went off on maternity leave in the 1 January to 27 July 2012 period. 7 individuals returned from maternity leave and worked the Games and 6 stayed on maternity leave until the end of their contract.
Disclosure on Management Approach (DMA): Human Rights (HR)		
Aspects	Investment and procurement practices	<ul style="list-style-type: none"> ● 5.2 Sustainability management (LPG p99-101, p104), ● Procurement (LSP p69 & 70), ● Refer also to LOCOG Sustainable Sourcing Code (LLW)
	Non-discrimination	<ul style="list-style-type: none"> ● 5.2 Sustainability management (LPG p99-101, & p104), ● Refer also to the LOCOG Diversity and Inclusion Strategy and LOCOG Sustainable Sourcing Code (LLW).

	Freedom of association and collective bargaining	●	LOCOG operates in accordance with a 'Principles of Cooperation' Agreement that exists between London 2012 and the Trades Union Congress (TUC) (LPG p244 & 245), Refer also to the LOCOG Sustainable Sourcing Code (LLW).
	Child labour	●	LOCOG ensure legal compliance with UK child employment legislation, Refer also to LOCOG Sustainable Sourcing Code (LLW).
	Forced and compulsory labour	●	As LOCOG operates only in the UK, it is unlikely to have to deal with forced and compulsory labour in its paid and volunteer workforce, Refer also to LOCOG Sustainable Sourcing Code (LLW).
	Security practices	●	Contracted security organisations will operate in accordance with LOCOG policies, including the LOCOG Sustainable Sourcing Code (LLW).
	Indigenous rights	●	As LOCOG operates only in the UK it is unlikely to have to deal with incidents involving the rights of indigenous people in its workforce, Refer also to the LOCOG Sustainable Sourcing Code (LLW).
	Assessment	●	As LOCOG operates only in the UK, there are no operations at significant risk of human rights violations. There are supply chain and workforce grievance mechanisms in place (LPG 5.6 p166 - 167).
	Remediation	●	5.6 Supply chain and workforce grievance mechanisms (LPG p166 & 170)
HR Performance Indicators			
HR1	Investment agreements with human rights clauses	●	5.6 Sponsorship status is outlined (LPG p154 & 155). All LOCOG marketing partner and licensee agreements contain clauses which require compliance with the LOCOG Sustainable Sourcing Code, which includes taking appropriate steps to meet the provisions of the Ethical Trading Initiative Base Code (LLW).
HR2	Supplier screening on human rights	●	Licensee production locations are disclosed on Sedex and audited to determine compliance with the ETI Base Code (LPG p158-160, and p165). Other parts of the supply chain are prioritised according to risk and opportunity (see contract management, LPG p162) and may also be audited (LPG p165). See also Appendix A of the LOCOG Sustainable Sourcing Code (LLW). Refer also to 'Managing compliance with labour Standards: findings and recommendations from an independent assessment of LOCOG's labour risk management systems' research summary available on the LLW.
HR3	Human rights training of employees and volunteers	●	No specific training on human rights was delivered in 2012. There is a specialist team which supports the business in ensuring specific human rights issues are considered. Specific training requirements for contracted workforce are currently being reviewed.
HR4	Incidents of discrimination	X	Information required for this indicator is considered business confidential.
HR5	Freedom of association / collective bargaining	●	As LOCOG operates only in the UK, there are no operations at significant risk although it continues to work positively with the Trades Union Congress (TUC) in accordance with the 'Principles of Cooperation' Agreement (LLW). Refer to response to HR2 in respect to the supply chain screening.
HR6	Child labour risk	●	As LOCOG operates only in the UK, there are no operations at significant risk. Refer to response to HR2 in respect to the supply chain screening.
HR7	Forced or compulsory labour risk	●	As LOCOG operates only in the UK, there are no operations at significant risk. Refer to response to HR2 in respect to the supply chain screening.
HR8	Human rights training of security personnel	●	No specific training on human rights was delivered in 2012. There is a specialist team which supports the business in ensuring specific human rights issues are considered.
HR9	Violations involving rights of indigenous people	●	No incidents of violations involving the rights of indigenous people were identified during the reporting period.
HR10	Human rights reviews and / or impact assessments	●	As LOCOG operates only in the UK, there are no operations at significant risk. There are supply chain and workforce grievance mechanisms in place (LPG p166 - 167).
HR11	Grievances related to human rights	●	Procurement, sponsorship and licensing (p61), Refer also to 'Complaint and dispute resolution process to deal with breaches of the Sustainable Sourcing Code' case study available on the LLW.
Disclosure on Management Approach (DMA): Society (SO)			

Aspects	Community	●	2 London 2012 Sustainability themes (LPG p23 & 24), 5.2 Sustainability management (LPG p99-101, p104), 6.2 Community relations (LPG p236), Inclusion (LSP p47), Refer also to LOCOG Sustainable Sourcing Code, LOCOG Diversity and Inclusion Strategy, and LOCOG Employment and Skills Strategy (LLW).
	Corruption	●	5.2 Ethics (LPG p103)
	Public policy	●	1.4. Vision for a sustainable Games (LPG p13), 7.1 Legacy contribution (LPG p263)
	Anti-competitive behaviour	●	5.2 Sustainability management (LPG p99-101,& p104), 5.2 Ethics (LPG p103)
	Compliance	●	5.2 Sustainability management (LPG p99-101 & p104), Refer also to London 2012 Sustainability Policy (LLW)
	Inclusivity	●	5.2 Sustainability management (LPG p99-101, & p104), Refer also to LOCOG Diversity and Inclusion Strategy (LLW), LOCOG Overlay Access File (LLW), and Web Accessibility Statement (LPG Appendix 1).
SO Performance Indicators			
SO1	Operations with implemented local community engagement, impact assessments and development programmes	⊙	In 2012, LOCOG went fully operational and operated at over 100 competition and non-competition venues across London and elsewhere in the UK, including the Olympic Torch Relay and Paralympic Torch Relay. Several corporate and public events were held including 16 LOCOG owned test events. At these locations we operated over relatively short periods and impacts on the community were managed through planning, Environmental Management Plans (LPG p179-181), venue licensing legislation, and extensive engagement with local authorities and other regulatory authorities. The process for engaging with stakeholders, including local communities, applied to the whole organisation and is described in the LPG (p235-261). There are several learning legacy documents of relevance to community engagement such as case studies on the Olympic Torch Relay, diesel particulate filters, sustainable and accessible transport, venues and infrastructure, and habitat protection and micro-reports on nations and regions, Inspire, logistics, deployment of assets for reuse, and education programme (LLW),
SO2	Bribery and corruption risks	●	5.2 Ethics (LPG p103)
SO3	Training in anti-corruption policies and procedures	⊙	5.2 Ethics (LPG p103)
SO4	Actions taken in response to incidents of corruption and wrongdoing	×	Information required for this indicator is considered business confidential.
SO5	Public policy positions	●	1.4 Vision for a sustainable Games (LPG p13), 6.2 International Inspiration (LPG p253-255), 7.1 Legacy contribution (LPG p263-269), Olympic Park legacy (p52 – 55)
SO6	Financial and in-kind contributions to political parties	●	During the reporting period LOCOG made no political donations.
SO7	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	●	There has been no legal action taken against LOCOG for anti-competitive behaviour, anti-trust and monopoly practices during the reporting period.
SO8	Fines and sanctions for non-compliance with legislation	●	LOCOG has not received any fines or non-monetary sanctions for non-compliance with legislation during the reporting period.
SO9	Operations with significant potential or actual negative impacts on local communities	⊙	LOCOG only operates in the UK and the nature of its operations means this indicator is not considered to be fully applicable. The Games has made a positive impact on local communities around the UK. LOCOG's positive approach to community engagement played a key role in enabling this to happen. A range of community engagement initiatives were implemented across the nations and regions of the UK and are described in the LPG (p235 – 261). Potential impacts to the community from event activities were identified and managed through conditions imposed through planning, Environmental Management Plans (EMPs) (LPG p179-181), venue licensing legislation, and extensive engagement with local authorities and other regulatory authorities. LOCOG operated at locations for relatively short periods and does not consider that its activities resulted in significant impacts on the local community. There are several learning legacy documents of relevance to community engagement such as case studies on the Olympic Torch Relay, diesel particulate filters, sustainable and accessible transport, venues and infrastructure, and habitat protection and micro-reports on nations and regions, Inspire, logistics, deployment of assets for reuse, and education programme (LLW),

SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	●	<p>LOCOG only operates in the UK and the nature of its operations means this indicator is not considered to be fully applicable. The Games has made a positive impact on local communities around the UK. LOCOG's positive approach to community engagement played a key role in enabling this to happen. A range of community engagement initiatives were implemented across the nations and regions of the UK and are described in the LPG (p235 – 261).</p> <p>Potential impacts to the community from event activities were identified and managed through conditions imposed through planning, Environmental Management Plans (EMPs) (LPG p179-181), venue licensing legislation, and extensive engagement with local authorities and other regulatory authorities. LOCOG operated at locations for relatively short periods and does not consider that its activities resulted in significant impacts on the local community.</p> <p>There are several learning legacy documents of relevance to community engagement such as case studies on the Olympic Torch Relay, diesel particulate filters, sustainable and accessible transport, venues and infrastructure, and habitat protection and micro-reports on nations and regions, Inspire, logistics, deployment of assets for reuse, and education programme (LLW),</p>
EO4	Expressions of dissent by type, issue, scale and response	●	<p>6.2 Stakeholder issues and concerns (LPG p258 - 261)</p> <p>Topics which continued to be raised by stakeholders during 2012 were: use of Greenwich Park as the Equestrian venue; energy management; ticket prices and allocation; labour standards at locations producing goods for London 2012; and various campaigns targeted at London 2012 sponsors.</p>
EO5	Type and impact of initiatives to create a socially inclusive event	●	<p>5.6 Procurement (LPG p164, p172), 5.7 Technology (LPG p183), 5.8 Diversity and inclusion (LPG p197-204), 5.9 Employment and skills (LPG p205-214), 6.2 Community engagement initiatives (LPG p235-257)</p> <p>A separate report on diversity and inclusion will be published during the first quarter of 2013 and provides more detail on accessibility initiatives.</p> <p>Refer also to 'Accessibility review for deaf and deafblind people' research summary which is available on the LLW.</p>
EO6	Type and impact of initiatives to create an accessible environment	●	<p>5.8 Accessibility initiatives (LPG p201-204)</p> <p>A separate report on diversity and inclusion will be published during the first quarter of 2013 and provides more detail on accessibility initiatives.</p> <p>Refer also to 'Accessibility review for deaf and deafblind people' research summary which is available on the LLW.</p>
Disclosure on Management Approach (DMA): Product Responsibility (PR)			
Aspects	Customer wellbeing, health and safety	●	<p>5.2 Sustainability management (LPG p99-101, & p104), 5.2 Health and safety management (LPG p104 & 105), Refer also to: LOCOG Sustainable Sourcing Code (LLW)</p>
	Product and service labelling	●	<p>5.2 Sustainability management (LPG p99-101), Refer also to London 2012 Food Vision and LOCOG Sustainable Sourcing Code (LLW).</p>
	Marketing communications	●	<p>London 2012 Brand Protection Guidelines (LPG Appendix 1)</p>
	Customer privacy	●	<p>London 2012 Privacy Policy (LPG Appendix 1)</p>
	Compliance	●	<p>5.2 Sustainability management (LPG p99-101, & p104), Refer also to London 2012 Sustainability Policy (LLW)</p>
	Food and beverage	●	<p>5.2 Sustainability management (LPG p99-101, & p104), Refer also to London 2012 Food Vision and LOCOG Sustainable Sourcing Code (LLW).</p>
PR Performance Indicators			
PR1	Assessment of health and safety impacts of products	●	<p>LOCOG only operates in the UK and adheres to UK health, safety and welfare legislation, 5.2 Health and safety management system (LPG p105), 5.2 Sustainability management system (LPG p100) covers the entire organisation and all aspects of event planning and delivery are assessed in respect health, safety and wellbeing, The Ethical Trading Initiative (ETI) Base Code also applies (see LPG Appendix 1). Refer also to 'H&S management system' micro-report available on the LLW.</p>
PR2	Incidents of non-compliances with regulations and voluntary codes concerning health and safety	●	<p>LOCOG has not identified any non-compliances with regulations and voluntary codes during the reporting period</p>

PR3	Product information required by procedures	⊙	Promoting sustainable living (p46-50)
PR4	Incidents of non-compliance with regulations and voluntary codes concerning the event and its products and service information and labelling	⊙	There were no incidents of non-compliance with legalisation during the reporting period. Compliance monitoring is undertaken in accordance with management systems arrangements (LPG p100 & 101, 105). Any non-compliances with voluntary codes are reported and managed in accordance with incident reporting (LPG p106-108) and audit (LPG p111) arrangements.
PR5	Practices relating to customer satisfaction, and satisfaction of attendees and participants, including results of surveys	⊙	Promoting sustainable living (p46-50)
PR6	Marketing communications compliance	●	All proposed marketing materials were reviewed in accordance with London 2012 Brand Guidelines, IOC, and sustainability requirements (where applicable) through a dedicated approvals process. Compliance monitoring was provided by a dedicated team of Brand Protection lawyers.
PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship	X	Information required for this indicator is considered business confidential.
PR8	Customer privacy breaches	X	Information required for this indicator is considered business confidential.
PR9	Monetary value of significant fines	●	There have been no non-compliances with legislation concerning the provision and use of products and services during the reporting period.
EO7	Injuries, fatalities and notifiable incidents for attendees, participants and other stakeholders	●	Refer to response to LA7.
EO8	Percentage of and access to food and beverage that meets the organisers policies or local, national or international standards	●	5.5 Food vision (LPG p144-153), Refer also to 'London 2012 Food Vision' micro-report on the LLW.
Disclosure on Management Approach (DMA): Sourcing (EO)			
Aspects	Sourcing	●	5.2 Sustainability management (LPG p99-101, p104), Procurement (LSP (p69 & 70)), Refer also to LOCOG Sustainable Sourcing Code (LLW).
EO Sourcing Indicators			
EO9	Type and sustainability performance of sourcing initiatives	●	The LOCOG Sustainable Sourcing Code (LLW) provided the framework for sourcing of products and services and the standards we were striving to achieve. This has been developed and amended in consultation with various stakeholders. Our approach, including assurance of the supply chain, is explained further in the LPG (Section 5.6 – p154-172). Sustainable sourcing initiatives were included throughout the LPG. Examples include: Vehicles (LPG p88-93) Packaging (LPG p135, p137-139, and p143), Look, wayfinding, and signage (LPG p141 & 142), Food and beverage (LPG p146 - 150), Uniforms (LPG p155-158), mattresses (LPG p161), Diversity (LPG p164), materials (LPG p167-169), London Living Wage (LPG p170), Diesel particulate filters (LPG p176), Venues design (LPG p177 & 178), Logistics (LPG p186 - 189), Cleaning services (LPG p191), Ceremonies (LPG p192-193), Torch (LPG p194), Contractors (LPG p208-209), Technology assets (LPG p267) Updated information on vehicles is available in 'Sustainable and accessible transport' (p37-38) and various topics in 'Economic benefits of sustainability' (p40 - 44). Relevant learning legacy documents have prepared on various topics including sustainable procurement, reuse of assets, Food Vision, employment and skills, diesel particulate filters, and venues and infrastructure (LLW).

EO10	Type, amount and impact of benefits, financial and in-kind, received by the event organiser from suppliers	●	<p>LOCOG has clear and strict ethical policies in place for managing risks associated with its engagement with prospective and contracted suppliers (LPG p103). A portion of sponsorship revenue was receivable as value in kind rather than cash and licensing deals generate revenues in the form of royalties and minimum guarantees. LOCOG also had a number of sole supplier arrangements in place. LOCOG's accounts are fully audited in accordance with UK law and its Annual Report (LAR) provides an overview of revenue and operating expenditure (LAR (p35-38)). More detailed information on income, expenditure, statements of financial position and supporting notes can be found in LAR (p74 - 102).</p>
Disclosure on Management Approach (DMA): Legacy (EO)			
Aspects	Soft legacies	●	<p>1.4 Our vision for a sustainable Games (LPG p13), 5.2 Sustainability management (LPG p99-101, p104), 7.1 LOCOG's legacy contribution (LPG p263)</p>
	Hard legacies	●	<p>1.4 Our vision for a sustainable Games (LPG p13), 5.2 Sustainability management (LPG p99-101, p104), 7.1 LOCOG's legacy contribution (LPG p263)</p>
EO Legacy Indicators			
EO11	Number, type and impact of sustainability initiatives designed to raise awareness and impact behaviour change	●	<p>Our sustainability journey (p10 - 15), Promoting sustainable living (p46-50), 7.3 London's legacy (LPG p278-285), 7.4 UK legacy (LPG p286-305)</p>
EO12	Nature and extent of knowledge transfer of best practice and lessons learned	●	<p>Over 70 documents have been prepared covering a range of topics and are available on the LLW.</p>
EO13	Number, type and impact of physical and technological legacies	●	<p>3 Building the stage (Olympic Park and new venues (LPG p26-66)), 4.3 London 2012 related transport improvements (LPG p74-79), 4.5 Walking and cycling (LPG 83 & 84), McDonald's (LPG p110), Reuse of assets (LPG p128, p135, p183, and p193), Airwave (LPG p185), Physical legacy and regeneration (LPG p265-268), Olympic Park legacy (p52 – 55) Learning legacy documents of relevance to physical and technological legacies include reuse of assets, venues and infrastructure, and diesel particulate filters (LLW).</p>

