



# Approach to Human Rights

## Post-Games Update

1	Introduction	03
2	Context	04
3	Living the values	05
4	Lessons Learned	17

# 1. Introduction

## 1. Introduction

The Glasgow 2014 Commonwealth Games were about people. Glasgow 2014 – the Organising Committee (OC) – aimed to inspire and engage people in Glasgow, in Scotland and across the Commonwealth through the connecting power of sport: the athletes who were at the centre of our planning, competing for Gold and glory on the field of play; our workforce, including 12,500 volunteers and up to 30,000 contractors; excited spectators; the Games Family; and the young people of the Commonwealth, making up the majority of a wider Commonwealth population of more than two billion citizens.

In December 2013, coinciding with International Human Rights Day and the launch of SNAP, Scotland's National Action Plan for Human Rights,<sup>1</sup> the OC published its own *'Approach to Human Rights'*.<sup>2</sup> It was understood that this was the first time that a Commonwealth Games Organising Committee had developed such a model; however, the Institute for Human Rights and Business (IHRB) subsequently advised that in publishing the *Approach Glasgow 2014* actually "became the first [mega sporting event] organiser to publish a human rights position statement."<sup>3</sup>

Although proud to be breaking new ground, the *Approach* was not published to win kudos or recognition; rather, it was motivated by an awareness that as an OC there was an obligation – both moral and legal, and with the UN Guiding Principles on Business and Human Rights in mind – to respect, support and promote human rights through the course of normal business.

The *Approach* sought to outline the OC's thinking in terms of human rights, identifying actions that would be taken and elaborating on planning for various aspects of the Games. The publication of the *Approach* was important as a statement of intent but this had to be followed with practical and tangible activity. This document is intended to provide an update on what Glasgow 2014 achieved in the course of its mission to deliver an athlete centred, sports focused Games.

The Commonwealth Games Federation (CGF) values of Humanity, Equality and Destiny provided us with the framework we needed to outline our plans in the *Approach* and we have retained this framework for the purposes of this paper. What follows is a progress report on the major programmes and activities outlined in section 3 of the *Approach*, as well as a reflection on lessons learned.

1 <http://www.scottishhumanrights.com/actionplan>

2 <http://www.glasgow2014.com/document/approach-human-rights-december-2013>

3 <http://www.megasportingevents.org/host.html#country>

## 2. Context

### 2. Context

The *Approach* set out the operating context in which the OC was delivering the XX Commonwealth Games – the Commonwealth context, the Games Partners (the Scottish Government, Glasgow City Council and Commonwealth Games Scotland) and their legacy ambitions, the CGF's values and the delivery responsibilities of the OC.

Work on the *Approach* began early in 2013 when it became apparent that although the OC was doing a great deal of good work in terms of protecting and promoting human rights across a variety of work streams, projects and teams – with which many external stakeholders may have been individually familiar – there lacked a single overarching narrative describing this work and setting out an organisational commitment to protecting and promoting human rights.

2013 was relatively late in the OC's lifecycle and most work streams and projects were fairly mature; however, with the CGF values in mind, positive, proactive, ethical thinking had been part of the OC's planning processes since the outset, and therefore a significant aspect of developing the *Approach* was to bring together all relevant aspects of the OC's work.

In the early stages of the development of the *Approach*, the OC contacted the Scottish Human Rights Commission (SHRC) as the national human rights institution for Scotland, independent of Government and responsible for promoting and protecting human rights for everyone in Scotland, in order to benefit from their expert opinion and advice.

Following a series of meetings, the Commission wrote formally to the OC identifying the areas in which they felt mega sporting event organisers should focus in human rights terms. Because of the nature of the delivery partnership, some of these areas – for example, eviction or human trafficking<sup>4</sup> – fell outwith the OC's responsibilities and these were not covered in the *Approach*; however, many did and the support of the Commission was gratefully received.

Games Partners were also engaged and support and feedback was received from the Scottish Government's Equality, Human Rights and Third Sector Division; the Scottish Government subsequently developed its 'One Scotland' campaign<sup>5</sup> which was rolled out across Scotland during the Games.

The OC also benefited from feedback from the IHRB, an organisation that seeks to explore and improve the relationship between human rights and business and which has a specific interest in the delivery of mega sporting events. In particular, the Institute provided constructive criticism of the *Approach* following its publication which has in part helped to inform this update and which is also reflected to some degree in the section on lessons learned throughout this process.

4 Police Scotland, who did have responsibility for the detection and prevention of human trafficking, identified no heightened threat of trafficking in relation to the Games.

5 <http://onescotland.org/>

## 3. Living the values

### 3. Living the values

The major part of the *Approach* focused on how Glasgow 2014 intended to work to reflect, contribute to, and practically apply the CGF values of Humanity, Equality and Destiny; how the OC would 'live the values'. With the values providing a framework, the *Approach* outlined some of the main relevant projects and work streams undertaken to deliver the Games. This section is intended to provide an update on what was achieved in respect of those work streams and projects, laid out once more with respect to the values.

#### 3.1. Humanity

The opening paragraph of this document notes that the Games were about people, and we see that in the value of Humanity.

##### 3.1.1. Labour, employment and health & safety

Recognising the need to ensure that the Games were delivered in an environmentally and socially responsible manner, the Glasgow 2014 Procurement Sustainability Policy <sup>6</sup> was the principal means of ensuring that suppliers – including sponsors from whom goods or services were received – lived up to the standards expected of them. In terms of labour and employment, suppliers were specifically required to:

- meet the standards articulated in the ILO Fundamental Conventions
- adhere to the Ethical Trading Initiative's (ETI) Base Code, where goods or services were procured outside the UK
- meet the standards of additional local initiatives, where these existed and were relevant.

It was asked why the Policy specified that the ETI Base Code should be adhered to outwith the UK only; all suppliers were expected to comply with local legislation, and the OC believed compliance with the law in the UK would bring suppliers to at least the standard expected in the Base Code. The reference to the ETI Base Code was therefore included as an additional protection where local legislation may not reflect the same standards as UK legislation and not to imply that adherence to the ETI Base Code was not necessary in the UK.

As an employer itself, the OC adopted the Living Wage, believing it to be good for individuals, for business and society. At Games Time, when staff were working longer hours to ensure successful delivery of the Games, additional payments were made to a small number of employees to ensure the OC continued to meet its Living Wage obligations.

Although the OC was advised that European case law prevented it making the Living Wage a competitively scored part of its procurement processes, it nevertheless sought to encourage suppliers to pay a Living Wage. More information on this is available in the table below.

Following up on the publication of the *Approach* was important. Larger contracts, particularly those that saw suppliers engage a significant workforce on their OC contract, had contract managers in place to ensure compliance with all aspects of the agreed terms – including the requirement to adhere to the Procurement Sustainability Policy and the standards it specified. Employees of suppliers were encouraged to resolve any issues with their employer in the first instance but in some cases where issues arose, contract managers intervened to work with both parties to resolve the problem. This happened in a very small number of instances – in the low tens of cases – and these have almost exclusively been regarding delayed, or very occasionally disputed, payments.

Beyond these contract management relationships, which allowed most issues to be solved informally, the option was retained to impose penalties on recalcitrant suppliers considered to be in breach of their obligations and formal confirmation was also sought from those suppliers employing 250 or more staff on their OC contracts <sup>7</sup> that:

- they complied with the Procurement Sustainability Policy
- they met the standards of the ILO Fundamental Conventions as a minimum
- where they sourced from outside the UK, they adhered to the terms of the ETI Base Code.

Suppliers were also asked:

- if they paid the Living Wage to their employees and sub-contractors working on their OC contract
- if they adhered to or participated in any other relevant initiatives
- whether they had faced any relevant issues and, if so, how they had resolved them.

<sup>6</sup> <http://www.glasgow2014.com/procurement-sustainability-policy>

<sup>7</sup> This was a pragmatic decision based on the OC resource available and covers in excess of 20,000 contractor and sub-contractor staff.

### 3. Living the values

79% of suppliers from whom this information was requested had responded in full at the time of writing (September 2014). Their responses are aggregated in the following table:

	% yes
Compliance with Procurement Sustainability Policy	96
Met the standards of the ILO Fundamental Conventions	96
Adhered to the ETI Base Code where sourcing from outside the UK <sup>8</sup>	96
Paid the Living Wage to those working on their OC contract	91

In aggregating these statistics, “to the best of our abilities” or similar comments were not accepted as compliance.

Some suppliers reported that they did not have full visibility across their supply chain in relation to the Living Wage; some specified that only those employees working on their OC contract were in receipt of the Living Wage.

Several suppliers referenced additional standards. Many have adopted their own corporate social responsibility, ethical and/or sustainability policies; other people development standards such as Investors in People featured a number of times. Some operated their own supplier policies and the UN Declaration on Human Rights, the ILO Fundamental Conventions and the Guiding Principles were all referenced in various ways.

<sup>8</sup> Excluding those for whom this was not applicable as they did not source from outside the UK.

## 3. Living the values

### 3.1.2. Security and peaceful protest

The Scottish Government delegated responsibility for the oversight and delivery aspects of security for the Games to the Chief Constable of Police Scotland; however, overall accountability for safety and security remained with the Scottish Government.

Police Scotland has a presumption in favour of peaceful protest or assembly when considering the policing of public protest, demonstrations and rallies, recognising the European Convention on Human Rights' articles 9, 10 and 11 as being key to the basis of an individual's right to participate in peaceful protest.

In addition, Police Scotland saw early engagement with the organisers of events of this type as essential in order that those wishing to protest, rally, demonstrate or raise awareness on issues were able to do so safely, securely and within the law.

In advance of the Games, Police Scotland trained 'Police Liaison officers' to engage with the organisers of such events. Whilst Police Scotland had strong relationships with many individuals and groups who organise events the new Police Liaison role sought to enhance existing relationships and develop new ones. This was intended to further increase confidence and trust between the police and organisers so that peaceful, lawful events could be safely facilitated. The Police Liaison role is now seen as a legacy beyond the Games, from which organisers, communities and Police Scotland will benefit.

Where demonstrations were considered to have a risk to safety or public order, or may be unlawful, Police Scotland has statutory and common law powers available which must be used in accordance with the European Convention on Human Rights.

A number of protests and campaigns did take place during the Games and all appear to have passed off peacefully.

### 3.1.3. Respecting freedoms

#### 3.1.3.1 Information disclosure

The OC committed – through its Information Disclosure Policy – to conducting its business in an open, transparent way. While the OC was and is not subject to the Freedom of Information (Scotland) Act (FOISA) 2002, it nevertheless sought to make appropriate information regarding its work publicly available, while respecting commercial confidentiality and Host City Contract obligations and taking into account any other relevant circumstances. This included the publication, on a quarterly basis, of a Gifts and Gratuities Register – including both offers which were accepted and those which were declined. The most recent iteration of the register can be found at <http://www.glasgow2014.com/about-us/documents>.

As a consequence of this pro-active approach to releasing information – which has also included the provision of a contact centre to handle informal enquiries – the OC has received relatively few formal requests for information (almost all of which have included a mistaken presumption that the OC is subject to the provisions of FOISA).

### 3. Living the values

The following table shows the formal information requests received since 2010, split by the subject of the enquiry. This table is correct as of September 2014.

Year	Workforce	Ticketing	Budget / Procurement	Venues	Merchandise	Brand	Ceremonies	Total
2010	0	0	1	0	0	0	0	1
2011	0	0	0	0	0	0	0	0
2012	1	0	1	0	0	0	0	2
2013	0	2	2	0	0	0	0	4
2014	4	5	4	7	1	1	1	23
Total	5	7	8	7	1	1	1	30

Each of these requests received a response in reasonable time and generally speaking no further correspondence was received. The exception to this was in relation to land ownership external to a specific Games venue, in which a number of correspondents took a particular partisan interest.

#### 3.1.3.2. Religion, belief and politics

Glasgow 2014 was a Games for everyone, of any religion or none, and regardless of political beliefs. Glasgow 2014 supported this right through the provision of multi-faith facilities and by satisfying a diverse range of cultural dietary requirements in the Athletes' Village; with provision of multi-faith quiet spaces for prayer and reflection within venues and the accommodation of religious headwear with uniforms for Games workforce; by engaging with Glasgow's faith communities through the facilitation of an interfaith Games group, comprising leaders from the communities; and the provision of relevant information regarding local places of worship, including activity aimed at welcoming visitors during Games Time.

A multi-faith centre, known as the Religious Services Centre, was developed in the Athletes' Village to provide a space for religious observance, prayer and reflection. The CGF recognises the Christian, Buddhist, Islam and Hindu faiths and prayer rooms were provided within the Religious Services Centre for these faiths, with a quiet space available for those of other faiths or for those who simply required a moment of peaceful reflection. The Religious Services Centre was staffed by a team of volunteer chaplains from the four CGF-recognised faiths as well as chaplains from the Jewish and Sikh faiths, the Humanist community and counsellors specialising in cognitive behavioural and person-centred counselling. A large number of the chaplains were recruited from Glasgow's faith communities, allowing engagement with the local places of worship where appropriate.



### 3. Living the values

Quiet spaces were provided across all venues for religious observance or reflection by Games workforce during their shifts. Uniforms could be adapted for religious observance including the wearing of headwear, jewellery and/or long sleeves as appropriate.

The OC also met and satisfied a diverse range of dietary requirements within the catering facilities in the Village. Caterers provided meals prepared to dietary and cultural requirements, including but not limited to vegetarian, Halal and Kosher produced food products.

Glasgow's faith communities were engaged in the Games through the Religion and Belief Reference Group. This group comprised representatives from Glasgow's six principal faiths and worked in both an advisory capacity for the OC and as an engagement network for communities across Glasgow. The group enabled engagement with locally-based places of worship, particularly around Games venues, to welcome spectators and visitors in during the Games, ensuring provision for religious observance was available for athletes, team officials, Games workforce and spectators and visitors to the city.

The group also ensured a comprehensive and coordinated approach to celebrations, festivals and services across Glasgow before and during the Games, most notably a service of welcome and friendship involving representatives across the different faiths to welcome athletes and team officials to Glasgow, and an Eid celebration to mark the end of Ramadan and support Muslim athletes and team officials while away from their homes and family at this time.

To ensure the Games were enjoyed by all, and in line with both the OC's obligation to its sponsors and its neutral political stance ahead of the referendum on Scottish independence, venue regulations prohibited political chanting, flags not associated with competing nations or territories, and the distribution or display of advertising or promotional material within Games venues. In a small number of cases spectators were asked to put away material in line with the venue regulations and in one case a person was asked to leave the venue following refusal to do so.

Immediately outside venues, the Glasgow Commonwealth Games (Trading and Advertising) (Scotland) Regulations 2013<sup>9</sup> were in place at Games Time to control ambush marketing and to maintain the look and feel of the Games. However, any activity intended to demonstrate support

for, or opposition to, the views or actions of a person or body was specifically exempted from the Regulations, on the grounds that such activity would not conflict with the underlying aims of the relevant legislation.<sup>10</sup> The exemption also extended to activity intended to publicise a belief, cause or campaign, or to mark or commemorate an event, and a number of peaceful protests did take place in event zones in the immediate vicinity of Games venues.

#### 3.2. Equality

If the Games were about people, then what mattered was how they were treated. Equality of opportunity was essential; sometimes that simply meant ensuring that people were included, and sometimes it meant making additional or specific provision for those that needed it.

As a general principle, the OC sought to ensure that organisations and groups representative of the whole community, particularly those representing equality groups, were included. This was especially the case when undertaking large-scale public campaigns, such as the recruitment or nomination campaigns for volunteering, Ceremonies cast and Queen's Baton Relay community batonbearers.

Utilising a stakeholder engagement database of more than one thousand organisations and individuals, the OC was able to make sure that opportunities had broad visibility and understanding, mainstreaming equality as part of its normal business.

However, while this was necessary for equality, it was not sufficient. The OC undertook a very significant accessibility programme to ensure that the Games really could be enjoyed by all through the provision of additional or specific resources, approaches and communications.

The OC committed to ensuring that the Glasgow 2014 Commonwealth Games was as accessible as possible to all, including those with disabilities and reduced mobility. This was demonstrated through a number of elements of Games delivery including:

<sup>9</sup> <http://www.legislation.gov.uk/ssi/2013/290/contents/made>

<sup>10</sup> <http://www.scotland.gov.uk/Publications/2013/05/8960/6>

### 3. Living the values

- Accessible transport: a range of accessible transport solutions were provided across venues, including blue badge parking, accessible park and ride facilities, accessible shuttle buses from key transport hubs, golf buggies to assist with mobility at venues, and accessible taxis, with a bespoke solution identified for each individual venue. Accessible shuttles, accessible park and ride, and blue badge parking spaces were pre-bookable, free of charge, on a first come, first served basis, and information highlighting accessible modes of travel was available as part of the Spectator Guide, Venue Specific Guides, and on the Glasgow 2014 website
- Access statements: a suite of Access Statements were published on the Glasgow 2014 website in advance of the Games. These provided comprehensive information to clients about the accessibility of each venue, including the provision of facilities and services for spectators (e.g. blue badge parking, accessible toilets, hearing enhancement technology). Each access statement covered the client journey from identified main transport hub(s) to the spectator seating areas, including spectator plazas, concessions, and security entrances. Access statements complemented the Spectator Guides and Essential Venue Guides
- Security: all Games Time security staff, including sub-contractors, underwent Games-specific training in advance of the Games which included two modules dedicated to building competency in equality and diversity. The Games Time 'List of Prohibited and Restricted Items' included exemptions to enable people with accessibility requirements to bring in items necessary to support them to enjoy the Games experience, such as medication or mobility aids. Security workforce were trained to identify these items and on how to deal sensitively with situations when individuals need to bring these items into venues.

Provision was made for sensitive security and screening processes, for example single sex screening, and the provision of discreet screening areas that could be used by people who require or request them

- Accessible ticketing: all efforts were made to seat people with disabilities with their families and friends, or as close to them as possible. Wheelchair and Easy Access tickets were made available at all sessions, priced at the lowest price category for each session. People with disabilities had the opportunity to request a personal assistant seat, at no extra charge, when

applying for tickets. The initial release of Wheelchair Access and Easy Access seats were fully allocated across many sessions during phases 1 and 2 of the ticketing campaign. At some venues, additional Wheelchair and Easy Access seats were released during later phases of ticketing, depending on venue capacities and layouts. Furthermore, recognising that access to bank accounts, credit cards and the internet is not universal, a decision was made to accept payment for tickets through a variety of methods, including cheque and postal order, and purchases were not limited to a single card provider

- Venues: accessibility reviews were undertaken throughout the venue design process. External organisations, including members of the OC Accessibility Reference Group, have provided input throughout these reviews. Legacy (permanent) options were considered wherever possible, meaning that some venues will be more accessible after the Games. The following provides more information on this work:

- Hampden Park: temporary wheelchair accessible platforms were installed for Games Time in the North and East stands. In total, these accommodated up to 168 spaces for wheelchair users and companions during Games time. The use of loose seating on the platform enabled the OC to maximise the number of wheelchair spaces available. Two sections of the platform in the North stand will be retained permanently

In addition to the new seating, the permanent extension of the North stand has provided enhanced accessible facilities and amenities. A new lift has been installed and the existing lift has been upgraded. Four wheelchair-accessible toilets have been installed as well as additional WC facilities for ambulant (reduced mobility) users, and new servery/concession counters with lower accessible sections. A new permanent Changing Places toilet was also installed

- Celtic Park: a new permanent covered platform providing 28 additional wheelchair spaces plus companion spaces was constructed at Celtic Park. This is serviced by an accessible lift and an accessible toilet adjacent to the platform

### 3. Living the values

- Ibrox: temporary platforms were built at Ibrox for Games Time to increase the number of wheelchair accessible and companion seats. Following the Games, one temporary wheelchair platform will be retained
  - Strathclyde Country Park: led by North Lanarkshire Council, improvements have been made to pathways throughout the Park and a new permanent Changing Places toilet was installed.
  - Kelvingrove Lawn Bowls: ramps and level access were introduced to the greens along Grey Street. These will remain in place after the Games
  - General provision: accessible toilets were provided at all venues, along with other facilities such as spending/water areas for assistance dogs, accessible Pedestrian Screening Areas and counter hearing loops at key information points. A wheelchair loan service was provided at venues to support those with reduced mobility, and at some venues this was supplemented by the provision of mobility buggies. All venues offered a wheelchair pushing assistance service, operated by a dedicated Spectator Accessibility Team
- Changing Places: access to Changing Places toilets was provided at all venues except Barry Buddon and Cathkin Braes, where – based on ticketing information – there was considered to be limited demand for these facilities. This was provided via a combination of access to existing facilities, provision of temporary procured facilities, and adaptation of existing spaces to create new facilities. Glasgow 2014's financial contribution enabled the creation of new, permanent Changing Places toilets at Hampden Stadium and Strathclyde Country Park. Post Games, these will complement the facilities that will exist permanently at Tollcross, Scotstoun, Kelvingrove, Sir Chris Hoy Velodrome and Emirates Arena implemented by Glasgow Life, and the facilities at the Royal Commonwealth Pool
  - Games workforce: the volunteer recruitment process was open and inclusive, and individuals with accessibility requirements were supported wherever possible in order to encourage them to apply for volunteer roles. A Volunteer Support Pot was available to volunteers who faced practical or financial barriers to volunteering at the Games. Successful applicants received funding to contribute to costs associated with volunteering, such as costs for support workers or BSL (British Sign Language) interpreters. The Pot was administered by Volunteer Scotland and was funded by the BIG Lottery Fund
  - Baby changing: the OC provided an additional thirty baby change facilities across all venues, fifteen of which will be retained at Hampden, Ibrox and Celtic Park
  - Spectator Services Accessibility Team: a team of around 160 volunteers was recruited to provide a dedicated Accessibility Support function for spectators as part of the Games workforce. They were clearly identified and are received role-specific training on engaging with spectators with accessibility requirements
  - Assistive technology: counter loops were available at spectator information points and ticketing kiosks across the Games. In addition, the OC provided a number of mobile 'pocket talkers' at every venue. A number of FM receivers were available free of charge to spectators with hearing loss to enhance their hearing of the in-venue commentary
  - Audio description: available at a range of venues throughout the Games. On-screen captioning was provided at the Opening and Closing Ceremonies. In addition, BSL interpretation was provided on-screen at the Opening Ceremony.
- Of course, ensuring the accessibility of Glasgow 2014 wasn't just about spectators and workforce. With 22 medal events, Glasgow 2014 had the largest para-sport programme of any Commonwealth Games, fully integrated into the sports programme, and featuring para-Track Cycling for the first time. No distinction was made regarding the value of para-sport medals. Outside of para-sport, women's Boxing was included for the first time at a Commonwealth Games.

## 3. Living the values

### 3.3. Destiny

For Glasgow 2014, destiny has been about about making a contribution – however small – to improving the futures of the people of Glasgow, Scotland and the Commonwealth. In particular, the OC tried to focus on young people and sustainability.

#### 3.3.1. Game On Scotland

Working with Games Partners and stakeholders, the OC developed Game On Scotland, the education programme for the Games. It aimed to support teachers, school leaders and other education practitioners in creating stimulating learning experiences using the Commonwealth Games as a context for learning. Game On Scotland hosted a wealth of learning and teaching resources, interactive media and background information on the Games and the Commonwealth. Using the Games as a context for learning, the website sought to help practitioners:

- Create stimulating learning experiences;
- Develop learners' skills and knowledge across the curriculum;
- Find and share learning and teaching ideas across a global network;
- Get involved in a variety of Games-based education projects; and
- Explore opportunities to connect with learners, practitioners and schools across the globe.

The Game On Scotland website had around 1.8 million hits, with approximately 250,000 learners in Scotland engaging with the programme and a total of roughly one million across the Commonwealth.

In particular, Game On Scotland promoted a range of learning journeys which explore the theme of human rights. These resources aimed to provide classroom learning ideas which enable teachers and educators to explore the wider context of rights and citizenship at home and across the Commonwealth, covering topics including the Universal Declaration of Human Rights and the Millennium Development Goals amongst others. These resources were supplemented by a specific programme focus on the theme of Equality and Diversity during the month of May, online events with learners and an Equality and Diversity conference for educators, held at Hampden Park.

## 3. Living the values

### 3.3.1.2. Lead 2014

Lead 2014 – a partnership between the Youth Sport Trust, sportscotland, and the OC – ran for four years ahead of the Games and was aimed at harnessing the enthusiasm of Scotland’s young people to help create the next generation of sports leaders.

Each year, a series of conferences were delivered by students from Scottish universities to young people from secondary schools from all over Scotland to help them develop and enhance their leadership and volunteering skills and gain valuable experience.

These young people then went back to their local areas to plan and deliver Commonwealth Games-themed sport festivals within their own school community. The conferences were closely linked to existing leadership work in schools and help support Sports Leaders UK Awards. Attendance at conferences could also contribute towards the Duke of Edinburgh Award qualification and they were designed to support outcomes of the Curriculum for Excellence. Around 50,000 young people participated in Lead 2014 or attended a Lead 2014 festival across its four years of operation.

### 3.3.1.3. UNICEF

The OC and the CGF formed a unique partnership with UNICEF, the world’s leading organisation for children, with the aim of inspiring and enabling children to be the best they can be.

UNICEF reaches children in Commonwealth countries through its global network of country offices and National Committees working to promote the rights of every child to health care, water, nutrition, education and protection with a focus on the most vulnerable and disadvantaged. In Scotland, UNICEF UK has child rights education campaigns for children in schools, health settings and local government.

The partnership with the CGF and the OC aimed to raise funds for UNICEF’s work in Commonwealth countries around the world and was showcased throughout the Opening Ceremony, ultimately raising in excess of £5 million for UNICEF to help put children first.

### 3.3.4. Child protection and safeguarding

The OC committed to safeguarding the welfare of children and adults at risk of harm who came into contact with, or were within, its workforce, spectators and athletes and technical officials and fully recognised its responsibilities for safeguarding.

To ensure this the OC worked in partnership with Children 1st and key Local Authorities to develop the Glasgow 2014 Safeguarding Policy, procedures and relevant training for the key client groups.

The safeguarding policy set out everyone’s responsibilities when working with or coming into contact with children and adults at risk of harm in the course of their normal duties.

In the development of the safeguarding policy and processes, the OC used the following principles to inform safeguarding arrangements:

Empowerment	Presumption of person led decisions and informed consent
Protection	Support and representation for those in greatest need
Prevention	Take action before harm occurs
Proportionality	Proportionate and least intrusive response appropriate to the risk presented
Partnership	Local solutions through services working with their communities
Accountability	Accountability and transparency in delivering safeguarding

Believing that:

- all children and adults at risk of harm, regardless of age, disability, gender, racial or ethnic origin, religious belief or sexual identity have a right to protection from bullying, harm or abuse
- the welfare of the child or adults at risk of harm is the paramount consideration and where appropriate commit to informing the appropriate organisations i.e. Police Scotland or officers in the relevant local authority when they believe a child or adult is at risk of harm

### 3. Living the values

The OC undertook to:

- treat children and adults at risk of harm with care, respect and dignity
- ensure that all workforce recognise that they are ambassadors of the Glasgow 2014 Commonwealth Games, and that they must act in accordance with the Glasgow 2014 Workforce Children and Adults at Risk of Harm Behavioural Guidelines
- ensure communication with children and adults at risk of harm is open and clear and that, where appropriate, records of communication are kept safely and securely
- appropriately identify and assess the risks of any activities arranged for/or involving children and adults at risk of harm and ensure FAs write procedures to reduce risk
- make a concerted effort to fully recognise the potential sources of child abuse and the fact that imagery plays a huge part in this and can be used for the purposes of abuse, child pornography and recognition of children in protection programmes
- provide suitable levels of support and training to all workforce consistent with their involvement with children and adults at risk of harm

And, through the policy, ensure that:

- all workforce were clear about the behaviour that was expected of them in line with the Glasgow 2014 Safeguarding Children and Adults at Risk of Harm Behavioural Guidelines. Failure to comply with the Guidelines was taken extremely seriously and could have resulted in action being taken under Glasgow 2014's disciplinary policy or in removal from a role
- specific members of the workforce responsible for ensuring this policy was adhered to received the appropriate training which ensured they understood the key elements of the policy and were fully aware of Glasgow 2014's behavioural guidelines when dealing with children and adults at risk of harm
- all workforce that had a specific responsibility to deal with any potential issues in connection with children and adults at risk of harm were given training to ensure they could identify and react to a specific situation and understood the supporting and communication processes as required.
- those Functional Areas where an FA level policy or operational procedure was required were provided with guidance from the OC and appropriate third parties.

Safeguarding was covered extensively throughout workforce training and in communications with teams and their Chefs de Mission. Specific safeguarding procedures were developed for those areas in which it was considered there was the greatest likelihood of interaction with children and adults at risk of harm, including the Queen's Baton Relay, the Sport team, and for the Ceremonies.

All workforce were made aware of the procedure for reporting any safeguarding concerns or incidents, which included identified safeguarding leads at venue level, escalation to a central decision-making body, and referral to Police Scotland as appropriate.

No safeguarding issues were escalated.

## 3. Living the values

### 3.3.5. Sustainability

The OC's obligation was to stage a Games with responsible sustainability standards which:

- Minimised impact on the environment and, where possible, sought opportunities that will enhance the environment
- Created a new generation of sporting enthusiasts in Glasgow, Scotland and throughout the Commonwealth
- Stimulated a positive social and economic impact from infrastructure development activities of the Games.

The aim was to deliver these aspirations by approaching delivery activity with a focus on sustainable development, specifically taking into account socio-cultural, economic and environmental considerations when and wherever possible.

A critical part of successfully delivering on these obligations was ensuring the OC delivered a truly sustainable Commonwealth Games; one that met recognised international standards.

In June 2014, the OC achieved certification to ISO20121: Event Sustainability Management Systems, the internationally-recognised standard for the implementation of sustainability at major events. Glasgow 2014 is the first Commonwealth Games to achieve this.

Launched in June 2012 and inspired by the London 2012 Olympic and Paralympic Games, the aim of ISO 20121 is to reduce the negative environmental, social and economic impact of major events by introducing a framework of sustainability measures right across the supply chain, from caterers to construction companies, and security specialists to stage builders.

Certification to the Standard put meat on our stated aims to make the Games as sustainable as possible, delivering something tangible that will have a lasting legacy for future Commonwealth Games, for Glasgow City Council and Glasgow Life, and for the Scottish events industry.

#### 3.3.5.1. Procurement

All OC contracts over £138,000 in value – the OJEU threshold – were heavily scrutinised by the Procurement and Contracts Review Group. The intention of this was to ensure contracts would be awarded to appropriate suppliers – those that could be relied on to adhere to the requirements of our Procurement Sustainability Policy.

The Supported Business sector provides employment to people with disabilities, and a potential pathway into the open labour market; as at June 2014, the OC had placed five contracts with four Scottish Supported Businesses worth around £1 million.

Successful contract winners included the Glasgow-based Royal Strathclyde Blindcraft Industries which provided a logistics workforce for the Athletes' Village, as well as producing curtains for use at the Games. The logistics contract included manual handling of materials at the Village, while the second contract was a specialist package including supply, installation and removal of curtains and blinds in the residential accommodation for Athletes and team officials.

#### 3.3.5.2. Food Charter

As part of its commitment to take proper account of the sustainability of food provided at the Games, the OC produced the Glasgow 2014 Food Charter in November 2013. The Charter signalled an intention to promote four themes:

- Sustainability and culture
- Resource and provision
- Diversity, consistency and health
- Standard practice.

The Charter set out a Food Sourcing Code which detailed the requirements for food that was to be procured for consumption at the Games, and ended with the way that waste is reduced – with an emphasis on re-use, then recycling of resources, prior to the processing of any residual matter.

The Charter also outlined support for Glasgow as a Fairtrade City, committing the OC and its suppliers to certified and ethical sourcing wherever possible. The Glasgow 2014 Food Charter created a new benchmark for the events industry in Scotland.

The Charter is available to read on the Glasgow 2014 website.<sup>11</sup>

<sup>11</sup> <http://www.glasgow2014.com/document/food-charter>

## 3. Living the values

### 3.3.5.3. Licensing and Merchandising

Suppliers to our Licensing and Merchandising programme committed to upholding the terms and principles of our Procurement Sustainability Policy as a condition of their contract. All suppliers on this programme undertook a self-audit in relation to the standards expected of them which was subsequently followed up by Venue Retail Limited (VRL), the OC's Master Licensee.

Beyond the Procurement Sustainability Policy and the standards it required, all suppliers in the programme also adhered to the terms of the Model Code of Conduct of the World Federation of the Sporting Goods Industry and the Supplier Ethical Data Exchange (SEDEX) Code of Conduct. Compliance was overseen by VRL who conducted multiple in-person visits to all suppliers in the programme.

In line with commitments to information disclosure and sustainable sourcing, the names and locations of all suppliers to the programme are published on the Glasgow 2014 website.<sup>12</sup>

One of these suppliers, United Costume Ltd, is located in Bangladesh. This supplier has been audited in line with the Bangladesh Accord on Fire and Building Safety and is listed on the Accord website.<sup>13</sup> Additionally, this supplier adheres to the Bangladesh Garment Manufacturers and Exporters Association's ethical export policies.

<sup>12</sup> <http://www.glasgow2014.com/document/licensing-and-merchandising-supplier-list>

<sup>13</sup> <http://bangladeshaccord.org/factories/>



## 4. Lessons Learned

Adopting a focus on human rights was the right thing for the OC to do: as a business, a buyer of goods and services, an employer, and as an organisation with significant reach and influence. Development of the *Approach* and an explicit commitment to a human rights agenda was not originally scoped in the OC's planning; what has been done has been achieved with no specific or additional resource. Consequently, there is no pretence that no mistakes have been made or that alternative approaches to specific pieces of work may not have worked as well or better.

However, by committing to a human rights agenda, the OC has helped to advance the issue of human rights and mega sporting event to some degree; it is incremental progress, but progress nonetheless, and it is surely an area to which mega sporting events in the future will devote ever-greater focus.

With that in mind, and in the spirit of knowledge transfer,<sup>14</sup> these thoughts on lessons the OC has learned through the process of developing the *Approach* are offered:

- An OC's human rights agenda should be owned centrally in order to provide drive and coordination but buy-in across the whole organisation is essential. Human rights considerations should be mainstreamed in a manner similar to risk management, health & safety and equality & diversity
- Support should come from the very top of the organisation – visible senior-level commitment will ensure that the issue is taken seriously and acted upon
- Commitment to a human rights approach is important; early commitment is crucial. This will allow human rights considerations to be explicitly built into planning (perhaps via a human rights impact assessment or audit) towards the start of an OC's lifecycle when its major programmes of work may still be relatively embryonic. This will also provide a baseline for future reporting
- Early planning will allow for specific routes to remedy to be developed or incorporated as a core element of other complaints or issue-reporting processes
- To ensure that all aspects of Games delivery are covered, all partners delivering aspects of the Games should be involved<sup>15</sup>
- Engagement with local and international human rights experts and the issuing of a standing invitation to constructively critique work has proved beneficial

- An OC has tremendous influence, particularly in terms of buying power, and small changes to procurement and tendering processes have the potential to make a big difference
- Various platforms are available to demonstrate values that matter: some of them can be created explicitly for that purpose, such as Beyond the Games, the conference by Glasgow 2014 with Beyond Sport and other partners;<sup>16</sup> and others may exist already and can be adapted – such as the 'Glasgow Kiss' moment in the Glasgow 2014 Opening Ceremony
- Doing the right thing is valuable in its own right. It can also bring additional benefits such as boosting morale and building stakeholder support.

There will be some who will continue to argue that the role of an OC is simply to deliver a sporting event; that is indeed its prime function. However, *what* is delivered is critical, but *how* it's delivered can be what really makes the difference.

As international sporting events increasingly move to consider how they can drive change and deliver a lasting legacy beyond the sport, it is surely inevitable that human rights and how people are treated will start to figure more and more; and if the Glasgow 2014 Commonwealth Games has contributed to that in even a small way, that is a legacy in itself.

<sup>14</sup> The CGF also operates a formal Commonwealth Games OC-to-OC Transfer of Knowledge scheme, to which Glasgow 2014 has contributed, including in respect of its work on human rights.

<sup>15</sup> Glasgow 2014 Games Partners were fully supportive of the *Approach* but timescales meant that a broader multi-partner project, beyond the OC, was not feasible on this occasion.

<sup>16</sup> <http://www.beyondsport.org/event/beyond-the-games/>

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