

Module 3. Measuring and reporting on impact

Unit 3.1. Understanding social and environmental impact of a sport (event) organiser

Definitions

Impact: the concept refers to the effect of a phenomenon on a particular territory, managed by an entity and/or a community. The result usually comes from injections or initial capitals. Taks *et al.* (2015) claimed that if an impact is sustainable, then this refers to the concept of legacy.

Leveraging is the strategic planning for event legacies. It refers to the way the event and its resources are exploited in order to produce desired effects (Taks *et al.*, 2015; Chalip, 2004; Schulenkorf and Edwards, 2012).

Legacy: Gratton and Preuss (2008) defined legacy as the planned and unplanned, positive and negative, intangible ('soft') and tangible ('hard') structures created through a sport event that remain in place after the event.

The legacy of sport events is multi-faceted. Chappelet and Junod (2006) have differentiated five types of legacies associated with mega sport events:

- sport legacy (e.g. developed sport offer and infrastructure).
- Urban legacy (e.g. re-use of sport infrastructure or development of the urban structure, as for example new districts).
- Infrastructural legacy (e.g. different types of networks from transport to telecommunications, which are renovated or developed for the event).
- Economic legacy (e.g. tourism outcomes, various investments, employment opportunities).
- Social legacy (e.g. the collective memory of an event).

Why measuring the impact of a sport?

Sport has a structural problem. The system is based on competitions between actors from different associations, cities, regions, and nations. The environmental and social impacts



of the industry are serious challenges for the entire sector.

Over the years, different whistle-blowers publicly expressed their concerns, and appealed to leaders to question the logic of consumption on which the industry is based. On the one hand, managers should examine the way in which sport in general is consumed, whether it is a spectacle or as a product. On the other hand, they should reconsider the structural model in force, by rethinking how the actors of the sports sector envisage the holding, organisation and management of sports events and competitions in the future.

Organising an event does not only mean delivering a spectacle. In fact, countless stakeholder groups such as local governing bodies (e.g. city, regional or national offices), social or environmental unions, NGOs and sport governing bodies (e.g. IOC, FIFA, UEFA, federations, clubs, leagues, etc.) are formally requiring the local organising committee of the event to conceptualise a sustainability strategy. An infinite number of regulations and policies has been formalised to guide the event planning. Additionally, multiple certification entities have been proliferating to assess the governance and adequate implementation of sustainable measures. All these frameworks and standards (e.g. ISO 20121) have been consolidated in order to reduce the negative impacts on the environment and, among others, to ensure the maximisation of social and economic benefits for the hosting city – through a transparent, accountable and ethical governing process.

In summary, organising an event is no longer about putting on a grandiose spectacle, but about an organiser's ability and capacity to reflect on the causes and consequences of organising the event, and to find solutions to mitigate its negative impact.

The multidimensionality of a sport (event) impact

Impact can be positive or negative. Analysing the potential impacts of an event or an organisation on a specific territory means to reflect on the following 5 aspects.

Human impact. Empower human capital and safeguard rights

A sport organisation is responsible for the working conditions of their workforce, which include questions such as the following:

- is there a safe working environment (safety and security)?
- Do workers possess the required knowledge or education (e.g. resources and training courses for future professionals in this field)?
- Are working hours respected (e.g. schedule or breaks)?
- What is the recruitment process for new staff or volunteers? Do they receive an adequate remuneration?
- Are people treated with dignity and respect?



Furthermore, every organisation should reflect on the empowerment of youth and other stakeholders in the local community and provide opportunities for skills development and volunteering through the event.

The [IOC Supplier Code](#) is a great document on how to frame the relationships with other stakeholders (IOC Supplier Code, 2022).

Economic impact: secure income and benefits for the local community

The evaluation of the gains and losses of the event, and/or a specific region where your organisation is established, are key elements of the economic impact. Various short-term and long-term benefits have been raised; therefore, an analysis of the local and regional value chain and business development in the local economy is essential (Crompton *et al.*, 2001; Chalip, 2004; Liu and Wilson, 2014).

The outcome of investments should contribute to local infrastructures and services (e.g. urban planning or improvements of existing sports facilities). Events also can play a role in accelerating the construction and renewal of particular infrastructure such as airport, bus and metro service, and so on. The [LOC of the Tokyo 2020](#) have reflected on such dimensions, as they were planning the Athletes' Village and other districts/ areas. More information can be found [here](#) (Development of the village and its urban planning for post-games period, 2020).

Sport events can provide benefits related to the promotion of tourism. A positive outcome linked to touristic activities could be the amount of money spent associated with the overnight stays (e.g. numbers of rented accommodation during this period, length of the stay), the revenues resulting for the shopping or the incomes from the catering services. Intangible economic value includes, for example, an enhanced positive image of the host city (e.g. maintaining a presence as a sports tourism destination, or expanding the market to host other kinds of events).

Yu (2021) analysed the economic impact of major sport events in the UK such as the impact on tourism of the Wimbledon tennis championships.

Governance impact: lead with exemplarity

Good governance ensures the integrity of an organisation's business practices, such as the sustainable procurement of materials used to build the stadium or merchandising and promotion products, the establishment of compliance rules, the examination of the supply chain (e.g. respect of social and environmental standards), the extent of freedom of expression and reporting (press and picture, etc.). Sport can also play a role in addressing injustice in local political systems, or even contribute to a change in policies



or laws.

Football Supporters Europe (FSE) have collaborated with the Centre for Sport and Human Rights (CSHR) and produced a [checklist](#) which aspires to ensure the respect for human rights standards (Games Time: Planning and Acting to Respect Human Rights in Mega-Sporting Events, 2020).

Finally, a sport event organiser can also choose to collaborate with specific charities and foundations to reinforce its commitment to address specific social or environmental issues, and/or to create fundraising opportunities for them. Good examples that illustrate these facts are the creation of the multiple foundations and trusts of the football clubs of the Premier League, as well as their collaborations with local associations. See for example: [The Chelsea Foundation](#), [Everton in the community](#) or [Barça Foundation](#).

Social impact: amplify inclusivity, promote culture and ensure public welfare

Social impact refers to the manner in which a sport (event) organiser prompts changes in the collective and individual value systems, behaviour patterns, community structures, lifestyle and quality of life (Taks, 2013). Firstly, the event or the organisation can play a role in changing the local sport habits, by promoting and introducing new and different types of sports, increasing participation in sport (e.g. new members) or by improving well-being. Secondly, it has the power to raise cultural understanding, influence people's beliefs, attitudes, norms, and values, strengthen the regional identity and sense of belonging, and contribute to the expansion of heritage. Thirdly, it benefits the development of the local community. It can bring additional services and goods, provide networking sessions and enable new collaborations, increase the employment rate, and facilitate social inclusion or enhance social cohesion. Finally, organisers have to ensure accessibility and inclusion of different social groups such as people with physical (e.g. bio-mechanical, deaf, visual impairment) or mental disability, migrants, or people with lower income.

Bargetm and Gouguet (2010) have proposed a model to quantify the social utility of a sport event.

A large number of projects, programmes and initiatives enhancing the social impact of football clubs across Europe can be found on the website of the [European for Development Network \(EFDN\)](#).

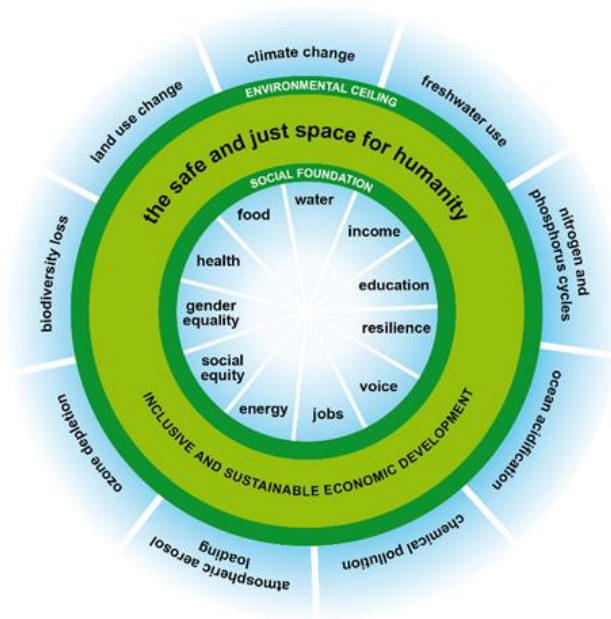
Environmental impact: innovate to protect our planet

Large-scale events can have a significant negative environmental impact, including GHG emissions, waste generation, and energy and water consumption. There is no doubt that climate change is affecting living conditions. In fact, Goldblatt (2020) reported that "climate change is touching every aspect of human life and global sport is no exception."



Literature states that planetary boundaries are human-caused perturbations of the ecosystem earth. If these planetary boundaries are exceeded, the risk of environmental change increases. Furthermore, Raworth (2012) combined social and environmental boundaries in her doughnut-model. This model, shown below, illustrates the space where humanity can thrive, pursuing a range of possible pathways that could deliver inclusive and sustainable development.

Figure 1. Doughnut model for planetary and social boundaries



From *A safe and just space for humanity: Can we live within the doughnut?*, by Raworth, K., 2012. https://www-cdn.oxfam.org/s3fs-public/file_attachments/dp-a-safe-and-just-space-for-humanity-130212-en_5.pdf.

Examples of (event) organisers' impact on society and the environment

Accessibility. CAFE- Center for Access to Football is the organisation, which promotes accessibility within European football. Clubs, foundations, or events can ask them to support and guide their journey to increase the accessibility in stadiums. Organisers must guarantee that everyone can take part in the activity. For example, many football clubs, such as SL Benfica, have increased the numbers of seats available for fans in wheelchair or with visual impairment, and they have enhanced their audio-description systems for supporters with hearing-impairment; even spots for guide dogs are reserved.

Inclusion. The programme Willkommen im Fussball initiated by the DFL Foundation and their partners has been set up to facilitate the inclusion and integration of young refugees across Germany. In fact, young boys and girls are supported by the various football clubs, which contributed to the initiatives by capitalising on their network, providing safe and



attractive learning spaces, and helping with their management competences. Youth can take part in employability curriculums, sport, and cultural or social activities. These synergies - football clubs, local institutions, and regional associations - have a great impact.

Discrimination. There is no place for discrimination in sports. Several initiatives like Show Racism the Red Card are promoting tolerance and social diversity on and off the pitch, by offering educational and informative materials or including football players in their communication campaigns. Moreover, the initiative !Nie Wieder is supported by the Bundesliga. Every year, a specific match day is organised to remember against anti-Semitism. Borussia Dortmund embodies perfectly how to raise awareness for this topic. The club organises conferences and match day advertising, and takes part in ceremonies.

GHG emissions. Givoni & Banister (2013) noted that motorised transport produces a lot of CO₂. This observation is shared by many organisations, such as the WWF (*Apprendre à se déplacer autrement*, n.d.). In the case of UEFA EURO 2016, the post-competition report showed a total carbon footprint of 2,825,000 tonnes CO₂-eq, of which 80 % (2,258,000 tonnes CO₂-eq) was generated by the stadiums, 19 % (539,000 tonnes CO₂-eq) by the participants (40 % road transport/41% air transport), and 1 % (28,000 tonnes CO₂-eq) by the operations. In total, the fusion of team and spectator transport amounted to 517,000 tonnes of CO₂-eq (Campelli, 2020). In addition, studies conducted in Germany (Wicker, 2019) or in the United Kingdom (Dosumu *et al.*, 2017) evaluate the carbon footprint related to spectator mobility. Dosumu *et al.* (2017) stated that transport remains a major aspect.

Air pollution. Watanabe (as cited in Campelli, 2020), a researcher at the University of South Carolina, found that the air quality index varied the day before an NFL game (+0.3 %), which is attributed to the large number of cars.

Biodiversity. During events, the International Union for Conservation of Nature and Natural Resources warns, among other things, about the risks that crowds trample natural areas, damage vegetation or habitat, disrupt wildlife, and provoke the loss of biomass. Moreover, lights or projectors can disorient animals. The traffic causes noise and vibrations, which could change animal behaviour or disturb their reproduction/nesting.

Settlements and wildlife. Sport infrastructure causes displacement of natural areas and, therefore, the loss of soil and plant/animal species. Measures to remedy fauna migration have been taken to accelerate the recreation of biotopes close to event location. Several football clubs, such as 1. FC Union Berlin or 1. FSV Mainz 05 have created spaces around the arenas to welcome bees (FC Union Berlin, n.d.). Other clubs, like Liverpool FC, have with their Academy planted over 900 trees, hedges, bushes, and wildflower plugs (Premier League, 2021).

Soil. Venues and the associated transport network are part of spatial planning. The



consequences of poor land management (destruction of fields/plantations, deforestation, etc.) have a significant impact. All stakeholders involved in decision-making processes are, therefore, responsible for green spaces. Consequently, a lot of organisations are compensating through reforestation activities and creating areas to restore the net gain for biodiversity (You play. We plant, n.d.).

Water pollution. Construction and maintenance of infrastructure affect water quality (e.g. use of chemicals). Good irrigation and drainage management are essential (c.f. category 'water efficiency' of the Sport Positive Leagues matrix) (Premier League, 2021).

Unit 3.2. How to quantify the impact of your event

Introduction

Major sporting events, over the years, have claimed to provide measurable benefits to the city hosting them. In fact, since 1980, academics have aimed at studying various short-term and long-term benefits of hosting major sporting events. These include economic development, tourism promotion, and host city image enhancement, among other elements.

However, there is no universally agreed framework for social impact analysis; it is generally considered to be multidimensional and could include both positive and negative elements. Positive legacy and impacts can include increased urban regeneration, infrastructure development, facilities, community pride, improved image and reputation, tourism and economic development, social, and cultural benefits. There also exist several negative impacts ranging from price inflation, inconvenience of life, crime concern, to climate change, carbon footprint and environment pollution.

That said, sports organisations, as well as scholars from around the world, are coming up with tools that aim to measure the impact of sport events. Mentioned below are some of the methods that take into consideration the varied nature of sports.

Measuring Key Performance Indicator (KPIs) in sport events

The Association of Summer Olympic International Federations (ASOIF) positions itself as a provider of added value to its members, the Summer Olympic International Federations (IFs), and for the Sport and Olympic Movement as a whole. In 2017, ASOIF started a 4-year study to provide an opportunity for ASOIF members to conduct an event impact evaluation (Common Indicators for Measuring the Impact of Events, 2021). This study aimed to aggregate the perspectives of key players in the sporting event evaluation industry, including IFs, host cities and commercial entities. It also aimed to establish a standard set of data points for event stakeholders to cost-effectively assess the value of events.

With this growth of event hosting, it has become common practice, for event owners and investing partners, to produce evaluation reports to demonstrate how their events have provided a return on investment.

With the exception of very large events, typically these evaluation reports have focused primarily on the economic impact from short-term tourism expenditure. However, partners investing in events are increasingly seeking to deliver on more than just financial



objectives. This applies to both public authorities, seeking to align events with policies, which positively impact on the lives of local populations, and commercial sponsors using events to contribute towards corporate social responsibility strategies. The challenge has become how event owners and investing partners demonstrate the value of events against these wider objectives in a meaningful, and cost-effective, way. Measuring the impact of events against social and environmental objectives, in particular, is complex and has resulted in a general lack of useful data on which partners can make investment decisions.

The International Association of Events Host (IAEH) has set out basic guidance for measuring the impact of events. ASOIF in collaboration attempted to consolidate relevant and easily available data in a clear way to ensure consistency of data gathering and reporting between events, with the intent of helping the industry, and demonstrate true value to investors and policymakers.

This report is designed to educate event professionals and provide them with a practical tool for gathering relevant data, and taking impactful decisions throughout the lifecycle of events. This includes a defined set of 30 'input', 50 'output', and 10 'outcome' Key Performance Indicators, from which rights owners and partners can gather data relevant to their own event objectives.

A long list of KPIs was then drawn up and mapped to all areas contained in the framework, based on the experience of the event rights-owners, event host organisations, academics, commercial research, and consulting providers. Although this method of evaluating impact of sports events is relatively new, it has managed to pull together all areas that are affected from the events. Some of the major KPIs are mentioned below.

- **Economic KPI** – To assess the economic impact on the host city or country from tourism and event related expenditures. The expenditures can vary from huge infrastructure cost to upkeep of an existing facility. This KPI will use inputs like number of days, number of events, number of athletes/nations participating, total budget amongst several other inputs to calculate the KPI in terms of budget surplus/deficit, financial impact from tourism, etc.

- **Image KPI** - This KPI takes into consideration the possibility of enhanced image of the host destination, growth in the customer base, and increased brand awareness. Using data from broadcast, social media, and press, whether the event was able to develop a positive image amongst fans via TV viewing, number of social media followers, etc. can be evaluated.

- **Social KPI** –Event organisers need to know if their event has positively benefited people's well being. Through parameters like number of volunteers, ratio between



male/female, engagement of LGBTQ/ disabilities, number of communities' outreach, etc., organisers can evaluate perceived benefits to the local residents. Another way of measuring social impact is to analyse other community outcomes like increase in employment, reduction in crimes, etc.

- **Sport KPI** – Any sports event must endeavour to promote sports in the city/country it is being hosted. Through this KPI, event organisers should measure the participation level of people in various sports/physical activities, after the completion of the event. Most of the sports events (mega or small) are organised with an aim to promote healthy living through increased participation in sports activities. Hence, it is imperative for event organisers to measure the impact the event is having on its residents.

- **Environment KPI** – How sporting events are impacting the environment has become a topic of immense consideration. Host countries are now required to provide detailed sustainability plans while submitting their bid documents for any small or big events. Impact in environment assessment is a growing topic, and it includes areas like energy plans, waste management, impact on landscape biodiversity, use of forest/natural land, etc. Calculating the net carbon footprint, the increase in green energy capacity, and the development of biodiversity areas is one of the KPI to measure the environmental impact of sports events.

Sports legacy, a true measurement of impact from a sport event

Once the closing ceremony is over, the Olympic Games leave a long-lasting impact on the city which has welcomed them. The Olympic legacy is first about human, social and cultural long-term benefits, as this event will remain in the minds of people for decades. Also, some new infrastructure remains, transforming part of the city and giving new opportunities to its inhabitants and visitors.

As the Olympic Games have grown to become the world's foremost sporting event, their impact on a host city and country has also increased. The International Olympic Committee (IOC) is convinced that the Games need to create more than just good memories from 16 days of competition. That is why Rule 2, Article 15 of the Olympic Charter states that an important role of the IOC is "to promote a positive legacy from the Olympic Games to the host cities and host countries."

The wish to stage sustainable Games has grown, and sustainability is now one of the core pillars of Olympic Agenda 2020. Recommendations 2, 4 and 26 clearly formalise this resolution to include sustainability in all aspects of the Games, starting from the evaluation of the opportunities and risks of each candidature.

Legacy and sustainability are interrelated and complementary, but distinct. While legacy refers to the long-term benefits, or outcomes, of putting the Olympic movement vision into practice, sustainability refers to the strategies and processes



applied in decision-making to maximise positive impacts and minimise negative impacts in the social, economic and environmental spheres.

These are complex subjects, as many of the benefits may not be visible until years later. Many will be dependent on continued support from local authorities once the Games Organising Committee has ceased to exist; and others may be difficult to measure or see, but are felt by the local population.

In order to simplify the candidature process and to create Games which are more flexible, easier to operate and less expensive, whilst also unlocking more value for host cities over the long term, the IOC is now applying “Agenda 2020/The New Norm”, a set of 118 reforms (see full report [here](#)), for all future Olympic Games. 90 measures will already be fully applied for the Summer Games in Tokyo 2020 (saving USD 4,3 billion), and all 118 reforms will be applied for Paris 2024. (Olympic Games impact and legacy, n.d.).

Another dimension to measuring the impact of the Olympic Games can be tagged to the country’s sporting performance. It has been observed that every host country has been able to put up their best performance whenever they have hosted the Olympic Games. China surpassed the United States in terms of number of gold medals, which was a significant milestone in the country's sporting history. Similarly, Great Britain was able to transform its entire sporting ecosystem with emphasis on medal-winning sports, and promoting sports at community level on the backdrop of hosting the London 2012 Olympic Games presents an interesting take on measuring the impact of hosting sporting events. If we look at the history of the Olympic Games, almost each host country has had their best performance at the Games whilst hosting the games in front of their home fans. However, not every country has been able to sustain this improved performance, which does raise the question if measuring sporting performance during the Olympic Games as the host country is a valid means of measuring the impact of hosting the event.

Qatar 2022: the most sustainable football world cup?

The FIFA 2022 World Cup to be held in Qatar offers an interesting case study in terms of measuring sustainable impact from hosting the tournament in Qatar. On the one hand, the Qatari government has been appreciated for implementing various sustainable initiatives like building GSAS 4-star rating stadiums (5 out of 8 venues), building dedicated metro lines to reduce vehicle movement, sustainable housing options – temporary floating hotels, developing an online course on sustainable events practices, etc. (FIFA World Cup 2022™ Sustainability Progress Report, 2021). However, on the other hand, the organisers have been criticised for abuse and exploitation of migrant workers who have been working tirelessly to build the stadiums, the roads, and the metro as well, to provide operations support during the event. Cases of forced labour, unpaid wages and excessive working hours have become synonymous with Qatar 2022, and were pointed out by many



human rights organisations like Amnesty International. Despite several legislative changes made by the Qatari government to protect these workers from exploitation, the implementation of these policies remains a challenge and, overall, the social outlook of the event remains extremely negative.

Whether Qatar 2022 will have a positive sustainable impact is going to be a topic of debate forever, as there is no accepted platform that measures the overall sustainable impact of a FIFA tournament. Looking at the precedence, every host country in collaboration with FIFA publishes their own post event impact report, which highlights various socio-economic achievements of hosting with little or new mention of the negative impacts.

Case of study Rugby World Cup, Cardiff 2015

In 2015, Cardiff Metropolitan University conducted a study to measure the social effects that major sporting events have on hosting cities, using the example of the Rugby World Cup held in Cardiff the same year (Schofield, 2017). This research aimed at ascertaining both the positive and negative social impacts of hosting a sports event. Among the positive impacts, creating an experiential atmosphere where the visitors enjoyed themselves leading to social cohesion ranked highest along with the increased popularity for the sport. The other positive social impacts included sports participation, pride, and an enhanced reputation for the host city.

The host city reputation can work both ways in these situations wherein, if the overall negative social impacts outweigh the positive ones, the reputation of the host city also suffers. In this scenario, among the negative impacts, there is pressure and resultant exertion on available resources. This refers to material resources such as hotel accommodation, transportation, stadium tickets, as well as the natural environment. The factors involve excessive waste, plastic, and carbon emission. An interesting and necessary argument put forth in this research is the need to mitigate the negative impacts and moving towards sustainable methods of hosting sports events, in order to protect and enhance the positive impacts further.

Sports events can also be a vessel of communicating and driving positive social change, given its wide reach. The potential impact of major sporting events on society, beyond the impact on the local community, is large. A synchronised effort through the sports' governing bodies, event hosts, partners, teams, players, legends and broadcasters to spread messages on social changes such as leadership, tolerance, equality, etc., can inspire people around the world to embrace the positive movements towards a more sustainable society. In fact, organisers of major sporting events have also communicated, as a part of its social messaging, the need to employ environmentally sustainable development methods in hosting these events.

Thus, one can see a clear pattern emerging from all the aforementioned case studies – measuring social impact for stakeholders is equally, if not more important than, the



financial benefit of hosting an event, as the social impact of an event translates to more long-term returns. Herein, social impact refers to the impact on the local community – people and environment. Thus, it is of paramount importance for sports events to take good care of the natural environment in which the event is hosted.



Unit 3.3. Capturing data and reporting on sustainability

Introduction

Since the beginning of the 21st century, our planet is experiencing an accelerated impact of years of exploitation of the environment, which has resulted in global warming and climate change. Understanding the need of acting to incorporate more sustainable practices across the industries, leaders from 196 countries agreed on a legally binding international treaty on climate change at COP 21, in Paris 2015. Building on that commitment, especially in the wake of the world recovering from the global COVID-19 pandemic, the conversation surrounding sustainability has steadily gained more traction globally. With most of the major events either postponed or cancelled entirely, sport was one of the most affected sectors. However, this forced hiatus also provided everyone to introspect and think about actions that need to be taken to make sporting organisations and events more sustainable. There is a growing understanding of the mutual dependency between sport and the environment within which the sporting event is hosted, played and executed. Thus, across its various stakeholders – internal and external – a concerted and unanimous movement towards sustainable sporting events is already the present, and should unquestionably be the future.

With sports organisations moving towards, making their events more sustainable, there is an increased demand from various stakeholders within the sports industry, to identify new innovative methods to capture data on sustainability. Identification of key parameters to measure and development of a standard reporting mechanism to evaluate the sustainable performance of sports organisations or sporting events has been a topic of discussion on many forums. In recent times, organisations, as well as scholars, are coming up with tools/methods that aim to evaluate sustainability impact in the sporting ecosystem. Some of the most widely followed methodologies to measure sustainability are mentioned below.

Global Reporting Initiative (GRI)

Global Reporting Initiative (**GRI**), through its Global Sustainability Standards Board (GSSB), set up the world's first globally accepted standards for sustainability reporting – the GRI Standards (The global standards for sustainability reporting, n.d.). Established as an independent operating entity under the auspices of GRI, GSSB members represent a range of expertise and multi-stakeholder perspectives on sustainability reporting.

Reporting, apart from contractual or compliance obligations, can identify and reduce



risks, seize new opportunities, and take action towards becoming a responsible, trusted organisation in a more sustainable world. Reporting on sustainability data also helps organisations quantify “its most significant impacts on the economy, environment, and people, including impacts on their human rights and how the organisation manages these impacts. This enhances transparency on the organisation’s impacts and increases organisational accountability.” (The global standards for sustainability reporting, n.d.).

The GSSB, in setting its sustainability reporting standards, also listed the various topics for data collection. These topics, on which a sports (or any) organisation must report, are known as material topics. They represent the organisation’s most significant impacts on the economy, environment, and people, including impacts on their human rights.

The International Olympic Committee (IOC) is an organisation that measures their sustainability KPIs against the GRI standards. The IOC, of course, functions as more than just an organisation. In fact, in their Sustainability Strategy of 2017 (IOC Sustainability Report highlights 2017, 2021), the IOC defined their responsibilities under three main umbrellas:

- the IOC as an organisation.
- The IOC as owner of the Olympic Games.
- The IOC as leader of the Olympic movement.

In its three roles, the IOC encompasses the five following focus areas:

- infrastructure and natural sites.
- Sourcing and resource management.
- Mobility.
- Workforce.
- Climate.

The example of the IOC is an interesting one in this perspective because it encompasses a wide variety of players within its jurisdiction. As charted in their spheres of responsibilities, the IOC is an organiser of events, has member federations under its wing, and is also a driver of a particular set of values through its movement.

In this context, any organisation setting out to define their sustainability goals across the various functional areas may find the IOC’s objectives as a good starting point. The IOC listed 18 objectives in the same report, and those represent elements corresponding to which data is collected and, subsequently, performance is measured in relation to sustainable development.

Among them, nine objectives correspond to the IOC as an organisation, and they are as follows:



- Design and construction of Olympic House (the new IOC headquarters building) to be certified according to nationally and internationally recognised sustainability standards.
- Increase energy efficiency of our buildings.
- Integrate sustainability in the sourcing of goods and services, including those from TOP partners and official licensees.
- Achieve a measurable reduction in waste quantities.
- Reduce the IOC's travel impact (business travel for IOC staff, members and guests; vehicle fleet; staff commuting; freight).
- Further increase staff diversity, in particular with regard to gender and geographical diversity.
- As part of IOC@work2020, further develop a wellness programme to promote healthy and active lifestyles at the IOC.
- Achieve carbon neutrality, by reducing direct and indirect greenhouse gas (GHG) emissions, and by compensating emissions as a last resort.
- Include sustainability in corporate events.

Environmental, social, and governance (ESG) criteria

ESG, which stands for environmental, social, and governance (ESG and Sustainability, 2021), is another method of data collection and reporting on sustainability. These three topics, however, cover a broad remit, once brought into a report. It gives a top-level understanding of how socially responsible an organisation is.

Although an ESG report covers three major areas, several aspects within an organisation are focused on within the structure of its mission statement. These include environmental, social and governance.

Environmental

When looking at the ESG report, the environmental impact of the organisation is strictly reviewed, looking at factors such as the following:

- the company's energy use, which can include traditional aspects such as travel and factories, but in more modern times consists of the use of cloud servers and digital infrastructure.
- If the organisation is contributing to pollution in local areas and worldwide.
- The treatment of wildlife from either testing or destruction of natural habitat.
- The output of carbon monoxide into the ozone layer.

These factors are continuously in flux, due to the ever-changing environmental and political environment. An example of this would be that, if an organisation that begins using potentially harmful materials that impact the environment, it must have plans to



deal with, and mitigate the potential damage caused.

Without this in place, investors and the public will view the company as detrimental to the world and potentially not invest.

Social

The social aspect of the ESG report refers to the organisation's activity regarding their internal practices, local involvement with non-profit organisations. Examples of this activity are the following:

- diversity within their hiring.
- Creating an inclusive environment for employees.
- Dealing with customer.
- How they impact their local community through charitable efforts.

Showing deep-rooted care in social responsibility and social issues positively impacts an organisation's reputation and hiring ability. If it can become a place for employees to feel valued, then longer retention can be achieved.

Governance

Governance regarding ESG reporting refers to how well an organisation is structured and run. This can refer to both the internal teams, such as reviewing if it is working towards the most recent industry trends, and if there is a secure chain of governance that assists in large-scale decision-making - as well as research on board members to ensure there are no conflicts of interest that may harm the business or allude to any illegal collusion.

Why is ESG reporting important?

As previously stated, a business's social responsibility is becoming the prevalent factor in the eyes of both the consumer and investor. These factors can be broken down into three significant aspects.

- **Accountability**

ESG reporting gives a chance for key decision-makers such as the board of directors or investors to be held accountable for their stance on ESG issues. This allows for actionable results to happen, which will help positively impact the business.

Without accountability, organisations have the potential to be outspoken about positive change; however, do not change behaviours to match this. Regarding ESG issues, this is referred to as 'greenwashing', which is seen as highly damaging.



- **Usage in the sporting organisation**

An organisation that leverages ESG standards to measure performances of countries, clubs in football, in terms of adopting sustainable practices in sports, is RESPONSIBALL. Since 2011, RESPONSIBALL has been publishing an annual ranking, and their reach is increasing every year. It measures, evaluates, and promotes sports clubs, in terms of environmental sustainability and social behaviour (Football Clubs are more than just sports clubs, n.d.).

It is a pool of ideas for clubs that want to get involved and improve. In bringing together these ideas of good sustainable practices together, it allows a community of good practitioners to join forces, allowing sports clubs to work in harmony with their community and environment. It further allows sports clubs to compare their practices with those of other clubs, and encourages them to chart their own roadmap to a more sustainable future, environmentally and socially.

SPORT4REFUGEES is another initiative launched at the RESPONSIBALL, to support sports clubs and associations in their efforts to welcome people with a migration background, and to integrate them into sports. This initiative provides clubs with learning materials, and practical guides to make their clubs more socially inclusive, and thus creating a bigger impact in the society to deal with the growing migration crisis from different parts of the world due to war, conflicts, and even climate change.

- **ISO 20121 Certification**

ISO 20121 offers guidance and best practice to help organisers manage their events and control its social, economic and environmental impact (ISO 20121, Sustainable Events, 2012). Every action counts, from relying on tap water instead of plastic bottles, to encouraging use of public transport. For example, installing dispensers for security personnel at sports stadiums instead of providing water in plastic bottles. It not only helps in cutting unnecessary costs, but also reduces waste.

ISO 20121's flexible approach means that it can be used for all types of events, from music festivals to school outings and, of course, sports events.

The standard has been developed with input from many different stakeholders, including representatives from the event industry, to make it practical and useful. It addresses all stages of an events' supply chain, and includes monitoring and measuring guidelines.



Unit 3.4. Good practices and pitfalls in measuring and reporting sustainability

A key to incorporating sustainability in the operational principle of sports events/organisations is to understand what elements to be mindful of. The same, as established, corresponds to the various data collection points in relation to sustainable development. With knowledge of data collection and the corresponding reporting methodologies, it is important to now understand what some of the good practices and pitfalls are, in measuring and reporting sustainability. Some of the widely accepted good practices in measuring sustainability are highlighted below.

Universality of Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015, as a universal call to action to end poverty, protect the planet, and ensure that, by 2030, all people enjoy peace and prosperity (The 17 Goals, n.d.). In sporting context, various organisations have used the SDGs as their preferred method to measure their sustainability performances. Agenda 2030, the outcome document that contains the SDGs, recognises sport's role in addressing them: "Sport is also an important enabler of sustainable development" (What is sport's role in addressing the sustainable development goals?, n.d.). However, some also expressed disappointment in that sport was not mentioned in the goals, targets and indicators. Thus, while the recognition of sport is positive, there are no dedicated commitments to sport in the SDG framework.

The Kazan Action Plan is the most important sport policy document related to the SDGs, identifying 10 SDGs and 36 targets to which sport can contribute. The Commonwealth Secretariat, UN agencies, and other stakeholders have played an important part in advising governments and the wider sport and development community on how best to align sport policies to the SDGs and other priorities. The Kazan Action Plan was widely ratified and encourages governments to commit to three key areas: ensuring inclusive access to sport for all; promoting sport as a tool for sustainable development and peace; and protecting the integrity of sport (Kazan Action Plan, 2017).

The Kazan Action Plan, along with Commonwealth policy guidance, prioritises 10 SDGs to which sport can contribute most significantly. These are the following:

- health (SDG 3)
- Education (SDG 4)
- Gender (SDG 5)
- Decent work and economic growth (SDG 8)



- Equality (SDG 10)
- Sustainable cities and communities (SDG 11)
- Sustainable consumption (SDG 12)
- Combating climate change (SDG 13)
- Peace, justice and strong institutions (SDG 16)
- Partnerships for the goals (SDG 17)

The Kazan Action Plan identifies 36 specific targets that are relevant to sport for the 10 SDGs above. Prior Commonwealth (2017) policy guidance identified 27 targets related to 6 SDGs.

Nonetheless, the SDGs and associated targets provide a global framework and a clear opportunity for the sports sector to clarify its role in international development, and maximise that role. Creating common tools and shared protocols for measurement is key to doing that successfully.

A number of global organisations shape global sports policy, including intergovernmental agencies such as the United Nations, civil society groups, the private and academic sectors, and many more. The adoption of the Sustainable Development Goals (SDGs) has provided a common reference point for sport policy.

The Commonwealth Secretariat has been involved in leading international efforts to maximise the contribution of sport to sustainable development through its sport policy guidance to member states. It has extensively researched the contribution that global sports policy can make to the SDGs and consulted with a range of experts. The universal adoption of the SDGs and recognition of sport within Agenda 2030 provide an opportunity for sport to contribute to sustainable development, and to establish common and coherent approaches across the sport policy landscape.

One factor that contributes to these inconsistencies is that organisations in sport for development and peace (SDP) identify with this movement differently from other (traditional) sports practitioners. The latter may deliver sport in a community setting, but be unfamiliar with terms such as sport for development and peace, or sport and development related rhetoric, though they may use sport for broader development outcomes. The SDP term (and related terms such as sport for good, sport and development and sport for social change) are now variously applied. Descriptions range from talk of a separate 'SDP sector' – suggesting a fundamental distinction from the wider sports sector – to the more modest use of the term to describe a set of good practices or methodologies that can be applied successfully by any practitioner using sport within a development context. The confusing use of terminology can often lead to unclear or convoluted policy discussions.



Nonetheless, as already outlined, the SDGs and associated targets are a global framework that allow the various players within the sports industry to maximise their involvement in, and returns from participating in sustainable development.

Green Events Tools (GET)

Green Events Tool (GET) is an integrated web-based assessment platform that can be leveraged by organisers (federations/third-party organisers such as LOCs/smaller independent bodies, etc.) to evaluate the sustainability and environmental performance of their events. The environmental performance of a sporting event, through this UN-backed methodology, is analysed based on reporting data under three focus points – sustainability practices, greenhouse gas (GHG) emissions, and green building practises.

The second focus point assumes paramount importance for a sports event, and GET helps organisers in calculating the carbon footprint of an event. Based on the data reported by the organisers, the carbon footprint is categorised into avoidable and unavoidable emissions. While alternatives are sought for the avoidable carbon emissions through sustainable practices, organisers are encouraged to offset unavoidable emissions using recognized carbon credits from different certified bodies.

In terms of sustainable practices, the sustainability event checklist of GET evaluates sports events based on data from 10 sustainability dimensions, which include organisational management, communication and marketing, supply chain, event management, social aspects, climate action, indoor environmental quality, energy, and water and waste.

In sports events, the activities or elements for which GHG emissions are measured include venue, air travel, ground transportation, communication, audio/visual, production/exhibition, accommodation, and catering.

Ecological footprint (EF)

Another approach to data collection and reporting on sustainability for sporting events is the ecological footprint (EF) (<https://www.footprintcalculator.org/home/en>) analysis, as detailed by Andrea Collins and Andrew Flynn in their 2008 paper (*Measuring the environmental sustainability of a major sporting event: a case study of the FA Cup Final*).

“The starting point of the EF concept is that there is a limited amount of bioproductive land on the earth to provide for all human resource demands” (Collins, Flynn: 2008; pg 754).. Thus, sustainable development requires that every individual live within the carrying capacity of the earth, allowing economies to develop whilst still ensuring that human needs are met. The EF is an aggregated indicator of global environmental impact, and is measured using a standardised area unit equivalent to a world average productive



hectare or 'global hectare' (gha), which is usually expressed in global hectares *per capita* (gha/cap).

This approach was used to calculate the environmental sustainability of the 2004 English FA Cup final, which was hosted by Cardiff's Millennium Stadium (now Principality Stadium). The report showed that the impact of the total EF of an average visitor to the event to be eight times higher than that of the average Cardiff resident for the same duration (one day). The major contributing factors to the high EF were visitor travel, visitor food and drink consumption, and visitor use of fixed assets (including the stadium itself).

Reports from the data collected suggested that the FA Cup final of 2004 generated a total of 59.2 tonnes of waste, of which 62.3 % was glass, 18.3 % food waste and 13.9 % paper and card packaging.

Thus, for major sporting events, even the number of visitors, how they travel to an event, the types of food and drink they consume, and the wastes they produce can generate significant ecological impacts, and are very relevant data points for reporting on sustainable development.

Overall, data collection points for reporting on sustainability can be categorised into the following:

- recorded data - Financial data, environmental parameters like recycled materials used, economic performance, amounts of waste in different categories, effluent discharged, etc.
- Calculated data - Environmental parameters such as emissions, social parameters like gender and age ratios of the workforce, economic performance parameters like taxes, etc.
- Qualitative data - Non-numeric data such as indirect economic impacts, biodiversity related information supplier, social and environmental assessments, trainings, community programs, policies, principles, organisation description, locations of a company at risk of unethical practices, etc.

Drivers, pressures, states, impacts, responses (DPSIR) framework



A useful tool to reflect and analyse the important and interlinked relationship between social and environmental factors could be the DPSIR framework (DPSIR (Drivers, Pressures, States, Impacts, Responses, n.d.)). The model is an analytical framework for assessing complex natural resource issues and to support good natural resource management and policy. The model helps policymakers to address complex problem situations.

The DPSIR framework was developed by the European Environmental Agency; it also has been used by the United Nations, and adopted by the US Environmental Protection Agency (EPA) in the Sustainable Puerto Rico initiative.

This system-thinking framework assumes cause-effect relationships between interacting components of social, economic, and environmental systems. After this primary reflection, solutions could appear. The DPSIR conceptual framework is a useful tool for workshops and meetings. It motivates discussions and brainstorming among participants.

Driver

Social, demographic, and economic developments in societies, and the corresponding changes in lifestyles, overall consumption levels and production patterns.

Pressures

Pressures lead to human activities such as transport or food production, i.e. meeting a need. These human activities exert 'pressures' on the environment, due to production or consumption processes, which can be divided into three main types: excessive use of environmental resources; changes in land use, and emissions to air, water and soil.

States

As a result of pressures, the state of the environment is affected, that is, the quality of various environmental components (air, water, soil, vegetation, wildlife, etc.) in relation to the functions that these components perform.

Impacts

Changes in state can have environmental or economic 'impacts' on the functioning of ecosystems, their survival capacities, and ultimately on human health and on the economic and social performance of society.

Responses

A 'response' by society or policymakers can address any part of the DPSIR chain, whether it is on the driving forces (D), pressures (P), states (S) or impacts (I), with the aim of improving the situation.



Pitfall – The diverse sports ecosystem

Capturing data on sustainability for sports organisations/events can be extremely challenging, as every sport has its own unique characteristics and requirements. For example, a football match is mostly played on natural grass, which requires various natural processes to maintain the quality of the playing field. On the other hand, field hockey is played on an artificial turf, which does not need any natural grass upkeep processes, but needs higher water usage to keep the playing field as per required standards. This difference elevates further when one starts analysing winter and summer sports. Winter sport's dependence on natural factors like snow, temperature, etc., is significantly higher in comparison to the majority of summer sports.

Sustainability is one of the three pillars of the IOC's Road map for the future, Olympic Agenda 2020, and features prominently in its continuation, Olympic Agenda 2020 + 5. The IOC's sustainability strategy aims to ensure the Olympic Games are at the forefront in the field of sustainability, and that the Olympics be sustainable is a requirement laid down in the contract between Olympic host cities and the International Olympic Committee (IOC).

However, despite all its efforts, the International Olympic Committee (IOC) has been unable to develop a standard method to measure the sustainability performance of the Olympic Games. Every Olympic Games now claims to be sustainable, but all equally fail to provide a coherent definition or model for an independent evaluation. The IOC made an effort in the early 2000s to set up a coherent measurement of the impacts of the Olympic Games in each host city over a period of more than ten years, in an attempt to foreground sustainability objectives. Only the Winter Olympics in Vancouver in 2010, however, completed the full cycle of this so-called Olympic Games impact study, and it was subsequently abandoned in 2017. The few independent attempts to evaluate the sustainability of the Olympic Games, and of mega-events more generally, are limited to one edition of the event and operate with incommensurable models that make longitudinal comparisons impossible. Therefore, it can be said that sustainability remains an elusive concept in the Olympic Games, and in mega-events more generally.

Lack of data and accuracy

Another factor that makes reporting extremely challenging in measuring sustainability is the lack of data and its accuracy, especially in the developing countries. Many developing countries in Asia, Africa, and South America have, in recent times, shown tremendous growth in the sporting world. However, most of the countries in these regions lack awareness on this topic, as a result of which there is very little to no data available in regards to sustainable impact from various competitions held in these countries.

India, in this regard, represents a very interesting case study as in the last decade, it has



emerged as one of the most lucrative sports markets for varied sports like cricket, football, kabaddi, etc. Many of these multi-city sporting events are organised on a grand scale, drawing interest from fans, sponsors, and media, but with very little emphasis on measuring the sustainability footprints. Most of these tournaments involve extensive use of air travel, use of unsustainable products like plastic, non-biodegradable branding material, high-energy usage, etc. In a nutshell, although India is showing rapid progress in its sporting ecosystem, it is also becoming one of the biggest contributors of unsustainable practices in the sporting world. Similar stories can be replicated to other developing countries, where development of sporting culture is fuelled by practices, which are severely dangerous for the environment.

The global ranking on ESG by RESPONSIBALL highlights both points – lack of data and India's sporting paradox (Football Clubs are more than just sports clubs, n.d.). In its latest ranking, data from only 23 countries are available, with India lying at the bottom. Ranking for only 23 countries clearly suggests that there is a genuine case of lack of data to measure the ESG parameters on sustainability. However, as major sports organisations like the IOC, FIFA upscale their efforts to promote sustainability, the future looks more promising for the sporting industry.

Additional content about DPSIR

- Article - An article about DPSIR:

DPSIR (Drivers, Pressures, States, Impacts, Responses). (n.d.). Learning for sustainability. <https://learningforsustainability.net/mwa/dpsir/>.

- Video - A theoretical approach to DPSIR by Vietnam's Food Safety and Environmental Agency:

Wageningen University & Research [Food Safety and Environmental]. (2020). *1.3.3 DPSIR* [YouTube]. <https://www.youtube.com/watch?v=ZZi5Y6iBm1Y>.

- Use case & example report - An example (with video) learn how UNEP/International Resource Panel used a drivers, pressures, state, impact, response (DPSIR) framework to assess how global scale drivers are pushing the development of land-based activities (pressures), which, in turn, affect the quality and availability (state) of coastal resources:

Governing Coastal Resources - Implications for a Sustainable Blue Economy. (2021). UN Environment Programme. <https://www.unep.org/resources/publication/governing-coastal-resources->



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