



INTERNATIONAL
OLYMPIC
COMMITTEE

HOST CITY CONTRACT OPERATIONAL REQUIREMENTS

JUNE 2018





Host City Contract - Operational Requirements

June 2018

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Erratum (10 October 2018)

This document was first published on 2 July 2018. It has been modified on 10 October 2018 to include the following corrections:

Page 24, ACM 04 – Stakeholder Accommodation Requirements table

Stakeholder Group (SG)	Subgroup	Population	# Rooms (Winter)
Media	Rights Holders Hospitality	Rights Holders Hospitality	750
	Broadcasters Production	OBS Production	40,500
		Rights Holders Production	10,000
	Written and Photo. Press	World News Agencies	2,500
Individual written and photographic press			
Totals			23,860

Page 38, 4. Brand, Identity and Look of the Games – Introduction

“More information on the topics covered in this section is available in the Olympic Games Guide on Brand, Identity and Look of the Games, the following annex and any cross-referenced documents listed within them:

- ~~BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG, Olympic Torch Relay and Marketing Partners’ Workforce at the Olympic Games Uniform General Rules for OCOG, Olympic Torch Relay and Service Providers.~~”

Page 40, BIL 10 – Dual branding

- “Wherever possible, and in particular in Back-of-House (BOH) areas and operations (e.g. ~~workforce uniforms, fleets, etc.~~) except on the FOP, apply dual branding to simplify the transition, subject to IOC and IPC approval.”

Page 41, BIL 17 – Uniforms

- “Based on the BIL Annex 1 – ~~Specifications on IOC Uniform Guidelines for OCOG, Olympic Torch Relay and Marketing Partners’ Workforce at the Olympic Games Uniform General Rules for OCOG, Olympic Torch Relay and Service Providers~~, submit the OCOG uniform branding guidelines and uniform designs to the IOC for approval in advance of production.”

Page 221, Annexes

- “BIL Annex 1 – ~~Specifications on IOC Uniform Guidelines for OCOG, Olympic Torch Relay and Marketing Partners’ Workforce at the Olympic Games Uniform General Rules for OCOG, Olympic Torch Relay and Service Providers~~ (June 2018)* ”
- “CER Annex 2 – Specifications on Victory Ceremony Staging and Announcements Scripts (June 2015 2018) * “
- “CER Annex 3 - Specifications on Protocol Elements for Ceremonies (June 2018) * ”



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Acronyms

Acronym	Definition
AAA	Accommodation Allocation Agreement
AHU	Air Handling Unit
AIOWF	Association of International Olympic Winter Sports Federations
ANOC	Association of National Olympic Committees
ASOIF	Association of Summer Olympic International Federations
ATM	Automated Teller Machine
ATR	Authorised Ticket Reseller
ATV	All Terrain Vehicle
AV	Audio-visual
BI	Background Instrumental
BIO	Broadcast Information Office
BMS	Building Management System
BOH	Back of House
BV	Background Vocal
CAD	Computer-aided Design
CAS	Court of Arbitration for Sport
CATV	Cable Television
CCR	Commentary Control Room
CCTV	Closed Circuit Television
CD	Compact Disc
CEO	Chief Executive Officer
CIE	<i>Commission internationale de l'éclairage</i> /International Commission on Illumination
CIS	Commentator Information System
CRI	Colour Rendering Index
CRM	Customer Relationship Management
CT	Computed Tomography
CV	Coefficient of Variation
D&O	Directors and Officers
DCAS	Detailed Competition Activity Schedule
DCO	Doping Control Officer
DD	Detailed Design
DDA	Different Discipline Athletes
DDP	Domestic Dignitary Programme
DDS	Direct and Dedicated Services
DOS	Directory of Services
DRM	Delegation Registration Meeting
DSLA	Detailed Service Level Agreement



Acronym	Definition
DVD	Digital Video Disc
EB	Executive Board
EBU	European Broadcasting Union
EMR	Electronic Medical Record
ENG	Electronic News Gathering
ET	End Title
FFE	Furniture, Fixtures and Equipment
FOH	Front of House
FOP	Field of Play
FX	Foreign Exchange
GAISF	Global Organisation of International Sport Federations
GDP	Games Delivery Plan
GR	Glare Rating
HCC	Host City Contract
HLD	High Level Design
HOG	Head of Government
HOS	Head of State
HSSM	High Speed Slow Motion
HVAC	Heating, Ventilation and Air Conditioning
IBC	International Broadcast Centre
iDCO	International Doping Control Officer
IDP	International Dignitary Programme
IEC	International Engineering Consortium
IESNA	Illuminating Engineering Society of North America
IF	International Federation
IMGA	International Masters Games Association
INFO+	Games Information System
IOC	International Olympic Committee
IOPP	International Olympic Photo Pool
IP	Intellectual Property
IPC	International Paralympic Committee
IPP	Internationally Protected Person
IPR	Intellectual Property Rights
ISO	International Organisation for Standardization
IT	Information Technology
ITA	International Testing Authority
ITO	International Technical Official



Acronym	Definition
ITVR	International Television and Radio
IUCN	International Union for Conservation of Nature
JMPA	Joint Marketing Programme Agreement
JOOG	Joint Operators Olympic Group
JSF	Joint Steering Forum
KPI	Key Performance Indicator
LAN	Local Area Network
LED	Light Emitting Diode
LOC	Local Organising Committee
MBC	Mountain Broadcast Centre
MHE	Materials Handling Equipment
MMC	Mountain Media Centre
MOC	Main Operations Centre
MOU	Memorandum of Understanding
MPA	Marketing Plan Agreement
MPC	Main Press Centre
MPCP	Marketing Partner Coach Programme
MRI	Magnetic Resonance Imaging
MS	Master Schedule
MT	Main Title
MVA	Mega Volt Amp
NADO	National Anti-Doping Organisation
NF	National Federation
NOC	National Olympic Committee
NPC	National Paralympic Committee
NTO	National Technical Official
OB	Outside Broadcast
OBO	Olympic Broadcast Organisation
OBS	Olympic Broadcasting Services
OCOG	Organising Committee for the Olympic and Paralympic Games
OCS	Olympic Channel Services SA
ODF	Olympic Data Feed
OFA	Olympic Family Assistant
OFH	Olympic Family Hotel
OGKM	Olympic Games Knowledge Management
OGLM	Olympic Games Learning Model
OHR	Olympic Hotel Rate
OIAC	Olympic Identity and Accreditation Card
OIS	Olympic Information Service
OLC	The Olympic Club



Acronym	Definition
OPP	Occasional Presentation Position
ORIS	Olympic Results and Information Services
OSC	Olympic Studies Centre
OTR	Olympic Torch Relay
OVEP	Olympic Values Education Programme
OVP	Olympic Village Plaza
OZ	Operational Zone
PCC	Protocol Coordination Centre
PEQ	Paralympic Entries and Qualification
PFA	Paralympic Family Assistants
PFH	Paralympic Family Hotel
PHC	Paralympic Hospitality Centre
PHR	Paralympic Hotel Rate
PJMPA	Paralympic Joint Marketing Programme Agreement
PNS	Paralympic News Service
POE	Port of Entry
PQ	Power Quality
PR	Project Review
PRIS	Paralympic Results and Information Services
PSA	Pedestrian Screening Area
PSLA	Principle Service Level Agreement
PTR	Paralympic Torch Relay
RF	Radio Frequency
RGB	Red/Green/Blue
RHB	Rights-Holding Broadcaster
RO	Responsible Organisation
RTDS	Real-time Data System
RZ	Residential Zone
SDA	Same Discipline Athlete
SDP	Sport Delivery Plan
SEO	Search Engine Optimisation
SEQ	Sport Entries and Qualification
SGH	Stakeholder Group Hotel
SHR	Stakeholder Hotel Rate
SIC	Sports Information Centre
SLA	Service Level Agreement
SMP	Sustainability Management Plan
SRS	Ski Racing Suppliers Association
TER	Telecommunications Equipment Room
TLCI	Television Lighting Consistency Index



Acronym	Definition
TOC	Technical Operations Centre
TOP	The Olympic Programme
TSP	Ticketing System and Service Provider
UG	Uniform Gradient
UK	United Kingdom
UN	United Nations
UPS	Uninterruptible Power Supply
USD	United States Dollars
VAPP	Vehicle Access and/or Parking Permit
VAPPS	Vehicle Access and/or Parking Permit Scheme
VCP	Vendor Certification Programme
VD	Visual Dance
VI	Visual Instrumental
VLAN	Virtual Local Area Network
VMC	Venue Media Centre
VOP	Venue Operating Plan
VS	Visual Source
VSA	Vehicle Screening Area
VUA	Venue Use Agreement
VV	Visual Vocal
WADA	World Anti-Doping Agency
WBB	World Broadcaster Briefing
WBM	World Broadcaster Meeting
WFSGI	World Federation of the Sporting Goods Industry
YOGOC	Youth Olympic Games Organising Committee



Foreword

I. Purpose and relationship with other documents

a) The New Norm

Following the recommendations of Olympic Agenda 2020, the International Olympic Committee (the “IOC”) Executive Board and IOC Session adopted a report entitled the “Olympic Games: The New Norm” in February 2018. It includes over one hundred practical measures aimed at reducing the cost and complexity of the Olympic and Paralympic Games delivery model and covers the entire lifecycle of a Games edition from candidature to organisation and legacy.

The Host City Contract – Principles 2026 (the “HCC - Principles”) and Host City Contract – Operational Requirements 2018 (the “HCC - Operational Requirements”) reflect changes generated by the “New Norm” providing greater flexibility and enhanced assistance and support from the IOC and the Olympic Movement stakeholders. The HCC - Operational Requirements 2018 are a first step towards the full implementation of the New Norm, a process that will continue in the years to come. In relation to the areas addressed in the HCC - Operational Requirements, the IOC and other Olympic Movement stakeholders will closely collaborate with the Organising Committees for the Olympic and Paralympic Games (the “OCOG”) to identify innovative solutions and customise requirements to better reflect the local context in order to achieve the objectives of the New Norm, i.e. to make the Olympic Games delivery cost-efficient and effective. To effect this, the New Norm encourages OCOGs to leverage the expertise and capabilities of local event or venue operators, the IOC and its controlled entities, the International Federations (the “IFs”), the National Federations (the “NFs”), the Marketing Partners and other third parties having relevant experience.

b) The Host City Contract

This HCC - Operational Requirements document forms an integral part of the Host City Contract (the “HCC”) for each edition of the Olympic and Paralympic Games. The HCC is the contract concluded between the IOC and the city elected to host the Olympic and Paralympic Games (the “Host City”), the National Olympic Committee of the Host Country (the “Host NOC”) and the OCOG. In accordance with the Olympic Charter, other signatories to the HCC such as the regional or national governments can be added, where appropriate according to the specific context of a Games project. In such case, this HCC - Operational Requirements document shall also apply to any such additional signatories, in accordance with the terms of the HCC - Principles.

The HCC is designed to ensure that all parties understand and agree to a specific set of responsibilities that guarantee successful Olympic and Paralympic Games and, create a beneficial legacy for the Host City and the Olympic and Paralympic Movements.

In accordance with the HCC - Principles, the OCOG is the entity created by the Host City and the Host NOC shortly after their election in order to carry out all operational aspects of the planning, organising, financing and staging of the Games. Taking this OCOG responsibility into account, the HCC - Operational Requirements focuses on the delivery of the different Games-related requirements by the OCOG. However, a combined effort and close cooperation by the OCOG, the Host City and the Host NOC, as well as Host Country Authorities or other delivery partners in the Host Country, having provided guarantees during the candidature process, are essential to the success of the Games.



The HCC must be performed in accordance with the Olympic Charter. The Olympic Charter is the constitutive document of the Olympic Movement. As such, it defines the fundamental principles of Olympism and the rules and bye-laws adopted by the IOC. It governs the organisation, actions and functioning of the Olympic Movement and establishes the framework for the celebration of the Olympic Games.

c) General structure of the HCC for each Games edition

For each edition of the Olympic and Paralympic Games, the HCC consists of the following documents and commitments, which are all binding on the Parties and which, in case of any conflict or discrepancy, will apply in the following order of precedence:

- **HCC - Principles** related to that specific edition of the Games, including all appendices thereto. The HCC - Principles sets forth the general principles governing the relationship between the IOC, the Host City, the Host NOC and the OCOG, as well as their respective financial and contractual responsibilities. It also provides the details of the IOC's contribution to the success of the Games and the key elements necessary for the preparation and delivery of the Olympic Games. All provisions of the HCC - Principles apply to the HCC - Operational Requirements. It is therefore important to read the HCC - Operational Requirements in parallel with the HCC - Principles of the relevant Games edition, as all requirements and deliverables described herein shall be performed in compliance with the terms and conditions of the HCC - Principles. All capitalised terms, which are not otherwise defined in this HCC - Operational Requirements document, shall have the meaning attributed to such terms in the HCC - Principles.
- **HCC - Operational Requirements** including all annexes thereto. For each specific edition of the Games, the latest version published by the IOC at the time of the Host City election applies and is thereafter updated with any subsequent version of the HCC - Operational Requirements, as agreed between the IOC, the Host City, the NOC and the OCOG pursuant to the change management mechanism described in the HCC - Principles. The HCC - Operational Requirements details a set of core elements to be delivered by the OCOG that provide appropriate conditions for the athletes and other participants. The HCC - Operational Requirements is also used by potential Host Cities to responsibly match their Games concepts to their own sporting, economic, social and environmental long-term planning needs.
- **Games Delivery Plan ("GDP")** (as defined in the HCC - Principles) agreed between the IOC, the International Paralympic Committee (the "IPC") and the relevant OCOG. Pursuant to the HCC - Principles, the Parties will agree on the main milestones and timelines to be respected in the delivery of their obligations under the HCC, within 18 months following the execution of the HCC (or at a different date agreed between the IOC and OCOG). These timelines and milestones will be featured in the GDP, which applies to the requirements and deliverables defined in the present HCC - Operational Requirements. They will be based on the new "3+4" Games planning framework, which encourages organisers to allocate approximately three years to focusing on strategic elements (e.g. scoping, securing resources, public engagement and communication) before shifting focus four years before the Games to detailed operational planning, readiness and delivery. Before the GDP is finalised for a particular Games edition, the milestones and timelines included in the IOC/IPC generic GDP will apply.
- **Candidature Commitments** (as defined in the HCC - Principles) made in relation to the relevant Host City election.



d) Other related agreements

The following agreements, all referred to in the HCC - Principles, will apply to the planning, organising, financing and staging of the Olympic and Paralympic Games and shall be respected in the performance of the HCC - Operational Requirements:



- **Agreement between the IOC and IPC** applicable to the relevant edition of the Paralympic Games (see below II). Wherever possible and for the OCOG's convenience, the content of such agreement has already been reflected in the HCC - Operational Requirements. Where such integration is not possible, the IOC and IPC notify the relevant OCOG of the content of such agreement that concerns their Paralympic Games edition.
- **Marketing Plan Agreement (the "MPA")** that is concluded by the IOC and the OCOG within 18 months following the conclusion of the HCC or at a different date agreed between the IOC and OCOG, which governs the marketing programmes of the OCOG.
- **Broadcasting Cooperation Agreement**, to be concluded between the OCOG and Olympic Broadcasting Services ("OBS"), the IOC-affiliated company acting as Host Broadcaster of the Olympic and Paralympic Games.



II. Paralympic Games

The IPC is the supreme authority of the Paralympic Games and has a mission to guarantee and supervise the organisation of successful Paralympic Games.

The Paralympic Games shall be organised approximately two weeks following the conclusion of the Olympic Games, in accordance with the relevant provisions contained in the HCC - Principles, this HCC - Operational Requirements document and with the agreement signed between the IOC and the IPC for the relevant edition of the Paralympic Games.

This agreement includes the guarantees, conditions and principles to sustain the Paralympic Games as an international multi-sport, multi-disability Games that are organised by the OCOG using the Olympic Games infrastructure and services. It specifies the marketing and broadcasting rights granted to OCOGs and the payment guarantees that are given to the IPC for those rights as well as the stakeholders' responsibilities with respect to the Paralympic Games. The facilities, goods and services provided to the participants in the Paralympic Games should be scaled to the needs of the Paralympic Games and the planning of the Paralympic Games should be integrated into the Olympic Games planning by the OCOG from the start.

To provide the OCOG with a complete understanding of a given area and to promote an integrated planning approach, the majority of requirements related to the Paralympic Games have been integrated within the various sections of this document. As a result most requirements of a general nature contained in this document apply to both Olympic and Paralympic Games (even though this may not be systematically mentioned), while Paralympic-specific requirements can be identified via the wording of each relevant requirement and/or at the end of several sections and with the Paralympic symbol explained below. In that regard, as further set out in 2.1 (Marketing Partner Services) below, the term "Marketing Partner" is used as a generic term, which includes all commercial partners having been granted marketing rights by the IOC or the OCOG in relation to the Olympic Games and/or the Paralympic Games.



III. Services provided to Games stakeholders

Many areas addressed in this document focus on the provision by the OCOG of certain facilities, goods or services to the IOC, IOC Controlled Entities, IPC, IPC Controlled Entities or other Olympic or Paralympic Games stakeholders (e.g. athletes, NOCs, National Paralympic Committees [NPC], IFs, media, Marketing Partners, Rights-Holding Broadcaster [RHB], domestic and international dignitaries and spectators).

As a principle, all Games services (e.g. transport, accommodation, food and beverage, accreditation, etc.) are defined within the respective chapters. When the delivery of services is specific to certain stakeholders the relevant operational requirements can be found in the stakeholder chapters.

Such facilities, goods or services shall be provided in accordance with the parameters defined in the HCC - Principles, the MPA, the Broadcasting Cooperation Agreement, the IOC-IPC Agreement and other relevant agreements or documents.

Unless expressly stated otherwise, such services and facilities shall be provided to the relevant stakeholder group at the OCOG's cost, and without the OCOG requesting any financial compensation from the relevant stakeholders.




Universal accessibility is a core principle that should apply to all venues and services for the benefit of Olympic and Paralympic Games participants and spectators, as well as the Host City's community to ensure the same experience to everyone – with or without impairment.

IV. Structure and scope of this document

The requirements contained in the HCC - Operational Requirements are grouped into subject matters referred to as "areas", each with an introduction. The operational requirements are provided in a numbered list for easy reference.

The grouping of requirements into areas is designed to assist the Olympic and Paralympic Games organisers by offering a rational allocation of the various tasks and responsibilities covered by the HCC. It is to be noted that many areas are closely interlinked and will need to be dealt with transversally by the OCOG. For the sake of clarity, the way the document is presented is not intended to impose any defined organisational structure on the OCOG.

To assist readers in finding specific types of information, the following symbols are applied:

-  Games of the Olympiad-specific content
-  Olympic Winter Games-specific content
-  Paralympic Games-specific content.



V. Periodic updates of the HCC - Operational Requirements

The HCC - Operational Requirements document lists key requirements applicable to the planning, organising, financing and staging of the Games, as they are known by the Parties at the time of publication. However, the Olympic Games delivery model is always developing to improve its efficiency and adapt to a fast-evolving world, which requires the IOC and IPC to periodically review and update the HCC - Operational Requirements. This review will contribute to the objectives of Olympic Agenda 2020 and the New Norm of decreasing the overall cost and complexity of organising the Olympic and Paralympic Games and will embed any positive return on experience for the Olympic and Paralympic Games or other major events, or any technological or policy changes in the HCC - Operational Requirements.

The application of any update of the HCC - Operational Requirements issued after a Host City election will be agreed between the IOC and the concerned parties in accordance with the change management mechanism defined in the HCC - Principles.



1. Accommodation

Introduction

Sufficient, well-located and reasonably priced accommodation allows all Olympic and Paralympic stakeholders to fulfil their duties in the period before, during and immediately after the Games.

The various stakeholders, including the IOC, IPC, IFs, NOCs, NPCs and the media, have distinct requirements that the OCOG must respect when securing the necessary guarantees and working with stakeholder groups on allocation plans.

Obtaining early support and solid guarantees from hoteliers and other accommodation providers, starting from the Candidature Phase, is critical.

For the Accommodation area, key success factors include:

- binding and fair accommodation pricing and availability guarantees for all categories of accommodation;
- strict adherence to accommodation requirements and timetables for various stakeholder groups; and
- close coordination with interdependent areas, including the Arrivals and Departures, Finance and Transport areas and the respective stakeholder organisations outlined in the requirements tables below.

The IOC and the OCOG will cooperate to make the delivery of the Accommodation operational requirements in the local context as efficient as possible, in particular by:

- finding the best possible pricing model for hotel rooms, conference rooms, media village(s) rooms, etc.; and
- adjusting the period of stay and overall requirements to actual needs based on data captured at Games time as well as allowing for alternative accommodation solutions if the existing capacity is not sufficient.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the previously mentioned OCOG areas, the IOC, IPC, hoteliers and other accommodation providers, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Accommodation and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Accommodation requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):



Accommodation guarantees and contracts

ACM 01 - Mandatory guarantee period for accommodation

- Ensure that the requirements listed in the table below are respected. This table identifies the obligatory 17-night Olympic period that shall be guaranteed by each accommodation facility and contains the number of nights during both the pre-Olympic and post-Olympic periods which are needed to accommodate stakeholder group requirements.

Period		Nights	Description	Room block control
Reserved Period	Pre-Olympic	14	14 nights prior to the Opening Ceremony	Partial control required
	Olympic	17	Night of the Opening Ceremony through to night of the Closing Ceremony	Total control required
	Post-Olympic	2	2 nights following the Closing Ceremony	Partial control required

ACM 02 - Accommodation guarantees

- Ensure that where there are no specific prices established in the Candidature File of the Host City, or by any other arrangement approved by the IOC (such as for newly planned and built hotels), the effective prices charged for hotel rooms, conference rooms, media village(s) rooms and related services for accredited persons attending the Games, do not exceed the rates of hotels and rooms contained in the Candidature File for comparable quality and location of services.
- Ensure that all guarantees and commitments contained in the Candidature File of the Host City regarding prices for hotel rooms, conference rooms, media village(s) rooms and related services specific rates are respected by the concerned operators so that the effective price charged to the concerned accredited persons does not exceed such guaranteed prices.
- Working with the Host City and Host NOC, ensure that reasonable prices are charged to non-accredited persons attending the Games for hotel rooms in and around the Host City, and in and around other host cities that are hosting events of the Games, on the occasion of the Games.

ACM 03 - Accommodation contracts

- Develop and submit to the IOC and IPC for approval:
 - a detailed accommodation facility contract template to be signed by all the accommodation facilities to be included in the allocation plan, and
 - an Accommodation Allocation Agreement (AAA) template to be signed by all stakeholders included in the allocation plan.



Stakeholder accommodation

ACM 04 - Stakeholder group accommodation requirements table

- Implement and respect the requirements included in the stakeholder group accommodation requirements table provided below.
- If the below requirements cannot be met with capacities of existing facilities or there is no post-Games need for new permanent structures, alternative and/or temporary accommodation solutions (for example cruise ships, university dorms and others) shall be found.



Stakeholder Group Accommodation Requirements Table



The table below outlines the main categories of participants falling under the IOC group, staying at the Olympic Family Hotels (OFH).

All OFH rooms are initially pre-booked through the IOC. Once the AAA is signed and the accommodation allocation process is put in place, such rooms become either managed, paid for or re-invoiced to the different stakeholder groups (among others, CAS and WADA).

The OCOG will manage the entire room block for NOC Presidents and Secretaries-General as well for the Continental Associations.



Stakeholder Group Accommodation Requirements Table

Stakeholder Group	Subgroup	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy	Quality (stars)	Accom. Facility	Room Rate	Room managed by.	Rooms paid or rebilled by
IOC	IOC Members	Members	1,100	1,400	Single, Double, Twins and some Suites	4 to 5	IOC Hotel(s)	Olympic Hotel Rate (OHR)	IOC	IOC
		Honorary and Honour Members								
	IOC Management	President								
		Honorary President								
		Directors								
	Other IOC	IOC Administration								
		IOC Interpreters for IOC meetings								
		IOC Interpreters for Games time (previous Games average: 13 to 15 rooms)							IOC	OCOG
		IOC Commissions (Medical, Ethics, Athletes)								
		IOC Advisors, Consultants, Agents								
		IOC Partners ¹⁾ and Suppliers								
		IOC Guests, including IOC Members' guests								
		ASOIF, AIOWF, SportAccord (GAISF)								
		Previous OCOGs (President, Director General) ¹⁾								
	Interested/Candidate Cities of future Olympic Games and Youth Olympic Games (Executives) ¹⁾									
	Future Sessions Organisers ¹⁾									
	Offices (Guest rooms turned into offices)	IOC							IOC	
Recognised Federations	IOC	Own								
Security (for IPPs required by OCOG)	IOC	OCOG								

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Stakeholder Group	Subgroup	Population	# Rooms (Winter)	# Rooms (Summer)	Occupancy	Quality (stars)	Accom. Facility	Room Rate	Room managed by.	Rooms paid or rebilled by
	Summer IFs ¹⁾	Presidents/Secretaries General							IOC	IOC
	Winter IFs ¹⁾	Presidents/Secretaries General								
	Future OCOGs/YOGOCs	President, Director General, Mayor, Executives ¹⁾ of Olympic Games and Youth Olympic Games								
	Agencies	CAS ¹⁾								
		WADA ¹⁾								
	NOC	ANOC								
Presidents/Secretaries General										
IF ³⁾	Technical Officials	International Technical Officials	350	1,759	Single	2 to 4	Stakeholder Group Hotel (SGH)	Stakeholder Hotel Rate (SHR)	Own	OCOG
		National Technical Officials	120 ²⁾	800 ²⁾	Twin					
	Other IF	IF Delegates (previous Games average: 28 in Winter, 70 in Summer)	295	1,527	Double	3 to 5			Own	Own
		Executive Board Members								
		Staff								
	Guests (including transferable)									
IF + OCOG	Equipment Technicians	330	115	Twin	3					
See IOC group above for	Summer IFs ¹⁾	Presidents/Secretaries General								
	Winter IFs ¹⁾	Presidents/Secretaries General								
NOC		Additional Officials Ao	600	800	Group	2 to 3	SGH	SHR	Own	Own
		NOC Guests and Sponsors	1,100	2,500	Double	3 to 5				
		Host Country NOC	120	120		4				

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Stakeholder Group	Subgroup	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy	Quality (stars)	Accom. Facility	Room Rate	Room managed by	Rooms paid or rebilled by
See IOC group above for:	NOC	President Secretaries General								
Host OCOG ⁴⁾		President/Chief Executive Officer	5	5		4 to 5	SGH	SHR	OCOG	OCOG
		Ceremony Headliners	50	100		4 to 5				
		Ceremony Production	400	400	Group	2 to 3				
		Cultural programme	100	60		4 to 5				
	National Ticket Agents /Hospitality Suppliers	650	1,300			Own			Own	
	Dignitaries	International Dignitaries	215	240	Double	4 to 5			Varies	Varies
Domestic Dignitaries ⁴⁾	300	3 to 5								
Future OCOGs and Candidate Cities	Observers	Staff	175	325		3 to 4	SGH	SHR	Own	Own
See IOC group above for:	Future OCOGs	President, Director General, Mayor, Executives ¹⁾								
Marketing Partners ⁵⁾	Top Partners	Hospitality	1,500	2,400	Double	5	SGH	SHR	Own	Own
		Workforce	1,500	2,200	Single & Double	3				
	OCOG Partners	Hospitality	1,500	3,075	Double	4 to 5				
		Workforce	500	1,500	Double	3				

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Stakeholder Group (SG)	Subgroup	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy	Quality (stars)	Accom. Facility	Room Rate	Room managed by	Rooms paid or rebilled by
Media	Rights Holders Hospitality	Rights Holders Hospitality	750	1,500	Double	4 and 5 (min 5 = 500 for Winter and 750 for Summer)	SGH	SHR	Own	Own
	Broadcasters Production	OBS Production	10,000	14,800	Single	Mainly 3 and 4 with a minimum of: 2= 500 5= 500				
		Rights Holders Production			90% Sgl. 10% Dbl. (twin)					
	Written and Photo. Press	World News Agencies	2,500	3,700	90% Sgl. 10% Dbl. (twin)	3 to 4 some 2,5				
		Individual written and photographic press								
Totals			23,860	40,926						

- 1) According to the Accreditation at the Olympic Games - Detailed Specifications, the President/Secretary General quota does not include the sports from the OCOG proposal.
- 2) This number should be further defined by the OCOG according to the specificity of this population who is managed by the OCOG itself.
- 3) This chart does not reflect the needs of the IF Delegation for additional sports from the OCOG proposal.
- 4) The number of rooms and beds for workforce and Domestic Dignitaries should be defined further by the OCOG according to the specificity of these populations who are managed by the OCOG, according to the needs of the OCOG and the origin of the workforce needed to deliver the Olympic Games and to the hospitality agreement, if any, signed by the OCOG.
- 5) This chart reflects indicative numbers for TOP and OCOG Marketing Partners. Room needs for the actual final number of Partners shall be met by the OCOG as per the Partner's contractual rights.



ACM 05 - Paralympic accommodation requirements table

- Implement and respect the requirements included in the stakeholder group accommodation requirements table provided by the IPC and reflected below:

Stakeholder Group	Sub-group	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
IPC	IPC	IPC Governing Board Members/Accompanying Guests IPC Honorary Board Members/Guests	350	450	Single & Double	4 to 5	PF Hotel	Olympic Hotel Rate (OHR) Paralympic Hotel Rate (PHR)	IPC	OCOG/ IPC
		IPC Directors/Accompanying Guests/Advisors								
		IPC Standing Committee/Council Chairpersons and Members								
		IPC Honoured Guests, Distinguished Guests, Guests								
		IOC Members/Directors								
		Other Accredited Persons determined by IPC								
IF	IF	Regional Organisation Presidents & Secretaries General/Accompanying Guests	20	100	Single & Double	4 to 5	PF Hotel	Olympic Hotel Rate (OHR) Paralympic Hotel Rate (PHR)	OCOG	Own
		Presidents & Secretaries General/Guests								
		EB Members								
NPC	NPC	Staff and Guests	200	400	Single & Double	4 to 5	PF Hotel	Olympic Hotel Rate (OHR) Paralympic Hotel Rate (PHR)	OCOG	Own
		NPC Presidents & Secretaries General/Accompanying Guests								
		Heads of State/Government, Sovereign, Other Prominent Government Officials & Entourage, NPC Guests								
		Candidate City Executives								

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Stakeholder Group	Sub-group	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
Future OCOGs	OC	Executives of Organising Committees for Future Games	20	25	Single & Double	4 to 5	Para-lympic Family Hotel	OHR/PHR	IPC	Own
	OC	Executives of Organising Committees of Future IPC World Championships	10	10						
		Chairman /CEO and Senior Executives	10	10						
Paralympic Partners	PS	Chairman/CEO and Senior Executives	10	10				OCOg		
Total IPC Hotel			620	1,005						
IPC	IPC	IPC Staff, Advisors & Consultants	95	200	Single & Double	3 to 4	Stakeholder Group Hotel (SGH)	Stakeholder Hotel Rate (SHR)	IPC	IPC
	IPC	IPC Games Officials	20	20	Single				OCOg	OCOg
	WADA	Outreach and Observers Participants	20	20					IPC	Own
IF	IF	IF Delegates and Assistants	105	850	Single	SGH or Paralympic Village	SHR/ Paralympic Village	OCOg	OCOg	
		Technical Officials								
NPC	As	Additional Team Officials	150	450	Double	1 to 2	SGH	SHR	OCOg/Own	Own
	NPC	NPC Guests	300	450	Single & Double	3 to 5				
Host OCOg	Workforce	Staff, Volunteers, Contractors, Suppliers, etc.	to be defined	to be defined		Single & Double	1 to 3	SGH	SHR	OCOg
	Honoured Guests	Heads of State/Government, Ministers, Dignitaries	100	150	4 to 5		Varies			

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Stakeholder Group	Sub-group	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
OC/NPC	O	Organising Committees of Future Games	130	200		3 to 4	SGH	SHR	Own	Own
		Organising Committees of Future IPC World Championships								
		Candidate Cities for Future Games								
OCOG/ Paralympic Partners	OCOG/PS	Partner, Sponsor, Licensee Hospitality	150	950	Single & Double	3 to 5	SGH	SHR	Own	Own
		Support and Technical Staff								
Media	E RT	Written and Photographic Press	400	500	Single & Double	2 to 3 Some 4	SGH	SHR	Own	Own
		Broadcast Production Staff (RHB) and Olympic Broadcast Organisation (OBO)	1,500	2,500						
Total other stakeholder grouphotels (outside the IPC Hotel(s)/Paralympic Village			2,970	6,290						
Totals			3,590	7,295						



ACM 06 - IOC accommodation

- Reconfirm the proposed list of hotels included in the Candidature File submitted to the IOC. The IOC will choose, after an inspection visit, one or several hotels to become the OFH, thus covering its accommodation requirements. The OFH rate (three to five stars) shall apply to the hotels chosen by the IOC. The detailed room allocation within these hotels is at the discretion of the IOC.
- Provide services in support of the OFH operations, as defined by the OCOG and/or the Host Country Authorities' operating plans (such as OCOG's operational offices and spaces within the OFH or in proximity, overlay, security, medical services, transport and parking/traffic management operations, etc.).
- Submit all IOC/OCOG service levels and operations provided at the OFH to the IOC for approval.



ACM 07 - Paralympic Family Hotel(s) (PFH)

- Ensure that the selection of the official PFH(s) is approved by the IPC before entering into an agreement with the hotel operator. Also, the IPC shall review and approve the contracts for any other new or existing PFH, which need to cover all IPC requirements. In particular, the contract shall reserve the rights to all function room spaces for the IPC and clearly state that the use of any function room spaces by other designated groups at the PFH shall be approved by the IPC. The contract shall also ensure that IPC room requests have priority.



- Ensure that for Paralympic Games (Summer), the official PFH has a minimum of 40-50 wheelchair-accessible and wheelchair-friendly rooms. In certain cases, this requirement can be split between one or two PFH. At least half of these rooms should be fully accessible with roll-in showers. The remaining accessible rooms may be wheelchair-friendly rooms.



- Ensure that for Paralympic Winter Games, the official PFH has a minimum of 25–30 wheelchair-accessible and wheelchair-friendly rooms. At least half of these rooms should be fully accessible with roll-in showers. The remaining accessible rooms may be wheelchair-friendly rooms.



ACM 08 - Accessible hotel rooms at other Paralympic stakeholders' hotels

- Apart from the requirements for accessible rooms at the PFH, ensure that fully accessible rooms constitute at least one per cent of the overall Paralympic Games hotel room inventory¹.

ACM 09 - IF technical officials' and delegates' accommodation

- Provide facilities separate from the Olympic Villages for the accommodation of all technical officials appointed by the IFs. Technical officials cannot be accommodated in the Olympic Villages.
- Provide accommodation at a reasonable price for technical officials, as well as for delegates from each IF (the number may vary depending on the agreement with the IOC), who shall be present at the competition venue at least five days prior to the start of the first event in their sport.

¹ Definitions what constitutes a fully accessible room and what constitutes a wheelchair friendly can be found in the IPC Accessibility Guide.



- Submit the plan for accommodation for their technical officials to the IFs for approval.

ACM 10 - IF headquarters hotel

- Ensure the availability of an IF headquarters hotel for the members of the EB, IF delegates, staff and guests of each IF (whose sport is on the Programme of the Games), which is reasonably close to the competition venues of its sport. The category of hotel shall be chosen by the IF concerned. This hotel could be the same as the hotel for technical officials.

ACM 11 - Additional officials' accommodation



- Ensure the availability of additional accommodation for NOCs which decide to house (at their expense) additional officials outside the Olympic Villages. This accommodation shall be comparable to and in the immediate vicinity of the Olympic Villages (or competition venue for the Olympic Winter Games), in less expensive hotels or campus-style accommodation. Such accommodation shall be available at least 14 days before the Games until three days after the Games.



- For the Paralympic Games, ensure the availability of accommodation for NPC additional officials inside the Paralympic Village, subject to space availability (at their NPC's expense) within the allocation of their NPC delegation and for a duration matching the opening days of the Paralympic Village.

ACM 12 - Marketing Partner accommodation

- Secure the availability of all the function room spaces in the Marketing Partners' accommodation facilities during the Games. This is designed to:
 - ensure that function room spaces are available to Marketing Partners at their costs; and
 - preclude any competitors of the Marketing Partners from using function space in contracted hotels even when the Marketing Partners are not using all such function spaces.

ACM 13 - Broadcasters' accommodation



- Ensure the availability of adequate accommodation for RHBs and OBS to house all accredited staff and enable them to carry out their mission at the Games:



- All hotels serving the RHBs and OBS shall be as close as possible to the International Broadcast Centre (IBC) (maximum 30 minutes travel time using the OCOG's media transport service) and to the main cluster of venues, including the Olympic Stadium (Games of the Olympiad).
- Some hotels serving the RHBs and OBS shall be as close as possible to the Mountain Broadcast Centre (MBC) (Olympic Winter Games).
- A small number of RHB and OBS delegates will require first-class hotel accommodation.
- OBS shall receive the same treatment in regard to accommodation (price, quality and numbers) as the RHBs according to the contract entered into between the OCOG and OBS.



ACM 14 - Media accommodation

- Provide a Media Village (or more than one, depending on the configuration of the Olympic venues) only in cases where the hotel infrastructure of the Host City does not have sufficient capacity for all accredited media.
- If a Media Village(s) is used, it shall be consistent with the standards described in the requirements table above. For reasons of legacy, sustainability and cost-efficiency, Media Village(s) can be existing, new or temporary structures.
- Ensure that all media accommodation (including the Media Village(s) if required) is available, with all necessary services, no later than 14 days before the Opening Ceremony until two days following the Closing Ceremony of the Games.

ACM 15 - Spectator accommodation

- Use best efforts, in cooperation with the Host City, and subject to applicable laws, to maintain control over the availability and price of the accommodation in and around the Host City during the period of the Games and to ensure that hotel and other accommodation prices charged to Olympic spectators remain reasonable.

Allocation and payment of stakeholder accommodation

ACM 16 - Allocation planning

- Assemble the final allocation plan after taking into consideration the following steps as described in the table below:
 - preliminary allocation plan;
 - all requirements identified;
 - needs assessment completed; and
 - allocation advisory table considered.

Phase	Description
Allocation of accommodation facilities	Accommodation facilities shall first be allocated to major stakeholder group categories, similar to the preliminary allocation plan submitted with the Candidature File. This final allocation plan should also include the actual (or projected) stakeholder hotel rate for each major stakeholder group category (average rate and rate range). Supporting details of the final allocation plan should also be available.
Submission to the IOC EB	For approval before implementation.
Notification of stakeholder groups	Once the plan is approved (and at least two years prior to the Games), all stakeholder groups shall be notified of the average rate and rate range of the accommodation facilities assigned to their stakeholder group. Such notification should be given directly to stakeholder groups, or via their stakeholder group liaisons in the OCOG.



Phase	Description
Issuance of allocation contracts	Following approval of the final allocation plan, the OCOG may begin the allocation process by starting to issue allocation contracts (refer to the Olympic Games Guide on Accommodation 2.2.6 Allocation contract). For some stakeholder group categories, OCOG areas may provide further guidance on allocations within their stakeholder group. Contracts shall be signed before the payment schedule starts.

 **ACM 17 - Paralympic Games hotel allocations**

- Submit the list of proposed hotels for allocation including the average rate and rate range to the IPC for approval.
- Initiate the communication process to the stakeholder groups following approval of the final allocation plan by the IPC, first through the Accommodation Guides and reservation forms then through the AAAs.
- Ensure that all hotel rooms sold by the OCOG to the Paralympic stakeholder groups through the OCOGs' official Accommodation Guide are included in the official T3 destination list for transport purposes.

 **ACM 18 - Non-discriminatory room rates for accessible hotel rooms**

- Ensure that room rates for accessible hotel rooms are non-discriminatory and ensure the provision of accessible hotel rooms across the different room categories and hotels secured for the Paralympic Games (2-5 stars).

ACM 19 - Rates for all room types

- Define rates for all types of rooms before the contract development process starts and any payment is requested from the stakeholders. The number of rooms for each type shall not change after the contracts have been signed and payments have started.

ACM 20 - Ancillary services

- Work with the hotel(s) to ensure that, during the period of the Games, all charges (such as function spaces, conference rooms, food and beverage) are guaranteed at reasonable, usual and customary rates.
- Ensure that, during the period of the Games, the hotel(s) guarantees to offer 100 per cent of the function space/rooms, subject to the standard reservation/cancellation policy.



ACM 21 - Stakeholder payment schedule

- The OCOG and stakeholder groups shall abide by the following accommodation payment schedule:

Months before Games	IOC (and future OCOGs)	IFs	NOCs (except accredited officials)	NOCs (accredited officials)	Marketing partners	Broad-casters	Press
15 months	30%	30%	30%		30%	30%	
13 months				30%			
11 months	30%	30%	30%	30%	30%	30%	50%
4 months	Balance	Balance	Balance	Balance	Balance	Balance	Balance



ACM 22 - Payment schedules for the Paralympic Games

- For the Paralympic Games, the OCOG and stakeholder groups shall abide by the accommodation payment schedule below:

Months before Games	NPCs, IPC and other non-press stakeholders	Press
12 months	Forms sent out	Forms sent out
10 months	AAAs sent out	
9 months	30% payment due	AAAs sent out
6 months	30% payment due	60% payment due
3 months	Remainder due	Remainder due



2. Accreditation

Introduction

Accreditation contributes to a secure and efficient environment at the Olympic and Paralympic Games, and facilitates the work of stakeholders and participants by providing the levels of access needed for their various roles.

Olympic and Paralympic accreditations also ease entry into the Host Country by serving as a temporary visa and work permit. All matters relating to Olympic and Paralympic identity and accreditation cards, including accreditation categories and related privileges, as well as the terms for issuance and revocation, are at the sole discretion of the IOC and the IPC, respectively.

For the Accreditation area, key success factors include:

- adherence to all rules, quotas, policies and procedures as described in the relevant accreditation annexes; and
- coordination with the Host Country Authorities on related legal matters.

The IOC and the OCOG will cooperate to optimise the number of accredited people and adjust their entitlements to the needs of the Games.

Close coordination and collaboration within the Organising Committee for the Olympic Games (OCOG) and with a variety of delivery partners, including the IOC, IPC and the Host Country Authorities, are also essential for the successful delivery of this area.

More information on the topics covered in the following annexes and any cross-referenced documents listed within them:

- ACR Annex 1 – Accreditation at the Olympic Games – Detailed Specifications
- ACR Annex 2 – Accreditation at the Paralympic Games – Detailed Specifications.



Operational Requirements

In order to deliver the Accreditation requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

ACR 01 - Accreditation at the Olympic Games

- Follow all rules, quotas, policies, processes and procedures related to all stakeholders which are incorporated in the ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications.

ACR 02 - Accredited persons' right to stay in the Host Country

- Coordinate with the relevant Host Country Authorities to ensure that holders of the Olympic Identity and Accreditation Card (OIAC) are allowed to enter, stay and perform their Olympic functions in the Host Country for the duration of the Olympic Games, including a period of at least one month before the Opening Ceremony and at least one month after the Closing Ceremony. The extension of this period to facilitate operational preparation can be agreed between the IOC and the OCOG.



 **ACR 03 - Accreditation at the Paralympic Games**

- Follow all rules, quotas, policies, processes and procedures related to all stakeholder groups and which are incorporated in the IPC ACR Annex 2 - Accreditation at the Paralympic Games – Detailed Specifications. ACR Annex 2 – Accreditation at the Paralympic Games may need to be updated by the IPC to reflect the specific context of the relevant edition of the Paralympic Games. Any such update will be communicated to the OCOG at the latest one year prior to the Paralympic Games. The OCOG shall abide by such updated version, it being understood however that such update shall not create any additional costs for the OCOG.

 **ACR 04 - Accredited persons' right to stay in the Host Country for the Paralympic Games**

- Coordinate with the relevant Host Country Authorities to ensure that the application of labour laws and regulations of the Host Country to accredited persons will not prevent or hinder the performance of their Paralympic functions by such accredited persons in accordance with the specific needs and requirements of such functions.

ACR 05 - Protection of personal information

- Ensure that the processing of personal information for the purposes of, and to the extent necessary in relation to facilitating participation in, organising and promoting the Games respects all applicable laws and regulations, in particular all applicable privacy and Data Protection Laws (including, where applicable, laws and regulations of countries other than the Host Country). Where necessary to ensure compliance, enter into any further agreement with the IOC, the IPC or any relevant third party in relation to the processing of accredited persons' personal information and take any step necessary, including where appropriate in coordination with competent regulators in the Host Country or in other territories.
- Coordinate with the IOC and IPC and provide all information necessary to the IOC and the IPC to verify that the requirements of this provision have been fulfilled, including by submitting to the IOC and the IPC for approval all relevant forms, privacy notices, contracts and similar documents to be communicated to Responsible Organisations (RO) and/or accredited individuals.
- Cooperate with the IOC and IPC in relation to any request or inquiry made by an accredited person or a regulator in the Host Country or in other territories, in relation to the processing of personal information.



3. Arrivals and Departures

Introduction

Arrivals and departures make the first and last impression for all visiting Olympic and Paralympic stakeholders and participants. This requires an end-to-end delivery model that considers all viable traveller options.

For the Arrivals and Departures area, key success factors include:

- careful consideration of all relevant modes of transport, and all points of arrival and departure;
- a service delivery plan that includes greetings and farewells, border clearance, transport and escort, baggage and equipment management, accreditation validation, accessibility considerations and other ground services; and
- effective communication of relevant arrivals and departures information to Olympic and Paralympic stakeholders.

The IOC and the OCOG will cooperate to make the delivery of the Arrival and Departure operational requirements in the local context as efficient as possible, in particular by:

- maximising the use of public transport or other existing transport services; and
- adapting service levels at Games sites outside the Host City and other points of entry to actual capacities and usage.

The successful delivery of arrival and departure services requires close coordination and collaboration within the OCOG and with a variety of delivery partners, including the transport authorities, airlines and border control agencies.

More information on the topics covered in this section is available in the Olympic Games Guide on Arrivals and Departures and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Arrivals and Departures requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

AND 01 - Defining all Port(s) of Entry (POE) and point(s) of arrival and departure

- Provide a list of official POE(s) in the Host Country to the IOC for approval. A POE is the official entry port(s) into the Host Country for passenger and/or freight arrivals and departures.
- Define which entry ports(s) will be the official points of arrival and departure, as the locations where stakeholders enter the OCOG arrivals and departures process. Provide the official points of arrival and departure, and the services delivered at each point, to the IOC for approval.



AND 02 - Facilitation services

- Provide facilitation services according to the following principles of priorities and levels of service, described here as levels 1, 2 and 3. It should be noted that many airports use the term “Victor” instead of level, i.e. Victor 1, Victor 2 and Victor 3.

Level 1 (Victor 1 or V1)	The individually managed services provided to approximately 5 per cent of Games stakeholders. These services are generally coordinated through the International Dignitary Programme (IDP) and Domestic Dignitary Programmes (DDP) from the Protocol Coordination Centre (PCC).
Level 2 (Victor 2 or V2):	The individualised services provided to approximately 10-15 per cent of Games stakeholders.
Level 3 (Victor 3 or V3):	The facilitation is offered to the remaining 80 – 85 per cent of Games stakeholders. The emphasis of Level 3 services is streamlined facilitation, focusing on efficiency and effectiveness. The IOC will provide the OCOG with a detailed list of categories of individuals entitled to the different facilitation levels.

AND 03 - Arrivals services

- Ensure that the following key services are provided to Games stakeholders on arrival at the official point(s) of arrival and departure:
 - welcome, wayfinding signage and Look of the Games;
 - meet and greet;
 - repatriation of mobility devices or wheelchairs at aircraft’s gate;
 - access to language services;
 - validation of OIAC at accreditation validation facilities;
 - access to an Olympic lane at immigration;
 - baggage reclaim and assistance with baggage;
 - help desk operations;
 - appropriate interview/press conference space(s);
 - transport services (including luggage, baggage trolleys, support and follow-up of mishandled/damaged baggage claims); and
 - provision of permanent or temporary airside passes to support delegations’ arrivals.

AND 04 - Departure planning

- Develop a departure plan with relevant airport and airline authorities and agencies for the peak departure days and submit this plan to the IOC for approval. The plan shall include off-airport check-in facilities in the Olympic Villages and shall ensure the most efficient departure process possible.




AND 05 - Paralympic arrivals and departure services

- Provide arrival and departure services to the accredited members of the Paralympic Games stakeholders scaled to the needs of the Paralympic Games.
- Take into consideration arrivals and departure service provision for people with different types and levels of impairment.



AND 06 - Service delivery plan

- For reasons of cost-efficiency, maximise the use of public transport and/or other existing transport services for arrival and departure transfers and use OCOG vehicles where public transport is not sufficient or cannot be sufficiently expanded.
- Develop an arrival and departure service delivery plan and list for each Games stakeholder, the end-to-end service delivery model including airport facilitation, border clearance, accreditation validation, baggage and accompanying equipment, transport, uniforming (where required) and accommodation/Olympic Villages check-in. Submit the plan to the IOC for approval.
- Ensure that an arrivals and departure end-to-end process is provided even when the supporting arrival and departure information is not 100 per cent accurate.
-  • When considering usage of public transport and other existing transport services, ensure the provision of accessible arrivals and departure transport services for the Paralympic Games.

AND 07 - Airport venue planning

- Ensure that an Airport Operating Plan is developed and that such plan, as a minimum:
 - outlines how the airport will operate at Games time;
 - identifies policies and procedures;
 - explains the venue layout and the resources required to operate the venue;
 - defines roles and responsibilities and how the venue team will interact;
 - explains how it will fit within the Games command and control structures; and
 - defines the accessible services, flows and amenities available for the Olympic and Paralympic Games.

AND 08 - Information and communication

- Provide relevant information to Games stakeholders about the arrival and departure services that will be available to them.

AND 09 - Point(s) of arrivals and departures at Games sites outside the Host City

- Ensure that each point(s) of arrivals and departures (airports, railway stations, etc.) at Games sites outside the Host City provides adequate services in line with the actual capacities and demand.



4. Brand, Identity and Look of the Games

Introduction

Each edition of the Olympic and Paralympic Games has a distinct personality, image and character, which are primarily communicated visually. Brand, Identity and Look of the Games expresses the vision and unique spirit of the Games to a global audience. It is an essential part of the special atmosphere that sets the Olympic and Paralympic Games apart from all other sporting events. To enhance recognition value and identity positioning, the Olympic and Paralympic Games should keep their distinctive elements, i.e. the Olympic Rings for the Olympic Games and Agitos for the Paralympic Games, while sharing the same look.

For the Brand, Identity and Look of the Games area, key success factors include:

- a visually compelling creative vision;
- effective management that ensures coherent and consistent implementation;
- a focus on international audiences as well as links to the culture and traditions of the Host City and Country;
- ownership rights to any and all elements of the brand, identity and look; and
- a commercial strategy that clearly defines the use of the marks.

The IOC and the OCOG will cooperate to make the delivery of the Brand, Identity and Look of the Games operational requirements in the local context as efficient as possible, in particular by:

- encouraging dual branding in certain areas while respecting the uniqueness of the two brands; and
- leveraging new technologies to optimise the production of Look of the Games elements.

Close coordination and collaboration within the OCOG and with a variety of stakeholders including the IOC, IPC, IFs, Host Country Authorities and other partners are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Brand, Identity and Look of the Games, the following annex and any cross-referenced documents listed within them:

- BIL Annex 1 – Uniform General Rules for OCOG, Olympic Torch Relay and Service Providers.

Operational Requirements

In order to deliver the Brand, Identity and Look of the Games requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Brand development and Games identity

BIL 01 - Brand identity ownership

- Ensure that any and all elements that form part of the brand identity (visual and acoustic identity and typography) are fully owned by the OCOG. In exceptional cases where it is not possible to



ensure full ownership and after the prior approval of the IOC/IPC, the OCOG shall ensure that it is, at least, granted an irrevocable worldwide royalty-free license in perpetuity by the relevant rights-owner(s), assignable to the IOC and is able to sub-license to third parties, including for commercial purposes.

BIL 02 - Commercial strategy approval

- Submit the OCOG's commercial strategy that defines the use of marks and/or specific programmes to the IOC for approval.

 **BIL 03 - Look of the Olympic and Paralympic Games**

- Ensure that the Olympic and Paralympic Games share the same Look of the Games (i.e. one Look for both events); the OCOG shall guarantee the transition from the Olympic brand items to the Paralympic brand items so the Look of the Games is clearly identifiable as being connected with the specific event. Marketing Partner branding is only permitted on the Paralympic Fields of Play (FOP).
- Aiming at resources optimisation, simplify the Look Kit of Parts focusing on standard elements as well as the transition work between Olympic and Paralympic Games.

BIL 04 - Olympic Games emblem design

- Ensure that the Olympic Games emblem comprises the following three elements, positioned from top to bottom:
 - the Games distinctive element: design element that reflects the culture and values of the Host City/Host Country;
 - the Games signature (name of the city and the year of the Games); and
 - the Olympic symbol (the Olympic rings).

 **BIL 05 - Paralympic Games emblem design**

- Ensure that the Paralympic Games emblem comprises the following three elements, placed from top to bottom:
 - a distinctive design element which is clearly identifiable as being connected with the specific edition of the Paralympic Games;
 - the Games signature (name of the city and the year of the Games);
 - the Paralympic symbol (as an element in the emblem, measuring one-third the size of the total emblem); and
 - the wordmark "Paralympic Games".
- The distinctive element of the emblem shall not contain any mottos, designations or other generic expressions.
- In addition, the OCOG shall develop a "lock-up mark", which consists of the Paralympic symbol and, underneath, the wordmark "Paralympic Games" in the selected OCOG typography.



BIL 06 - Positioning of Olympic and Paralympic Games branding elements

- Ensure that when they appear together, the Olympic and Paralympic branding elements (emblem and mascot) are consistently displayed as follows:
 - in horizontal composite configurations, Olympic on the left; Paralympic on the right; and
 - in vertical composite configurations, Olympic above and Paralympic below.

BIL 07 - Launches of the Olympic and Paralympic Games emblems and mascots

- Ensure that the Olympic and Paralympic Games emblems are launched at the same event to maximise the communication opportunities for both brands and to optimise resources. The same principle shall apply regarding the launch of the Olympic and Paralympic mascots.

BIL 08 - Reproduction of the Games signature

- Ensure that the two elements of the Games signature (i.e. name of the city and year of the Olympic Games) are always reproduced in the same graphic manner (i.e. typography, colour).

BIL 09 - Reproduction of the Olympic symbol as part of the Olympic Games emblem

- Ensure that the Olympic symbol (as part of the Olympic Games emblem) is only reproduced in its five original colours and on a white background and that it is not integrated within the Games distinctive element (i.e. it shall be stand-alone).

BIL 10 - Dual branding

- Ensure that, for recognition value and identity positioning, Olympic Games-specific communications are only accompanied by the Olympic Games emblem, and Paralympic Games-specific communications are only accompanied by the Paralympic Games emblem.
- Wherever possible, and in particular in Back-of-House (BOH) areas and operations (e.g. fleets) except on the FOP, apply dual branding to simplify the transition, subject to IOC and IPC approval.

BIL 11 - Olympic Torch Relay (OTR) and Paralympic Torch Relay (PTR) emblem usage guidelines

- Submit the OTR emblem usage guidelines to the IOC and the PTR emblem usage guidelines to the IPC for approval.

BIL 12 - Olympic and Paralympic torch differentiation

- Ensure that, for recognition value and identity positioning, the Olympic and Paralympic torches are visibly distinct from each other, through the use of different colours and/or form.

BIL 13 - Olympic and Paralympic licensing

- Ensure that, for recognition value and identity positioning, Olympic and Paralympic Games have their own separate specific range of licensed products.



BIL 14 - Olympic and Paralympic Games mascots designs

- Submit the design of the Olympic mascot(s) to the IOC and the design of the Paralympic mascot(s) to the IPC for approval.

BIL 15 - Olympic and Paralympic Games mascots and OCOG emblem reproduction

- Ensure that the Olympic Games emblem is reproduced in its entirety on the Olympic mascot(s); similarly, the Paralympic Games emblem shall be reproduced in its entirety on the Paralympic mascot(s).

BIL 16 - Sport pictograms



- Submit all Olympic sport pictograms to the IOC and all respective IFs for approval.
- Submit all Paralympic sport pictograms to the IPC and all respective IFs for approval.

BIL 17 - Uniforms



- Based on the BIL Annex 1 - Uniform General Rules for OCOG, Olympic Torch Relay and Service Providers, submit the OCOG uniform branding guidelines and uniform designs to the IOC for approval in advance of production.
- Ensure that all uniforms conform to the OCOG uniform branding guidelines.
- Submit all Olympic Games uniforms to the IOC for approval.
- Submit all Paralympic Games uniforms to the IPC for approval.

BIL 18 - Participation medals and certificates

- If the OCOG chooses to produce participation medals and certificates to recognise the contribution of stakeholders at the Games, ensure the design of the medals, medal presentation boxes and certificates follow IOC specifications and submit the designs to the IOC for approval.
- Produce the items and distribute them to the following categories of accredited people:
 - IOC (all categories except guest categories);
 - IF;
 - NOC (all categories);
 - TOP (chairman, Chief Executive Officer [CEO], senior executives);
 - OBS and all members of the media;
 - OCOG; and
 - OC.
- Participation medals and certificates shall not be given to any member of a delegation who has withdrawn from the Olympic Games, nor to accompanying guests.



BIL 19 - Paralympic participation medals and certificates

- If the OCOG chooses to produce participation medals and certificates to recognise the contribution of stakeholders at the Paralympic Games, ensure the design of the medals, medal presentation boxes and certificates follow IPC specifications and submit the designs to the IPC for approval.
- Produce and present the participation certificates and medals on behalf of the IPC.

BIL 20 - Commemorative certificates

- If the OCOG chooses to produce commemorative certificates, ensure the design follows IOC specifications and submit the design to the IOC for approval.
- Produce the items and distribute the certificates to all accredited persons who do not receive the participation certificates and medals.



BIL 21 - Paralympic commemorative certificates

- If the OCOG chooses to produce commemorative certificates, ensure the design follows IPC specifications and submit the design to the IPC for approval.
- Produce the certificates and distribute them to all accredited persons who do not receive the participation certificates and medals.

Look of the Games

BIL 22 - Look of the Games strategy

- Submit to the IOC and IPC for approval a Look of the Games strategy that ensures that the city is visibly identified as the Host City of the Games. This strategy should include all Key Olympic Venues and Paralympic venues, where applicable.
- Ensure that the Look of the Games for all Key Olympic Venues and Paralympic venues, where applicable, is applied taking into consideration broadcast operational needs, and in accordance with the strategy approved by the IOC and IPC.
- Ensure that the Look of the Games programme is delivered in a way to optimise resources while ensuring the creation of a festive atmosphere of the Games and providing a memorable experience for all audiences.
- Ensure that the signage on the last mile is sufficient to facilitate the spectator journey to the competition and non-competition venues.
- In line with the OCOG resource management vision and plan, develop and implement a Look of the Games resource management plan in which Look products and materials shall be treated as valuable resources and their lifecycles optimised through reuse, repurposing and recycling strategies.



BIL 23 - Approval of partner Look of the Games programmes

- In order to leverage the sponsorship relation and boost the promotion of the Games, encourage TOP Partners to use elements of the OCOG Games brand identity, including the Look of the Games to create their own communications materials. The OCOG, together with the IOC, shall review and approve partners' application proposals.

 **BIL 24 - Paralympic Games signage**

- Ensure that all Olympic specific marks and signage, where possible and appropriate, are replaced with Paralympic-specific marks during the transition period.

 **BIL 25 - Paralympic Games FOP designs**

- Produce Paralympic FOP designs for each competition venue that reflect the structural, Look and branding changes from the Olympic Games to Paralympic Games, including the advertising programme, subject to approval by the IPC and respective IF.

BIL 26 - Spectaculars

- If the OCOG chooses to install spectaculars, ensure that the following steps are taken:
 - Submit to the IOC and IPC, for the Olympic and Paralympic Games respectively, all aspects, proposals and documentation related to the strategy, development, planning, installation, launch, operations and Legacy Realisation Phase of every spectacular(s) for approval.
 - Ensure that a contractual agreement with the relevant parties, defining the responsibilities and limitations of use, is concluded and that the IOC and/or IPC has approved such agreement before any installation.
 - Ensure that, in the event that products or services to be procured in relation to the fabrication, installation and launch of a spectacular fall into the product category of either the OCOG's or the Marketing Partners (e.g. lighting requirements such as backlighting, light boxes, spotlights, projection, etc.), the relevant partner(s) be offered, within a mutually agreed timeline, the opportunity to satisfy the procurement.
 - Ensure that any Paralympic spectaculars are unveiled after the Olympic Games have concluded (unless the IOC and the IPC agree differently).
 - If a Paralympic spectacular is approved as an Olympic Games-time installation, it is not to be placed within close proximity of an Olympic venue or an Olympic spectacular, to protect the identity of both events and enhance their respective recognition value.





5. Business Development

Introduction

Business development generates domestic sponsorship and licensing agreements that help the OCOG to achieve a balanced budget. This area also helps create a single “clean” market place that increases the value of marketing assets for all stakeholders and protects the Olympic and Paralympic brands from unauthorised use.

Business development has to be managed carefully to avoid conflicts with existing commercial and/or supply agreements between, on the one hand, the IOC and, on the other the Marketing Partners, RHBs, IOC worldwide licensees and IOC worldwide suppliers.

For the Business Development area, and in line with arrangements made between the IOC and the OCOG in the Marketing Plan Agreement (MPA)², key success factors include:

- a strong OCOG marketing plan;
- comprehensive sales and activation strategies for each OCOG signature property;
- early draft domestic partnership and licensing template agreements;
- the creation of an integrated procurement working group to review, explore, identify and/or create Games-supply opportunities that align objectives between Marketing Partners and OCOGs; and
- full respect for existing Olympic and Paralympic marketing agreements in the OCOG’s domestic market.

The IOC and the OCOG will cooperate to make the delivery of the Business Development operational requirements in the local context as efficient as possible, in particular by:

- ensuring that products and/or services rendered by Marketing Partners relieve as much as possible the OCOG’s scope of work and budget, in a manner that is designed to, in principle, fully cover the OCOG’s needs without incurring additional expenses for the OCOG;
- ensuring that Marketing Partners have ample opportunities to engage with the OCOG;
- inviting Marketing Partner representatives to participate in various forums, when relevant; and
- reinforcing integration within the OCOG between operational functions and marketing.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, the Marketing Partners and other relevant stakeholders (as necessary), are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Business Development and any cross-referenced documents listed within it.

² A contract between the IOC and the OCOG that establishes the Games and Paralympic marketing structure and the process to facilitate the sales, management and implementation by the OCOG of commercial rights for the Olympic (Winter) Games and the Paralympic (Winter) Games within the host territory.



Operational Requirements

In order to deliver the Business Development requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

BUS 01 - IOC international marketing programmes

- Fully participate in the IOC's International Programmes with respect to the Marketing Partners for all Games-related activities. This includes requirements to:
 - position TOP Partners at the highest level of sponsorship and deliver all relevant rights as set out in the MPA
 - procure relevant products and services from Marketing Partners according to the supply conditions set out in the MPA;
 - regularly liaise with the IOC and with Marketing Partners to explore and identify additional opportunities for Marketing Partners to engage with the OCOG; and
 - protect and preserve all relevant marketing categories granted to the Marketing Partners.

BUS 02 - OCOG Marketing plan

- Develop a Marketing plan to be appended to the MPA. Once approved by the IOC, the OCOG shall implement its Marketing plan and any changes shall only be permitted subject to IOC approval.

BUS 03 - Form agreements

- Draft standard form templates for an OCOG domestic sponsorship agreement (including for signature properties) and an OCOG domestic licensing agreement early in the planning process. These forms, to be based on a template and guidelines provided by the IOC, shall be drafted for use with the OCOG Marketing Partners and Licensees, and shall be submitted to the IOC for approval.

BUS 04 - Release of marketing categories process and consent

- Submit a formal "category release request" to the IOC, using the IOC-provided template, to formally commence the category release process. The IOC will review this document to determine whether to release the category and the eventual scope of the category.
- Ensure that the OCOG does not engage in detailed negotiations for any category until the category release request consenting to the OCOG sales process and tier sponsorship agreements has been approved by the IOC.

BUS 05 - Tender documents and draft agreements

- Submit all tender documents for potential sponsorship agreements to the IOC for approval before they are issued.

BUS 06 - OCOG signature properties

- Develop a strategic sales and activation plan for each signature property, which respects the TOP Partners' preferential rights identified in the MPA, and submit this plan to the IOC for approval prior to any negotiations with Marketing Partners.



BUS 07 - Protection of Marketing Partners at ancillary events

- Protect the categories of Marketing Partners at ancillary events, such as but not limited to Live Sites and Test Events, which are in connection with the Olympic or the Paralympic Games.

BUS 08 - Procurement working group

- Set up a procurement working group (or similar) to review Games-related supply opportunities in collaboration with the IOC. The working group shall feature representatives from the relevant delivery partners, OCOG areas (e.g. Procurement, Technology, Venues and Food and Beverage) and Marketing Partners. This group shall meet on a regular basis so that all parties are aware of procurement needs/timelines to be matched with Marketing Partner product and service categories as well as other possible procurement opportunities.

Paralympic-specific requirements



BUS 09 - Paralympic Joint Marketing Programme Agreement (PJMPA)

- Execute the “Paralympic Joint Marketing Programme Agreement” (PJMPA) with the Host Country’s NPC that has been reached during the Candidature Phase.
- The grant of domestic partnership rights to the Paralympic Games will only be permitted, on an exceptional basis, when there is a clear demonstrable need for specific products or services to the Paralympic Games (and not the Olympic Games). The grant of such rights will be as approved and agreed by the IOC pursuant to the process set forth in the MPA and after consultation with the IPC.



6. Ceremonies

Introduction

Ceremonies provide some of the most memorable moments of the Olympic and Paralympic Games. They showcase the Olympic and Paralympic values, celebrate the athletes' achievements, contribute to the spirit of solidarity and highlight the cultural traditions of the Host City and nation. Successful Ceremonies help ensure that the Olympic and Paralympic Games are much more than just another sporting event.

For the Ceremonies area, key success factors include:

- well-developed concepts and master plans;
- early-stage creative planning for the Opening and Closing Ceremonies and Victory Ceremonies;
- attention to protocol considerations; and
- strict respect for Intellectual Property Rights (IPR), and the rights of the RHBs.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, respective producers, OBS and the public authorities, are also essential for the successful delivery of this area. Coordination with OBS is particularly important to ensure that a global audience can share the emotion and excitement of the Ceremonies.

The IOC and the OCOG will cooperate to make the delivery of the Ceremonies operational requirements in the local context as efficient as possible. This can be done in particular by:

- maximising the memorable moment and impact of the Opening and Closing Ceremonies, while limiting their production costs; and
- supporting the OCOG to exert greater control over their Ceremonies' costs.

More information on the topics covered in this section is available in the Olympic Games Guide on Ceremonies and in the IPC Guide on Paralympic Ceremonies, as well as any cross-referenced documents listed within them.

Operational Requirements

In order to deliver the Ceremonies requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Olympic Ceremonies

CER 01 - Organisation and scope of Ceremonies

- Organise the Ceremonies, taking into account the following parameters:
 - the Opening Ceremony shall officially begin the Olympic Games and it shall take place on the first day of the Games
 - the Closing Ceremony shall officially end the Olympic Games and it shall take place on the last day of the Games;



- the Victory Ceremonies, to present medals to the athletes, shall follow the conclusion of each sports event at the competition venue and/or, where applicable for the Olympic Winter Games, at the Medals Plaza. For events for which medals are presented at the Medals Plaza (if applicable), a Venue Ceremony to present a gift to the first-, second- and third-placed athletes shall take place at each venue, immediately after the end of the competition.

CER 02 - Creative approach and vision of the Ceremonies

- Provide the initial presentation on the general creative approach and vision of the Ceremonies for IOC approval.

CER 03 - Concepts and detailed production master plans for Ceremonies

- Submit concepts and detailed production master plans for all Ceremonies for IOC approval. Thereafter, any substantive or thematic changes shall be resubmitted for IOC approval.

CER 04 - Protocol elements for Ceremonies

- Ensure that protocol elements comply with the order and the description included in CER Annex 3 - Specifications on Protocol Elements for Ceremonies (with the understanding that artistic segments may be interspersed between the protocol elements).

CER 05 - Music for Ceremonies

- With respect to clearances and third parties' rights, ensure that the use of any music or other creative element in the context of the Ceremonies, or otherwise by the OCOG for the purpose of the Games, does not infringe the rights of any third parties. All requirements set forth in the CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games shall be fully respected and, in particular, all necessary clearances and authorisations shall be obtained.
- With respect to the use of creative elements, including music, in the Ceremonies:
 - ensure that music, and more generally all works commissioned to third parties for their use in the context of the Ceremonies and other activities of the Olympic Games, is created as a "work for hire" on behalf of the OCOG, so that all IPR and other proprietary rights are owned by the OCOG and further assigned to the IOC in accordance with the HCC – Principles;
 - report all musical content to be used in advance to the IOC in accordance with the "IOC Music Reporting Instructions" contained in the CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games.

CER 06 - Preview of Ceremonies

- Provide access to all representatives, designated by the IOC, to preview such Ceremonies in their substantive entirety during any rehearsal process, including backstage access, in order that such representatives can ensure that these Ceremonies will be held in conformity with the requirements set forth in this HCC and the written plans for such Ceremonies approved by the IOC.



CER 07 - Coordination with OBS

- Consult and collaborate with OBS regarding the progress and development of the Ceremonies; understanding that the OCOG will be responsible for the production of the Ceremonies in accordance with the OCOG's requirements contained herein and that OBS will have final authority and control with respect to the broadcast coverage of the Ceremonies.

Opening and Closing Ceremonies

CER 08 - Approvals of Opening and Closing Ceremony-related elements

- Submit the following elements related to the Opening and Closing Ceremonies to the IOC for approval:
 - the initial presentation on the Opening and Closing Ceremonies concept including integration of Olympic protocol elements;
 - the detailed creative concepts and Olympic protocol elements associated with the Opening and Closing Ceremonies, along with a master plan including a production budget, high-level production schedules and staff/production plans;
 - a detailed operational plan for the athletes;
 - the marching order, based on Host Country language (if different from French or English); and
 - the final, detailed and complete script; all subsequent editions shall be submitted with changes clearly highlighted.

CER 09 - Templates of contractual agreements for artists and music

- Submit all templates of contractual/legal documentation regarding the artists and the use of music in relation to the Opening and Closing Ceremonies to the IOC for approval before hiring the artists (in accordance with the CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games).

CER 10 - Olympic cauldron

- Given the engineering complexities of the Olympic cauldron, present the final design to the IOC for approval.
- If any additional cauldron is installed outside the Host City, ensure that the following rules are respected:
 - the location selected for any additional cauldron(s) shall host Olympic competitions;
 - the design of the cauldron shall depict either the design of the torch or the torch relay community celebration cauldron.
 - the cauldron shall be limited in size (average of six meters high, as per past practice).
 - the OCOG shall submit a proposal with the visual design to the IOC for approval.
 - the cauldron outside the Host City shall not be lit before the Olympic cauldron in the Host City is lit during the Opening Ceremony and shall be extinguished without public attendance after the last competition day hosted in this Games site.



CER 11 - Moment of remembrance

- Ensure that a symbolic and emotional moment to remember those lost takes place during the Closing Ceremony, at any time after the entry of the athletes but before the official speeches.
- Ensure that this segment is dignified and appropriate for any member of the audience, whether in the stadium or through broadcast.



CER 12 - Olympic laurel award

- For the Games of the Olympiad only, ensure that the scenario of the Opening Ceremony includes a segment for the Olympic laurel award presented to a personality having made outstanding contributions to Olympism. The selection is made by a jury named for the occasion by the IOC.

CER 13 - Next Host City artistic segment

- During the Closing Ceremony of the Games, a creative segment produced by the next OCOG shall take place. This next OCOG has the opportunity either to introduce a live performance or to broadcast a video clip/film during the Ceremony. The next OCOG shall ensure that:
 - all creative concepts or the content of the video clip/film comply with IOC requirements and are submitted to the IOC for approval;
 - this segment is subject to the same rights acquisition, assignment, clearance and other requirements as outlined above for other Ceremonies and further described in the CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games. These tasks shall be managed entirely by the Organising Committee for the next Olympic Games; and
 - submit all document templates related to hiring creative crews, artists or talents to the IOC for approval.

Victory Ceremonies

CER 14 - Approval of Victory Ceremony-related elements

- Submit the following elements related to the Victory Ceremonies to the IOC for approval:
 - the initial presentation on the Victory Ceremony concept including integration of Olympic protocol elements;
 - the detailed creative concepts and Olympic protocol elements associated with the Victory Ceremonies, along with a master plan including a production budget, high-level production schedules and staff/production plans;
 - the final script of the Victory Ceremonies, including in the Host Country's language if different from French or English (being understood that the IOC will provide in advance the script containing the exact wording for the Victory Ceremonies in French and English (refer to CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts);
 - the initial design of the podiums;
 - the final podium design, including any backdrop(s) when necessary due to the given layout of specific venue(s);



- the final staging plan of the Victory Ceremonies, including the athletes' and medal presenters' entrance and exit, green room (waiting area) location, flag poles/flag trapeze as well as still photographers' positions; and
- the list of all music to be played during the Victory Ceremonies.

CER 15 - Medal and commemorative gift presenters at Victory Ceremonies

- Liaise with the IFs to identify presenters of the commemorative gifts (understanding that the IFs shall advise the OCOG of the presenters).
- Announce specifically as indicated, without any addition or alteration, the two lists of IOC members who will present the Olympic medals, provided by the IOC to the OCOG, including the full text of titles that shall be announced. The lists are referred to as:
 - the short list – for use on the Light Emitting Diode (LED) screens; and
 - the long list – for use by the announcers.
- Create a document integrating the IOC medal presenters and the IF commemorative gift presenters with the precise schedule for the Victory Ceremonies. This document shall be updated as required and provided to all appropriate venue teams, sport presentation, OBS and media operations.

CER 16 - Victory Ceremony scripts

- Follow the detailed specifications of Victory Ceremony scripts included in the CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts.



CER 17 - Medals Plaza (proposed as opportunity only for the Olympic Winter Games)

- In case the OCOG plans to have a Medals Plaza, submit the proposed location to the IOC for approval. If the OCOG chooses to organise a Live Site, it can be proposed as a potential site for the Medals Plaza.
- Ensure that all existing rights of Marketing Partners and RHBs are respected within the Medals Plaza. If an OCOG is interested in offering special marketing opportunities to Marketing Partners (i.e. making this a "signature property"), the OCOG shall present such plan to the IOC for approval, well in advance of any implementation.
- Ensure that all requirements set out in CER Annex 1 – Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games are fully respected in the context of the Medals Plaza and, in particular, that all clearances and licenses described in CER Annex 1 are obtained in relation to all music, all artistic performances and other creative elements used at the Medals Plaza.
- Deliver the following elements for the Medals Plaza and its Victory Ceremonies:
 - submit the initial presentation of creative concept to the IOC for approval;
 - submit the creative concept (including scenarios, programme, use of Olympic symbol, site and stage designs, back drop to the podium and production process) to the IOC for approval;
 - submit the final scripts (including musical segments and staging) to the IOC for approval;
 - all headline talent and other performance-related signed contracts; and



- provide draft music cue sheets for each night of Medals Plaza programming to the IOC and OBS. Final music cue sheets, including any update, shall be provided to the IOC and OBS on a daily basis.
- Ensure that the Olympic flag is raised at the Medals Plaza and accompanied by the Olympic anthem, before the commencement of the Victory Ceremonies segment (the score will be provided by the IOC).
- For crowd control and to ensure smooth operations, ensure that access to the venue is granted on the basis of a ticket or accreditation (based on categories approved by the IOC). Unless otherwise agreed by the IOC, the OCOG shall make all tickets to the Medals Plaza complimentary. Details of the ticketing plan related to the Medals Plaza shall be presented to the IOC for approval.

Requirement related to Paralympic Ceremonies



CER 18 - Concepts and plans for Paralympic Ceremonies

- Submit concepts and detailed production plans to the IPC for approval for the Opening and Closing Ceremonies, the Victory Ceremonies and the Paralympic mural ceremony at the Paralympic Village and any thematic or material change.



CER 19 - Paralympic Opening and Closing Ceremonies

- Organise the official Opening and Closing Ceremonies for the Paralympic Games, which shall take place on the first and last day of the Games respectively, in accordance with IPC protocol. The Opening and Closing Ceremonies respectively shall officially begin and close the celebration of the Paralympic Games.
- Establish, in coordination with IPC Legal, all necessary contractual documentation with the composers/performers to ensure that all intellectual property and music rights are cleared according to IPC requirements, particularly those for broadcasting and digital media.
- Submit preliminary Ceremonies programmes/concepts including the artistic segments of the Games, the final Opening Ceremony programme and the Closing Ceremony programme to the IPC for approval.



CER 20 - Language requirements during the Opening and Closing Ceremonies

- Ensure all Ceremonies are conducted in the official languages of the Paralympic Games (English and language of the Host Country).
- Translate official speeches taking place during the Ceremonies into the official languages of the Paralympic Games and display this translation on the video boards in the venue.



CER 21 - Protocol requirements during the Opening and Closing Ceremonies



- The Opening Ceremony of the Paralympic Games shall take place in the Olympic Stadium. In the event of an Opening Ceremony for the Paralympic Winter Games being authorised by the IPC to be held at an alternative venue, the rules of protocol described above shall still apply.
- Ensure that IPC protocol has priority in matters regarding the Ceremonies' organisation and protocol events.



- Ensure, as traditionally done, that the Paralympic Games are declared open by the Head of State of the Host Country.

CER 22 - Paralympic Victory Ceremonies

- Organise and deliver Victory Ceremonies that value the achievements and dignity of the athletes. The IPC shall approve the following primary elements of the Paralympic Victory Ceremonies:
 - theme music and script;
 - the artistic approach and the protocol elements; and
 - the podium design (both from a Look and accessibility view point).

CER 23 - Protocol and order of the Paralympic Victory Ceremonies



- At the Paralympic Winter Games, should the OCOG plan to have a Medals Plaza, ensure that the majority of the Victory Ceremonies take place at this Plaza.
- Ensure that the following protocol, which applies to all Victory Ceremonies, is followed:
 - entrance of the presenters and Paralympic medallists;
 - introduction of presenters (name and title);
 - introduction of the Paralympic medallists (name and country);
 - medal and commemorative gift presentations; and
 - raising of the national flags and playing of the gold medallist's national anthem.



- When the Victory Ceremonies are held at the Medals Plaza, an athlete recognition announcement will recognise the bronze-, silver- and gold-medalling athletes. This should take place as soon as possible after the event has finished. On the days when Victory Ceremonies are held in the snow venues, no athlete recognition announcement is required.

CER 24 - Paralympic Victory Ceremony presenters

- Recognise that all medal and commemorative gift presenters are selected according to the policy set out by the IPC, which is responsible for the allocation of medal and flower presenters for all sports.
- For each Victory Ceremony for individual events held during the Paralympic Games and Paralympic Winter Games, one medal presenter and one gift presenter shall be identified. For team sports and team events, three medal and three gift presenters shall be selected.
- At the Paralympic Games, the same medal/gift presenter may be scheduled for several Victory Ceremonies; however the same presenter may not be assigned to more than three consecutive Ceremonies.



CER 25 - Paralympic Victory Ceremony set-up and protocol

- Ensure that the Victory Ceremonies' "field of play" and access pathways are fully accessible to all athletes and medal/gift presenters. All Victory Ceremony podiums shall have a common design and Look of the Games and be accessible for athletes using wheelchairs, allowing them to independently access and position themselves on the podium.
- The selection of the commemorative gift shall take into consideration that athletes with upper limb impairments should be able to grasp the gift in a manageable way.



7. City Activities and Live Sites

Introduction

Exciting and engaging Games-related events and activities, both inside and outside the Olympic Park(s), extend the reach, passion and spirit of the Olympic and Paralympic experience throughout the Host City, the Host Country and beyond. Live sites are one of the most common city activities, offering residents and visitors an opportunity to gather together to enjoy broadcasts of Olympic Games competitions, cultural events, performances, Ceremonies and other activities.

The development of city activities and live sites is not required by the HCC, though it is highly recommended, as it provides an additional opportunity for communities to enjoy and participate in a memorable Games experience. If the OCOG chooses to develop such activities, the requirements described in this section will apply.

For the City Activities and Live Sites area, key success factors include:

- the development of strategic and operational plans;
- guaranteed OCOG control over all live sites (in the Olympic venues, the Host City and throughout the Host Country); and
- agreements with private or public stakeholders involved in City Activities and Live Sites that respect marketing and supply rights of Marketing Partners.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, OBS, Marketing Partners, contractors and the public authorities, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on City Activities and Live Sites and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the City Activities and Live Sites requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

LIV 01 - Plan for city activities for the Olympic Games

- Should city activities for the Olympic Games be developed, submit to the IOC for prior approval the programme of all activities (such as celebrations, entertainment and live sites organised or authorised by the OCOG, the Host City or the Host NOC and which will take place in the Host City or the Host Country on the occasion of the Games). This programme shall include the relevant arrangement for location(s) in the Host City or the Host Country, where such activities shall take place.
- Consult the IOC to determine any opportunity for the OCOG to benefit from existing programmes or activities (such as exhibitions), or materials made available by the IOC and/or IOC Controlled Entities (e.g. Olympic Foundation for Culture and Heritage).



LIV 02 - Plan for city activities for the Paralympic Games

- Should city activities in the transition period and during the Paralympic Games be developed, submit the programme of all activities such as celebrations, entertainment and live sites organised or authorised by the OCOG, the Host City or the Host NPC and staged in the Host City or the Host Country on the occasion of the Paralympic Games to the IPC for approval.

LIV 03 - Live site programme strategic and operational plans

- If the OCOG wishes to develop and implement a live site programme, submit strategic and operational plans to the IOC for approval, including a programme of activities, together with a detailed commercial plan which includes marketing, merchandising, supply of products or services by Marketing Partners, financial, rights protection and hospitality aspects.

LIV 04 - IOC programmes of live sites and other activities



- Provide assistance to the IOC in relation to any live sites programmes or similar activities organised by the IOC (in cooperation with Marketing Partners, RHBs and other entities of the Olympic Movement, as the case may be).
- Provide similar assistance to the IPC, if similar programmes are organised by the IPC during the period of Paralympic Games.

LIV 05 - Delivery partner agreements for live sites

- Ensure that agreements guaranteeing the OCOG's overall control of the live sites are entered with the Host City, Host Country Authorities or other contractors (whether commercial or non-commercial) if the OCOG proposes to engage such delivery partners to help organise or manage any live site. All such agreements shall respect the IOC's requirements on commercialisation, rights protection (e.g. clean venue principles) and supply of products and services (e.g. respect and implementation of Marketing Partners' supply rights) and shall be provided to the IOC for approval prior to their signature.

LIV 06 - Rights for Marketing Partners and/or RHBs

- Ensure that sponsorship, promotional, advertising and broadcasting rights relating to the city activities (including live sites) are granted only to Marketing Partners and/or RHBs.

LIV 07 - Obtaining a clean broadcast feed

- Follow the IOC guidance to obtain and use a clean broadcast feed of Games competition, which shall be sourced either from the RHB in the Host Country or from OBS.



8. City Operations

Introduction

The Host City is a key element of the overall Olympic and Paralympic Games experience. It provides the visual backdrop and a celebratory context for the Games that extend the festive atmosphere beyond the venues. It also serves as the host for out-of-stadium events, the Olympic Torch Relay and other important Games-related activities.

City Operations monitors all activities, services, operations and events that take place outside the venues and in the city, and that are delivered by different organisations. It is the vital link between the city, and all the competition and non-competition venues.

For the City Operations area, key success factors include:

- a thorough understanding of how in-venue and out-of-venue operations collectively interact with other activities in the Host City; and
- a well-developed city integration plan that details the links among all Games-related operating plans and the Host City's overall plan.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including OCOG partners, the transport authorities, the city authorities and other non-Games organisations, are also essential for the successful delivery of this area. City Operations should serve as a catalyst for cooperation among a wide range of external organisations to ensure careful planning and integration.

More information on the topics covered in this section is available in the Olympic Games Guide on City Operations and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the City Operations requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

CTY 01 - City integration plan

- Submit the City integration plan to the IOC for review. This plan shall detail the connections between the OCOG's Games operations plans, the Host City overall plan and other delivery partners' out-of-venue plans.

CTY 02 - Accessibility awareness and enhancement programme



- Cooperate with the Host City to provide an accessibility awareness programme and accessibility enhancements for specific cultural and entertainment attractions, as well as to visitor/tourist services for spectators, the media and the wider Paralympic family.



9. Communications

Introduction

An engaging narrative and integrated communications programme deliver the core messages and values of the Olympic and Paralympic Games to a vast global audience, to the benefit of the Host City and nation, and the Olympic and Paralympic Movements. Effective, clear and consistent communication throughout the Games lifecycle generates support for the Games in the Host City and beyond. It also mitigates risks and establishes credibility that will help the OCOG successfully manage any unexpected events.

The communications strategy should be based on a strong Games vision, be data-backed, and employ a wide range of communications disciplines and delivery platforms, including media relations, public relations, internal communications, advertising, publications, social media, monitoring, digital media and the Olympic Channel.

For the Communications area, key success factors include:

- early development of thorough communications plans that include an overall strategy; an annual strategy; an international communications strategy, pre-Games and Games-time crisis plans; Olympic and Paralympic Torch Relay plans; and a post-Games plan with a strong focus on legacy;
- an effective “one voice” strategy to ensure that all Games stakeholders deliver consistent messages;
- consistently reinforced messages across all communications channels;
- strong integration with other areas of the OCOG, such as engagement and sustainability, that will provide a number of opportunities to communicate the Games’ messages;
- monitoring of Games-related media coverage that allows strategic and tactical decision-making;
- a proactive strategy to deliver positive stories and messages, taking advantage of countdown milestones and other Games-related events;
- for the Paralympic Games specifically, a strategy to educate people about Para sports and their nuances, together with a plan to raise the profile of leading international athletes; and
- a post-Games communications plan, with a strong focus on the Games legacy.

Close coordination and collaboration within the OCOG and with a variety of stakeholders including the IOC, IPC, NOCs, NPCs, IFs, TOP Partners, RHBs, other broadcast and print media, various Host Country Authorities and other partners are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Communications and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Communications requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):



COM 01 - Transition communications plan

- Submit a transition communications plan to the IOC following the election of the Host City, and agree with the IOC on the content of the plan.

COM 02 - Pre-Games planning

- Submit the following plans to the IOC during the pre-Games period:
 - communications strategy;
 - annual communications strategy;
 - international communications plan; and
 - pre-Games crisis Communications plan.

COM 03 - Games-time communications plan and Games-time crisis communications plan

- Submit the following plans to the IOC for approval prior to the Games:
 - Games-time communications plan; and
 - Games-time crisis communications plan that shall include how the OCOG will work with stakeholders, e.g. commercial partners, NOCs and IFs, in terms of issue and crisis management.


 **COM 04 - Paralympic communications strategy and strategic plan**

- Submit a specific communication strategy for the Paralympic Games, covering pre-Games and Games time, to the IPC for approval prior to implementation. The plan shall complement the overall Olympic Games communication plan, but should aim to consider the distinct features of the Paralympic Games. The plan needs to primarily focus on raising the profile of Para sports and leading athletes. It should also communicate the Paralympic specific legacies of the Games and target achieving full stadia for the Paralympic Games. The Paralympic Games communications strategic plan will integrate external communications from all OCOG areas.

COM 05 - Olympic Torch Relay (OTR) planning

- Submit the following plans to the IOC for approval, before the OTR and in coordination with the OTR area:
 - OTR communications plan; and
 - OTR crisis communications plan.

COM 06 - References to the IOC/IPC within press releases

-  Ensure that all press releases issued by the Host City, the Host NPC or the OCOG, which reference or quote the IPC President, members of the IPC Governing Board, or the IPC management team, are submitted to the IPC for approval prior to release.



COM 07 - Marketing Partner policies/procedures

- Submit to the IOC for approval the policies/procedures pertaining to the support of the Marketing Partners' communication activity including regular group communications/issues management updates (workshops, conference calls), approvals/distribution of communications materials, access to the International Broadcast Centre (IBC)/Main Press Centre (MPC) and support for the staging of press conferences.

COM 08 - Publications and brochures

- Submit to the IOC for approval a list of proposed publications for Games time (as part of the Games-time communications plan) including a brief description of content, format, circulation, distribution mechanism and budget.
- Submit to the IOC for approval all official publications and brochures before they are printed or distributed in any form (digital publishing format is recommended by the IOC). Unless the IOC approves otherwise, these publications shall contain no advertising material of any kind.
- Supply, electronic copies of all official publications related to the Olympic and Paralympic Games leading up to, during and after the Games. All official publications shall be transferred to the IOC Olympic Studies Centre according to the instructions issued by the Olympic Games Knowledge Management (OGKM). These publications will be published on the [Olympic World Library](#), a library catalogue, an information portal and a search engine for Olympic knowledge.



COM 09 - Paralympic Games editorial services and publications

- Submit to the IPC for approval a list of proposed publications for Paralympic Games time (as part of the Games-time communications plan) including a brief description of content, format, circulation, distribution mechanism and budget.
- Submit to the IPC for approval all official publications and brochures before they are printed or distributed in any form (digital publishing format is recommended by the IPC). Unless the IPC approves otherwise, these publications shall contain no advertising material of any kind. A minimum of three copies shall be supplied to the IPC documentation centre.

COM 10 - Post-Games communications plan

- Develop a post-Games communications plan and present this to the IOC for review. This plan shall detail how legacy issues and the follow-up from any major Games incidents/issues will be handled and by whom, once the OCOG has ceased to operate.



10. Culture

Introduction

Adding to the festive atmosphere of the Games, Olympic Games Culture includes projects and events that showcase local, national and international culture, foster cross-cultural dialogue, and celebrate the Olympic values to engage the broadest possible audience. This is accomplished through the cultural programme, which is an opportunity to engage a wide cross-section of the Host Country's population and visitors from around the world in the spirit of the Games and Olympism — including young people and those with diverse interests beyond sport.

The cultural programme enables the development of long-term cultural projects with significant legacy value; it culminates in a dedicated cultural festival during the Olympic Games.



The cultural programme for the Paralympic Games should have its own distinctive elements while being integrated and seeking efficiencies with the overall cultural programme.

For the Culture area, key success factors include:

- a strong spirit of co-production with the IOC and its entities; and
- various programmes aligned with the Olympic values.

The IOC will closely collaborate with the OCOG to take advantage of possible synergies and optimise resources, for example, by:

- developing the culture programmes together with and/or linking them to existing local institutions, programmes and events;
- offering content, expertise and other resources to the organisers relating to Olympic culture, values and education, as needed;
- providing guidance to the organisers on the production of specific assets, such as the Olympic Posters, the Official Film and other Olympic art, culture and education programmes of international and recurring scope; and

Close coordination and cooperation with a variety of stakeholders, including cultural institutions, artists, performers, government agencies and Marketing Partners and other OCOG areas are also essential. The OCOG's Culture area must be the driving and controlling force for the cultural programme, but external partners will provide much of the content and resources.

More information on the topics covered in this section is available in the Olympic Games Guide on Culture and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Culture requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan (GDP):



CUL 01 - Cultural programme

- Develop and implement a programme of various cultural projects and events that shall celebrate local, national and international culture while also drawing on the Olympic values to engage the widest possible population in the Host Country. Wherever applicable, the cultural programme shall be linked to existing local institutions, programmes and events.
- Submit to the IOC for prior approval the strategy and plan for an extended cultural programme, and the communications strategy to support the programme. This programme shall culminate with a cultural festival, which shall operate for at least the entire period during which the Olympic Villages are open.
- Coordinate with the IOC, through the Olympic Foundation for Culture and Heritage, to identify any existing content, expertise, products, research and patrimonial assets (such as artefacts, photographs, videos, sound recordings and other archival material) on Olympic culture and values that can be used to support the organisers of the cultural programme.
- At the request of the IOC, ensure that the cultural programme includes any programmes and cultural activities related to Olympic Agenda 2020 led by the IOC, such as the Artist-in-Residence programme and Olympic House.

CUL 02 - Seating at the events of the cultural programme

- Ensure that a limited number of tickets is available for the IOC stakeholder group for the events of the cultural programme taking place in the Host City and the rest of the Host Country at Games time (costs of which are borne by the IOC) .

CUL 03 - Official Film of the Olympic Games

- Cooperate with the IOC for the development, promotion and distribution of an official motion picture of the Olympic Games (Official Film), in particular by:
 - submitting to the IOC proposals for a producer/director possessing the required qualifications and experience to produce an Official Film, in accordance with general specifications communicated by the IOC;
 - submitting to and agreeing with the IOC on an editorial project and a business plan for the production and exploitation of the Official Film; and
 - entering into an agreement with the IOC and the producer/director related to the production of the Official Film determining the OCOG's operational support to the production, promotion and distribution of the Official Film in accordance with general specifications communicated by the IOC.



CUL 04 - Official Film of the Paralympic Games

- Cooperate with the IPC for the development, promotion and distribution of an official motion picture of the Paralympic Games (Official Film), in particular by:
 - submitting to the IPC proposals for a producer/director possessing the required qualifications and experience to produce an Official Film, in accordance with general specifications communicated by the IPC;



- submitting to and agreeing with the IPC on an editorial project and a business plan for the production and exploitation of the Official Film; and
- entering into an agreement with the IPC and the producer/director related to the production of the Official Film determining the OCOG's operational support for the production, promotion and distribution of the Official Film in accordance with general specifications communicated by the IPC.

CUL 05 - Art posters and iconic poster

- Develop and submit to the IOC for approval a series of art posters and one iconic poster that will represent this edition of the Games for future generations. The art posters and iconic poster shall be based on a specific creative brief and developed by leading contemporary artists, and shall contribute to the artistic legacy of the Olympic Games and aim to generate revenue through licensing. They will be published and made available for sale at least twelve months before the Opening Ceremony. In case the OCOG decides to develop a similar initiative for the Paralympic Games, such project shall be subject to IPC's prior approval and respect the above-mentioned principles.



CUL 06 - Supply of Artefacts and Memorabilia

- For cultural and educational purposes, based on the initial list to be communicated by the IOC, develop and agree with the IOC's Olympic Foundation for Culture and Heritage a final list of artefacts and memorabilia (such as medals, certificates, torches, costumes and props, licensed products, venues sport's equipment and infrastructure, commemorative items, coins, stamps, etc.) to be supplied to the IOC, and including details of the collection and shipping plans.



- Agree with the IPC a list of Paralympic artefacts and memorabilia to be supplied to the IPC, based on the initial list communicated by the IPC, and provide details of the collection and shipment plans.



CUL 07 - Paralympic cultural programme

- Organise and stage a cultural programme related to the Paralympic Games which, while being integrated and seeking efficiencies with the Olympic-related cultural programme, shall have distinctive elements and follow the general principles as outlined below:
 - cover the period of transition and the Paralympic Games i.e. a duration of at least three weeks, which period shall be marked either clearly as "Paralympic" and "Paralympic Cultural Festival";
 - produce a programme guide, either as one dual-branded guide containing one Olympic and a Paralympic chapter (covering the Paralympic period) or as a specific Paralympic Cultural Festival guide;
 - involve, but not exclusively, artists with impairment; and
 - cater for certain audiences (e.g. with visual or hearing impairments), so that they can also enjoy the programme and clearly mark such relevant performances in the programme brochure and other information materials.



11. Digital Media

Introduction

Digital media have become the preferred source for viewing and learning about the Olympic and Paralympic Games. Digital coverage of the Games exceeded broadcast coverage for the first time during the Games of the Olympiad London 2012. As such, the design, content, accessibility and performance of digital media strongly influence perceptions toward the Olympic and Paralympic Games.

An effective Digital media plan, including the use of social media, is an essential part of the overall communications approach. Strong integration between the IOC and the OCOG presence on digital media is essential to decrease costs associated with the development of new digital platforms, maintain editorial consistency, ensure long-term brand development and fan engagement and leverage commercial opportunities.

For the Digital Media area, key success factors include:

- early development of thorough plans that include a digital media strategy, a social media strategy, a promotional strategy that incorporates search engine optimisation, a sponsor recognition plan, and an operational plan that defines key performance indicators;
- supporting and developing the IOC's digital media strategy;
- cost-effective use of technology and other solutions available to the OCOG and the IOC, including through the use of any IOC-provided digital platform(s) such as the official Games website and app(s);
- close cooperation between the IOC and the OCOG, and coordination of digital marketing and fan engagement initiatives;
- an effective strategy to manage the regulatory and reputational risks that are inherent in digital and social media, including regarding the management of personal data, e-commerce, advertising and other laws and regulations;
- effective tools for measuring the impact of digital media initiatives;
- an effective Customer Relationship Management (CRM) strategy, with implementation from the initial website launch; and
- consistent graphic design and user experience across all OCOG digital platforms.

The IOC and the OCOG will cooperate to make the delivery of the Digital Media operational requirements in the local context as efficient as possible; this may include the making available to the OCOG an IOC-provided Games website and app(s).

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, NOCs, NPCs, IFs, marketing partners, the press, Rights-holding Broadcasters (RHB) and non-RHBs, as well as with the Olympic Channel, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Digital Media and any cross-referenced documents listed within it.



Operational Requirements

In order to deliver the Digital Media requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

DIG 01 - Digital media general plan

- Develop, and submit to the IOC for approval, a Digital media general plan that outlines:
 - content and initiatives plan (including release schedule and budget for all major initiatives such as years to go, days to go, Olympic Torch Relay, volunteering, ticketing, eCommerce, gaming, etc.);
 - promotional plan (including Search Engine Optimisation [SEO]);
 - social media plan;
 - sponsor recognition plan;
 - technology management plan;
 - organisational structure and stakeholder management plan;
 - Games-time digital media operational plan (including staffing, shifts, operational tasks, and incident management);
 - legacy and transfer of Intellectual Property (IP) plan;
 - CRM coordination and optimisation;
 - mobile application (“app(s)”) plan; and
 - results integration plan (including schedule, real-time results, medals, and athlete bios).

DIG 02 - Coordination with the IOC digital eco-system

- In the development and implementation of the Digital media general plan, the OCOG will agree with the IOC on the clear allocation of responsibilities between the OCOG and the IOC for the operation, editorial responsibility, management of user relationships and regulatory compliance of the official digital destinations of the Games such as the Games website and app(s), social media and other digital media activities;
- Coordinate with the IOC and take necessary measures to ensure:
 - the integration of the OCOG’s digital presence with the IOC’s digital eco-system (including in particular the Olympic Channel and other IOC digital platforms), CRM programme and digital strategy;
 - the implementation and use of any technology solutions and editorial content that the IOC may provide, directly or indirectly, to the OCOG, including in particular the development and operation of Games website and app(s). The IOC and the OCOG shall agree on the specific conditions, including cost allocation, applicable to the provision of technology solutions and editorial content by the IOC to the OCOG;
 - the long-term development of the Olympic brand and fan engagement, including after the closing of the Games, as well as the legacy use of technical solutions and content by the IOC, IOC Controlled Entities and future Games organisers;
 - the promotion of the IOC’s digital platforms and content, in accordance with the Marketing Plan Agreement;



- the definition of commercial opportunities available for Marketing Partners in relation to the official digital destinations of the Games, as further defined in the MPA. Any plans to generate revenues in relation to the official digital destinations of the Games shall be submitted to the IOC for approval;
- the review and approval by the IOC of any plan by the OCOG to create additional digital presence, website, app(s), social media presence or other digital media initiative to avoid duplication of activities and costs and ensure consistency with the IOC overall digital media strategy; and
- the review and approval by the IOC of all contracts involving digital media, before execution of such contracts. For clarity, this requirement covers all agreements entered into in connection with Internet and mobile communications relating to the Games including, without limitation, those related to e-commerce, on-line ticket sales, on-line merchandising, interactive media service and/or the distribution of Games-related media content via any digital media platform, network or service (such as public-facing website, mobile properties, mobile app(s) and activations or social media platforms), as well as any other forms of media, communication and exhibition now existing or hereafter devised (such as multimedia or interactive).



DIG 03 - Paralympic digital media strategy and operational plan

- Develop and submit to the IPC for approval a digital media strategy that includes:
 - planned Paralympic content and initiatives;
 - promotional plan;
 - integration of digital media with OCOG events, communications and marketing strategies;
 - social media plans;
 - digital media milestones; and
 - digital media legacy.
- Cooperate with the IOC and IPC to seek the broadest possible integration of the IOC digital platforms, including the Olympic Channel, accounts and portals with the OCOG communications activities leading up to and during the Paralympic Games. This includes the ability, to the fullest extent possible (i.e. subject to the terms of any Paralympic Games-related broadcast agreement), to make available content from the Paralympic Games on both a live and on-demand basis on IOC digital platforms, including the Olympic Channel, accounts and portals on a worldwide basis. This does not include the ability to make available any other Paralympic Games-related content except where agreed to on a case-by-case basis with the IPC and the IOC.

DIG 04 - Official website and other digital properties

- Develop and operate an official website and app(s) covering the Olympic and Paralympic Games from shortly after the Host City is awarded the Games until 12 months post-Games.
- Ensure that, unless otherwise agreed between the IOC and the OCOG, the Games website and app(s) respect the following parameters:
 - the Games website and app(s) will be developed on the basis of IOC-sourced technology solutions that the IOC may offer, and the IOC shall be the owner, or the beneficiary, of all rights, including Intellectual Property Rights (IPR) on such website and app(s) allowing the



long-term use of such properties for the benefit of the Olympic Movement. The IOC and the OCOG shall agree on the specific conditions, including cost allocation, applicable to the provision of technology solutions by the IOC to the OCOG;

- the IOC and OCOG will jointly develop and determine an editorial policy. This shall be developed in line with the Digital media general plan provided that the OCOG shall be ultimately responsible for any editorial and/or content compliance requirements in accordance with applicable law;
- the OCOG shall be responsible for the daily operation of the Games-time website and app(s) and in particular for their regulatory compliance, including without limitation, with regards to any necessary license, permit or concession necessary for the exploitation of the website and app(s), consumer protection, sales and advertising regulations or to the management of user relationship, data protection and consumer protection;
- the Games website and app(s) shall respect current international standards (including geo-targeting features and accessibility) and be compatible with all main browsers and devices and main mobile operating systems;
- the website shall be available, at a minimum in English, French and, if applicable, the national language(s) of the Host Country, and the IOC and the OCOG may jointly develop offerings in other languages for broader and globally relevant fan engagement;
- the Games-time version of the website and app(s) shall be ready for public launch prior to the Games in accordance with the IOC Master Schedule (MS);
- unless otherwise decided by the IOC, the Olympic and Paralympic Games shall be clearly differentiated in the site structure and the graphic design of the website and app(s), also reflecting the distinct values of each brand and allowing promotion of the IOC's and IPC's communications respectively; and
- during the period of the Olympic Games, the front page shall only contain a link to the Paralympic Games section, while all other content and look shall refer exclusively to the Olympic Games. Accordingly, during the Paralympic Games, the front page shall only contain a link to the Olympic section, while all other content and Look shall refer exclusively to the Paralympic Games.

DIG 05 - Social media

- Submit for approval all OCOG social media channels or initiatives for the Olympic and Paralympic Games to the IOC and IPC respectively, and ensure that the IOC has full administration rights on all OCOG social media assets.
- Submit an OCOG social media strategy to the IOC and the IPC that evaluates the brand and reputational risks in connection with a presence on social media platforms, especially in connection with user-generated content. The strategy shall include measures to monitor and eventually remove any content that might harm the brand and the reputation of the OCOG and/or the IOC, or the IPC infringes IOC rights on Olympic properties or constitutes ambush marketing.
- Ensure that Olympic and Paralympic Games archive material is not used on social media platforms without the IOC's/IPC's prior consent. For any approved OCOG social media channels or initiatives, the OCOG is responsible for monitoring user-generated content and forums.



DIG 06 - Graphic design and user experience

- Ensure a consistent application of graphic design and user experience across all OCOG digital media. Prior to finalising the graphic design (and any subsequent significant redesign) of the OCOG's official website, submit to the IOC for approval the new design of the homepage and other key pages before the scheduled launch. The same procedure shall also be applied for any OCOG presence on social media platforms, or any official OCOG app(s) before the scheduled launch.

DIG 07 - Non-marketing partner brands on OCOG digital media

- Submit to the IOC for approval any mock-ups of any OCOG Digital Media properties that includes brands (or other recognisable signs) of any third party which is not an official marketing partner of the OCOG or the IOC, with accompanying screenshots, prior to any public launch.

DIG 08 - Outgoing links

- Ensure that the Games website and app(s) and other digital media initiatives include outgoing links, comprising prominent and permanent links (emblem + text) to Olympic stakeholders' digital media platforms, in particular the IOC website (www.olympic.org), the Olympic Channel website (www.olympicchannel.com), the IPC website (www.paralympic.org), other OCOG and Youth Olympic Games Organising Committee (YOGOC) websites, placed on the homepage of the OCOG website and respective app(s). The IOC and OCOG shall agree on further optimisation of such cross-linking and promotion of platforms including through different pages or presences such as social media, etc. Outgoing links to organisations and associations recognised by the IOC and OCOG as partners are permitted and encouraged.
- Ensure that any IOC-provided video player is displayed prominently on the Games website and app(s), and all relevant pages as mutually agreed, and is used after the end of the Olympic and Paralympic Games for video highlights (subject always to any exclusive rights granted to RHBs).
- From one month prior to the Olympic Games to one month after the Paralympic Games, prominent links to RHBs' official platforms (including websites, app(s) etc.) shall be provided above the fold to guide OCOG website and app(s) visitors looking for video coverage of the Olympic and Paralympic Games. An IOC-provided digital technology solution may also seek deeper engagement and availability of RHB content within such solutions, based on consent and agreement with the RHBs.


DIG 09 - Key Performance Indicator (KPI) reporting on digital media and social media initiatives

- For the Olympic and Paralympic Games, provide the IOC, respectively the IPC, access to a standard statistics tool which provides data for all OCOG digital media and social media initiatives.

DIG 10 - User data

- Submit to the IOC and, where applicable, the IPC for prior approval all plans to capture or store personal user data in any form or to transfer any personal data to third parties.
- Ensure that all OCOG activities related to digital media respect applicable laws and regulations including, in particular, Data Protection Laws. To this effect, enter into any data processing or data sharing agreement with the IOC, and the IPC and take any other necessary step, including where appropriate in coordination with competent regulators in the Host Country or in other territories.



- Provide all information and assistance necessary to the IOC (and respectively to the IPC or the organisation to which the IOC/IPC have delegated obligations and responsibilities) to verify that the requirements of this provision have been fulfilled and for them to respect their obligations under applicable Data Protection Laws and regulations.
- Coordinate with the IOC to define and implement a data ownership and governance model guaranteeing the lawful access and long term use by the IOC of data. This includes personal data, generated by the use of the Games-time website and app(s) and other official Games digital destinations (including without limitation user data and profiles collected by the OCOG as part of its digital media activities and CRM strategy) as deemed necessary by the IOC for the promotion of the Olympic Movement, as required pursuant to the HCC - Principles.
- Inform the IOC of any contractual terms with any digital media platform and any locally applicable legal provision that would prevent the collection of personal data and the transfer of such data to the IOC.
-  • Coordinate with the IPC to define the data transfer plan for the use of such information by the IPC for the promotion of the Paralympic Movement.

DIG 11 - Digital media legacy

- Submit to the IOC for approval a plan for digital media legacy and transfer of intellectual property, including the full scope of software, applications, content and user databases to be transferred to the IOC post-Games.



12. Education

Introduction

Education is one of the key elements of Olympism, alongside sport and culture. Establishing educational programmes for schools is an effective way for Organising Committees for the Olympic Games (OCOG) to promote sport, the Olympic and Paralympic Games and the Olympic and Paralympic values among young people.

Educational programmes require significant long-term planning and implementation. Some successful past initiatives were tested during the candidature process, more fully developed after the election of the Host City and implemented for the four years of the Olympiad.

For the Education area, key success factors include:

- strong partnerships with a variety of stakeholders to deliver the programme;
- development and implementation of inspiring Olympic and Paralympic education programmes to schools throughout the Host Country; and
- close collaboration with the IOC's Olympic Values Education Programme (OVEP), the IPC's Paralympic Education Programme "I'mPOSSIBLE: Engaging Young People with the Paralympic Movement" and other IOC/IPC educational initiatives.

The IOC and the OCOG will cooperate to make the delivery of the Education operational requirements in the local context as efficient as possible, in particular by:

- linking and developing the education programmes with existing local institutions, programmes and events; and
- providing products and resources available through the Olympic Foundation for Culture and Heritage, and the Agitos Foundation.

Close coordination and collaboration within the OCOG and a variety of stakeholders, including governmental and private partners, educators and educational institutions, are also essential for the delivery of this area. The OCOG's Education area must be the key driving and controlling force for the education programme.

More information on the topics covered in this section is available in the Olympic Games Guide on Education and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Education requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan (GDP):



EDU 01 - Olympic and Paralympic education programme

- Develop and implement an Olympic and Paralympic education programme about sport and Para sport, the Olympic and Paralympic Games as well as the Olympic and Paralympic values, to offer to schools throughout the Host Country. Where applicable, the education programme shall be linked to existing local institutions, programmes and events. Education activities around the time of the Olympic and Paralympic Games shall be organised in a manner that establishes a direct link with these Games.
- Submit to the IOC and the IPC for approval the plan for such education programme, prior the launch of the programme.
- Ensure that the programme takes into consideration the IOC's and IPC's global education programmes (Olympic Values Education Programme [OVEP] and "I'mPOSSIBLE: Engaging Young People with the Paralympic Movement").





13. Energy

Introduction

A secure, reliable and resilient energy supply is required to protect against any disruptions that would negatively impact the athletes and competitions and/or the operations of major stakeholders (broadcast, press, technology), as well as the spectators, the viewing audiences and the global image of the Games and the Host City.

Legacy and sustainability should be integral to any consideration for new energy infrastructure projects at the outset of Games planning and preparation, to ensure that any upgrades provide lasting benefits.

For the Energy area, key success factors include:

- a dedicated OCOG energy area to manage technical implementation and operational planning;
- a Games Energy Council composed of all relevant stakeholders, including Host Country Authorities and energy agency representatives;
- risk mitigation and redundancy measures that meet energy supply reliability criteria; and
- temporary power overlay and event continuation solutions to agreed service levels and to the required “power on” dates.

The IOC and the OCOG will cooperate to make the delivery of the Energy operational requirements in the local context as efficient as possible, in particular by:

- developing more cost-effective ways to deliver resilient energy services, while maintaining an appropriate level of security and reliability required to successfully stage the Games, adapting to the specific service level needs of Games stakeholders; and
- cooperating with utility companies from the early stages of planning to optimise the energy solutions, including through maximising the use of existing infrastructure and upgrades required for legacy purposes and sustainability opportunities.

Close collaboration and coordination within the OCOG in multiple areas — including but not limited to Venues and Infrastructure, Sport, Broadcast, Technology, Press Operations, Event Services, Cleaning and Waste, Food & Beverage, Transport, Accreditation, Venue Management and Security — as well as with Host Country Authorities and energy agencies, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the OCOG-produced materials on the IOC’s Olympic Games Knowledge.

Operational Requirements

In order to deliver the Energy requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):



NRG 01 - Games energy planning

- Provide, during the Strategic Phase, a follow-up to the initial energy survey carried out during the Candidature Phase (including electrical power and gas). This follow-up survey shall reflect the evolution and refinement of the venue master plan, further definition of the infrastructure projects identified for the Olympic and Paralympic Games, plans for cluster and venue supply, load estimations and energy infrastructure availability/capacity. The IOC shall deliver to the OCOG a pro-forma document to assist with the completion of this report.

NRG 02 - Games Energy Council

- Ensure that the Host City sets up a governing body (Games Energy Council) that brings together the OCOG, Host Country Authorities, the utilities and the agency(ies) responsible for the construction or upgrade of the Olympic venues. This Games Energy Council shall have the appropriate level of authority to define Games-related energy infrastructure projects, readiness beyond business as usual and manage the timelines for delivery. Likewise, it shall facilitate the decision-making and cooperation necessary to deliver power infrastructure and services to the required levels. The IOC will work closely with the Games Energy Council from the early stages of planning to optimise the energy solutions, including through maximising the use of existing infrastructure and upgrades required for legacy purposes and sustainability opportunities.

NRG 03 - Host City and energy agencies

- Ensure that the Host Country Authorities and agencies responsible for the Host City power supply are also responsible for the delivery of all energy infrastructure projects defined as critical to support Olympic and Paralympic Games operations. This responsibility shall include short-term solutions based on temporary supply infrastructure, temporary supplies to a cluster of venues, or stand-alone venues, as an alternative source of supply from the utility grid. In addition, the Host Country Authorities and agencies are also responsible for the temporary medium-voltage distribution infrastructure required to support Olympic and Paralympic Games operations.

NRG 04 - Supply capacity

- In coordination with the Host City and relevant Host Country Authorities, ensure that there is a suitable installed capacity in the entire generation, transmission and distribution system supplying Games infrastructure and the Host City in general, in order to meet anticipated power demand for Games time, ensuring sufficient operating reserves are available to secure operation of the entire Host City area power system.

NRG 05 - Reliability, resilience and supply quality criteria

- In coordination with the Host City and relevant Host Country Authorities, ensure that:
 - the transmission and distribution system configuration and capacity guarantees operation under N-1 conditions without any curtailment on load element; and
 - the system meets the Games-specific needs and, in particular, exhibits supply reliability and Power Quality (PQ) indices satisfying the most stringent requirements for public transmission and distribution networks. If the indices are not within a range acceptable for the Games, the IOC will work with the Host City on measures to be implemented to enhance the reliability and quality of supply to a level appropriate for power delivery to the Games.



NRG 06 - Venue supply and in-venue distribution

In coordination with the Host City and relevant Host Country Authorities, ensure that:

- Venue power is supplied from the grid with full redundancy utilising as much as possible the existing infrastructures and taking into consideration specific characteristics of each venue and sport; full capacity main and back-up power feeds shall in principle be sourced from geographically independent substations, with diverse supply routes and automatic transfer switching.
- Capacity utilisation of network assets involved in the supply of Olympic and Paralympic venues should present sufficient margin to ensure unstressed operation and necessary reserves to accommodate any unforeseen increase in demand. Indicative design utilisation level of installed capacity is 80 per cent.
- In-venue distribution facilities shall adhere to similar design principles regarding resilience and capacity utilisation. In particular, design and implementation of venue power facilities shall ensure minimum impact of any single failure on event continuation.

NRG 07 - Event continuation

- Ensure that Olympic and Paralympic Games core services such as broadcast, press, technology, sport and security are supplied with full N+1 level of redundancy, i.e. that event continuation back-up power for 100 per cent of load is provided via temporary generation, including Heating, Ventilation and Air Conditioning (HVAC) systems for technical rooms/operational areas. Further, Uninterruptible Power Supply (UPS) systems are to be provided as appropriate, depending on client/stakeholder supply requirements.
- Ensure that Field of Play (FOP) lighting is powered from two independent sources and distribution paths, each supplying 50 per cent of the lighting in a configuration that will ensure that any single failure event shall not impact more than 50 per cent of lights in any section of the FOP for athletes safety, or compromise uniformity of illuminance for continuation of the sporting event and broadcasting. The need for additional temporary generation and/or UPS systems for FOP lighting shall be assessed by the OCOG, OBS and the IOC during venue planning and thoroughly tested in advance of the Games.



14. Engagement

Introduction

Public engagement enhances the Olympic and Paralympic values and multiplies the benefits of the Games celebrations. By engaging communities — across local, regional, national and international audiences — during the different stages of the “Olympic journey”, the OCOG and all stakeholders directly involved in the organisation of the Games can reach out to increase enthusiasm and maximise the number of people actively participating in or feeling a strong connection to the events.

An efficient engagement programme endorsed by the OCOG and relevant stakeholders will contribute to the organisation of successful Games and the creation of a long-lasting legacy. It reaches beyond naturally committed sports fans to connect with a wider audience and encourages people to attend the Games or participate in Games-related events in the Host City and the Host Country, before, during and after the Games.

Engagement is a fundamental pillar for the OCOG given that many of the Games-related products influence and determine the success and financial prosperity of the Games. These products include education and cultural programmes, ticketing, live sites, city activities, the Olympic Torch Relay, sports presentation and other events and initiatives that provide opportunities for public participation across the host territory.

The Engagement team works hand-in-hand with the Communications team to ensure that its strategies are always aligned, not only within the OCOG, but also with the different city/region/country counterparts.

For the Engagement area, key success factors include:

- early implementation and strong collaborative structures that integrate all relevant areas within the OCOG;
- demonstrated ownership and support from the OCOG senior leadership;
- a strategic vision rooted in the overall Games vision;
- strong external partnerships with public and private organisations;
- coordination with different levels of government and their engagement strategies in order to deliver an integrated and coherent message: one voice, one message;
- effective use of digital and social media;
- a well-developed implementation plan that includes key milestones, target audiences, external partners and opportunities for proactive engagement; and
- creation and implementation of an engagement programme that takes into consideration the local context and the social reality of the country and reflects as well the local culture and Games vision.

Close coordination and collaboration within the OCOG and a variety of stakeholders, especially governmental and private partners, are also essential for the delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Engagement and any cross-referenced documents listed within it.



Operational Requirements

In order to deliver the Engagement requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan (GDP):

ENG 01 - Olympic engagement programme

- Develop and submit to the IOC for approval the engagement programme, including communication elements, which shall raise awareness of the Olympic Games as well as inspire and motivate the general public to become involved with the Olympic Games.
- Ensure that this programme is aligned with the strategy of the local authorities to maximise the engagement programme.



ENG 02 - Paralympic engagement programme

- Develop and submit to the IPC for approval the engagement programme, including communication elements, which shall raise awareness and educate the public about the Paralympic Games, leading athletes and the relevant Para sports.



15. Finance

Introduction

Delivering the Olympic and Paralympic Games within budget is a fundamental measure of success. Achieving that goal requires a culture of fiscal responsibility and comprehensive budget planning for all aspects of the Games.

The Finance area is responsible for administering a comprehensive budget across the OCOG - a task that necessitates integrated policies, systems and reporting mechanisms for procurement, accounting, contract administration and all other budgetary functions.

For this area, key success factors include:

- a thorough understanding of the OCOG's obligations under the HCC – Principles, HCC - Operational Requirements, the Joint Marketing Programme Agreement (JMPA) and other contractual obligations;
- strong integration with operational areas to ensure timely and cost-efficient decisions
- efficient budget, Foreign Exchange (FX) and cash flow management through continuous reviews/updates and risk assessment;
- periodic financial reports, including detailed management accounts;
- a successful procurement programme that supports the OCOG's organisational objectives and operational requirements, and manages the procurement process and supply efficiently, effectively and in a sustainable manner (see also Sourcing and Resource Management area);
- fulfilment of customs- and tax-related requirements;
- insurance policies as specified in FIN Annex 1 – Specifications on OCOG Insurance that minimise/transfer the OCOG's risk exposure; and
- a stakeholder-oriented rate card programme (also known as a Directory of Services [DOS]) that specifies the terms, conditions and pricing for services, goods and facilities made available by the OCOG to the Games stakeholders in support of their Games-time operations.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, Host Country Authorities and other relevant partner organisations, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Finance and the following Annex and any cross-referenced documents listed within them:

- FIN Annex 1 – Specifications on OCOG Insurance.

Operational Requirements

In order to deliver the Finance requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):



FIN 01 - OCOG budget evolution

- Ensure that the OCOG budget and cash flow properly reflect at all time the evolution of operational planning for both Olympic and Paralympic Games, including dissolution. It shall include all the activities associated with the performance of the HCC and the commitments made during the Candidature Phase.
- Ensure that the OCOG budget integrates both Olympic and Paralympic Games, while respective elements are identifiable. It shall be regularly updated in accordance with the timelines set out in the GDP.

FIN 02 - Statement of accounting principles

- Present a statement of the accounting principles which the OCOG proposes to use to determine the amount of the surplus, to the IOC for its approval. This shall be consistent with the IOC's definition of the OCOG surplus, that is, the cash surplus resulting from OCOG cash revenues minus cash expenses, in relation to the core Games budget.

FIN 03 - Standardised functions list

- Organise the OCOG's budget primarily according to the standardised function list to be provided by the IOC, to facilitate enhanced transfer of knowledge with future OCOGs. Furthermore, additional reporting dimensions, shall be provided (e.g. per venue, sport, key stakeholder).

FIN 04 - Rate card

- Submit the Olympic and Paralympic rate card (also referred to as Directory of Services - DOS) catalogues to the IOC and IPC for approval respectively. The DOS includes the related terms, conditions and pricing for the services, goods and facilities made available by the OCOG to the different Games stakeholders (IFs, NOCs, NPCs, broadcasters and press representatives, sponsors/suppliers, IOC, IPC and other members of the wider Olympic/Paralympic family).
- Ensure that the rate card programme (or DOS) is conceived and implemented on a cost-recovery basis rather than as a profit-generating activity and, consequently, that the prices contained in it are kept as low as reasonably possible.

FIN 05 - Dissolution plan

- In line with the OCOG's Dissolution plan, prepare all financial reports and carry out other related activities as necessary for the prompt closing of the OCOG's contractual and financial relationship with the IOC, IPC and other third parties.

FIN 06 - Pre-Games and post-Games reporting

- Upon request from the IOC/IPC, provide reports detailing the financial situation regarding the planning, organising and staging of the Olympic and Paralympic Games; such reports may include:
 - annual financial statements certified by an independent certified public accountant;
 - regular detailed management accounts prepared by the OCOG Finance area for the OCOG management including executive financial budget performance overview (expense/revenues) by OCOG area, budget changes, rate card sales report and procurement planning execution updates, lifetime cash flow; and



- all reports generated by the OCOG's internal auditors.
- Supply other data to the IOC/IPC and give the IOC/IPC or their representative(s) such access to its records as the IOC/IPC may reasonably request.
- Ensure that the IOC has the possibility, at any time during the OCOG lifecycle, to audit (or to have its representative(s) audit) the accounts of the Host City, the Host NOC and/or the OCOG with respect to the planning, organising, financing and staging of the Games.
- Deliver a list of post-Games financial reports and statistics, as per the OCOG produced content document and statistic lists, to the IOC, transfer of knowledge and for internal analysis purposes.

FIN 07 - Insurance policies

- Procure and maintain the insurance policies as specified in FIN Annex 1 - Specifications for OCOG Insurance.

FIN 08 - Taxes

- Develop and submit to the IOC and IPC for approval a plan detailing the measures to be implemented in cooperation with Host Country Authorities to give effect to the customs- and tax-related provisions of the HCC - Principles.
- Take appropriate measures, as may be required to ensure that the tax-related requirements set forth in the HCC - Principles are fulfilled, including in particular the following:
 - In case any taxes are imposed in the Host Country on financial or other rewards received by athletes who are non-residents in the Host Country in relation to the financial or other rewards received by them as a result of their performances at the Games, such rewards shall be increased and paid by the OCOG so that the concerned athletes, after having paid the applicable taxes, receive an amount that equals the amount they would have received had there been no such taxes.
 - In case any direct or indirect tax is due in any jurisdiction of the Host Country on any payment to be made by the OCOG to the IOC, IOC Controlled Entities, the Official Timekeeper or the IPC, or IPC Controlled Entities³, the payment shall be increased and paid by the OCOG so that the IOC or the IOC Controlled Entities, the Official Timekeeper or the IPC, or IPC Controlled Entities after the applicable tax, receives an amount that equals the amount it would have received had there been no such tax.
 - If any direct or indirect tax is due on any payment or other contribution payable to the OCOG by the IOC, any IOC Controlled Entity, the Official Timekeeper or the IPC, or IPC Controlled Entities pursuant to the HCC (including, for clarity, payments made in consideration for services received from or through the OCOG), such payment shall not be increased by any taxes due on such payment. If the IOC or the IOC Controlled Entities, the Official Timekeeper

³ IPC Controlled Entities means the Agitos Foundation, the IPC Academy and any other entity existing at the time of the execution of the HCC or subsequently thereto, owned and/or directly controlled by the IPC, including all their subsidiaries and affiliates.



or the IPC, or IPC Controlled Entities is liable for the payment of such tax, the net payment received by the OCOG shall be reduced by an amount corresponding to such tax or, if the payment to the OCOG has already been made, the tax subsequently paid by the IOC, the IOC Controlled Entities or Official Timekeeper or the IPC, or IPC Controlled Entities shall be reimbursed in full by the OCOG.

Additional finance requirements for the Paralympic Games



FIN 09 - OCOG marketing rights payment schedule



- The model for the OCOG marketing rights payment schedule to the IPC for the Paralympic Games is presented in the following table:



Time	Date	Payment (percentage of total)	
		Paralympic Winter Games	Paralympic Games (Summer)
Games-4 years	15 January		20%
Games-3 years	15 January	25%	22%
Games-2 years	15 January	25%	24%
Games-1 year	15 January	25%	24%
Games time	15 January	25%	10%
Total		100%	100%

If the date (15 January) is a bank holiday or weekend the payment is due the following business day.



FIN 10 - Contracts with third parties for the Paralympic Games

- Inform the IPC about all agreements or contracts entered into with any other third party (such as agencies, contractors, sponsors) relating to or having any effect on the IPC rules, regulations, requirements or having significant financial impact, prior to the signing of such agreement or contract.
- If subsequently requested by the IPC, provide a full copy of any agreement or contract before signature, for review and approval, in order to help the OCOG ensure consistency and to avoid potential adverse effects on the Paralympic Games operations or on the Paralympic legacy in general.



FIN 11 - Paralympic Games insurance

- Secure and maintain insurance coverage, including the IPC as an additional insured where applicable, in respect to insurable risks associated with the organisation and staging of the Paralympic Games, consistent to that applied to the Olympic Games, but scaled to the needs of the Paralympic Games.



16. Food and Beverage

Introduction

Food and beverage services are an integral aspect of the overall Games experience. In addition to meeting the needs of the Games participants, they provide an opportunity to showcase the cultural heritage and cuisine of the Host City and Host Country. The selection of a master caterer in each venue to oversee all aspects of food and beverage service delivery is strongly recommended.

For the Food and Beverage area, key success factors include:

- efficient, accessible and sanitary food and beverage services (including free drinking water at all venues) for all stakeholder groups, with distinct requirements for certain groups and facilities;
- consideration of other food service issues that impact the Games experience, including the diversity of offerings, queue management and stakeholders' cultural, religious and dietary sensibilities; and
- compliance with Marketing Partner rights.

The IOC and the OCOG will cooperate to make the delivery of the Food and Beverage services operational requirements in the local context as efficient as possible, in particular by matching the actual needs and consumptions of stakeholders with the offer.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including caterers and other food service providers, the IOC and IPC, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Food and Beverage and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Food and Beverage requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

FNB 01 - Service principles for stakeholder groups

- Provide the following food and beverage services:
 - free-of-charge services in the Olympic and Paralympic Villages, respecting athletes' and team officials' dietary needs, and cultural and religious sensibilities. The services should be provided according to the competition and training schedule and in consultation with the IOC and IPC, for the whole period that the Olympic and Paralympic Villages are open;
 - 24/7 user-pay services in the International Broadcast Centre (IBC) and the Main Press Centre (MPC) for the media, respecting cultural and religious sensibilities.
- For all other venues, submit to the IOC and IPC for approval a plan detailing the provision of food and beverage services to all stakeholder groups, including spectators; this plan shall be developed with the view to maximising use of existing kitchen facilities and optimising food and beverage services whenever possible (i.e. warm or cold menus, hours of services, etc.).



FNB 02 - Food and beverage service menus

- Present food and beverage service menus (and pricing when relevant) for all stakeholders across all venues to the IOC and IPC for review. Prices shall be competitive in the local market.

FNB 03 - Compliance with Olympic marketing rights in food and beverage spaces

- Consult with the IOC to ensure that the provision of food and beverage services is fully compliant with the rights of the Marketing Partners.
- Submit a food and beverage plan to the IOC for review, with details related to proposed branding and equipment for the food and beverage facilities at different Key Olympic Venues and Paralympic venues as well as the delivery of rights to Marketing Partners.

FNB 04 - Free access to drinking water

- For health and safety reasons, ensure that free access to drinking water is available to all individuals within the venue perimeter of any venues. Present proposed solutions to the IOC for approval.



FNB 05 - Food and beverage services at the Paralympic Games

- Include the Paralympic Games food and beverage services scope and service level requirements in the OCOG's planning and negotiation strategies with Marketing Partners and suppliers.
- Ensure that Paralympic Games dining areas and lounges are fully accessible, including circulation and serving areas.

FNB 06 - Provision of sustainable food and beverages

- Ensure that all food and beverages served at the Olympic and Paralympic Games respect high standards of animal welfare both for animals that are raised for meat and for dairy products. Food and beverages shall not contain any ingredients of plant or animal origin of any species, including seafood, contained within the International Union for Conservation of Nature (IUCN) Red List of Threatened Species.
- In addition, and specifically for seafood, the recommendations, standards and international resources provided by Seafood Watch are to be adhered to.
- With a view of promoting inclusion, offer food and beverage choices that reflect the diverse dietary preferences and religious/cultural needs of the stakeholders.



17. Games Delivery

Introduction

Games delivery is the overarching framework defined by the IOC to describe the approach, tools and reference documents that support the delivery of the Games and the realisation of legacy benefits.

The framework is intended to be adapted and implemented in a flexible way. Throughout the OCOG lifecycle, the IOC, IPC and relevant stakeholders will work closely with the OCOG and its delivery partners to co-construct delivery and adapt to the local context.

The Games Delivery Plan (GDP) documents the Games delivery framework. It is a collection of deliverables to support achievement of outcomes at each phase of Games delivery: Strategic, Planning, Readiness, Games, and Legacy Realisation. The OCOG should create a GDP using appropriate technology that facilitates collaboration between OCOG, IOC, IPC, stakeholders and its delivery partners.

The GDP should evolve over the different phases of Games delivery and represent the main planning framework and binding timelines to be respected by the Host City, the Host NOC and the OCOG in the delivery of their requirements pursuant to the HCC. The GDP should cover both the Olympic and Paralympic Games.

For Games delivery, key success factors include:

- a GDP that details anticipated outcomes and means to achieve outcomes for each phase;
- executive sponsorship of the Games delivery framework;
- an integrated approach established from the inception of the OCOG that focuses on stakeholder experience and service delivery;
- a governance framework that supports efficient information sharing and decision making across all phases, which includes clearly defined roles and responsibilities of the IOC, IPC, OCOG, the government agencies, Host City Authorities, Games stakeholders and other key delivery partners; and
- early adoption of a single source of truth for planning assumptions, data management, tools and documentation.

The IOC and the OCOG will cooperate to make the Games Delivery operational requirements in the local context as efficient as possible, in particular by:

- enhancing the role of the IOC Coordination Commission to oversee Games preparation with a focus on stakeholders;
- establishing a Joint Steering Forum (JSF) to complement the Coordination Commission and promote efficient integration of the various delivery partners, facilitate resolution of major issues, clarify roles and responsibilities for each entity, and help to drive cost reductions;
- enhancing synergies and efficiencies between the Olympic and Paralympic Games;
- implementing a GDP that encourages the OCOG to allocate approximately three years to focus on strategic elements (e.g. scoping, securing resources, public engagement and communication)



before shifting focus four years before the Games to planning, operational readiness and legacy realisation;

- increasing the role of the IOC/IPC administration to enable co-construction with the OCOG, stakeholders and delivery partners for development of strategies, action plans, issue resolution, etc.;
- implementing an event-centred approach to assist the OCOG in finding the most efficient way to deliver each discipline and event on the programme, building on the capabilities of IFs, NFs, operators of existing venues, local event organisers or built in-house capabilities; and
- exploring alternative ways to conduct optimised testing of the Fields of Play (FOP), technology and OCOG workforce, including using existing events, synergies between Olympic and Paralympic testing, etc.

All other areas covered by the HCC - Operational Requirements should be considered in the context of the Games delivery framework.

Operational Requirements

In order to deliver the Games delivery requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the GDP:

GAD 01 - Games Delivery Plan (GDP)

- Include at a minimum the following elements within the GDP unless otherwise agreed with the IOC and IPC, throughout the OCOG lifecycle .

Strategy:

- Games vision (see [Engagement](#) and [Communications](#) sections)
- engagement (see [Engagement](#) section);
- communications (see [Communications](#) section)
- event management
- marketing (see [Business Development](#) section)
- people management (see [People Management](#) section)
- OCOG learning (see [Information Knowledge Management](#) section)
- OCOG governance (see GAD 05)
- Games Partners Governance and Responsibility Matrix; incorporating the division of responsibilities for venue development (see [Venues](#) section)
- OCOG budget (see [Finance](#) section)
- Master List of Sites (see [Venues](#) section)
- Olympic and Paralympic Venue Briefs (see [Venues](#) section)
- legacy (see [Sustainability and Legacy](#) section)
- sustainability (see [Sustainability and Legacy](#) section)
- Register of Candidature Commitments, including the Legal Register;
- baseline Master Schedule (MS) that includes OCOG-specific milestones (including key milestones for the delivery partners involved) co-constructed with the IOC/IPC;
- GDP change management process;



- risk management;
- Paralympic Games integration framework (see GAD 09); and
- transition planning concept (see GAD 10).

Planning:

- integrated operational planning approach;
- Risk, Issue and Opportunity Register; and
- Services and Service Level Catalogue.

Readiness:

- Operational readiness strategy and programme plan which covers operational planning, learning and testing including Test Events (see GAD 02).

Games: the below elements are developed throughout the OCOG lifecycle as outcomes of the Planning and Readiness Phases:

- Operating plans for each venue;
- Operating plans for each service i.e. transport, logistics;
- Policies and Procedures;
- Communication, Command and Control structure at Games time (see GAD 05);
- Operating plan for the Main Operations Centre;
- Contingency plans;
- Crisis management plans; and
- Emergency response plans.

Legacy Realisation:

- Dissolution plan (see GAD 07); and
- Legacy plan implementation (see [Sustainability and Legacy](#) section).

GAD 02 - Operational readiness

- Apply the following principles for Test Events (during the Operational Readiness phase):
 - appropriate testing of the FOP, technology and Games workforce is essential for each sport/discipline; the testing scope will be carefully assessed by the OCOG and reviewed by the IOC/IPC based on the risks, opportunities and needs per sport/venue, with a view to optimising as much as possible;
 - development of the proposed Test Events programme must involve the IOC/IPC, IF, NF and the venue owner prior to the Test Events programme being approved by the IOC for the Olympic Test Events, and by the IPC for Paralympic Test Events;
 - strong consideration will be given to using events for testing that are already planned/scheduled regularly to be held in the competition venues for the Games;
 - all Test Events take place under the supervision and according to the competition rules of the relevant IFs;
 - OCOG shall develop a Test Event calendar and participation/service level matrix that summarises the level of involvement of each OCOG area, delivery partners and IF in each Test Event;



- OCOG shall coordinate with Host Country Authorities to ensure the fulfilment of the requirements of the HCC - Principles regarding the temporary entry of certain personnel into the Host Country and for the importation of equipment, supplies and other items for the purposes of the Test Events; and
- OCOG shall ensure that, for any Test Events that are under the marketing control of the OCOG and denominated as Test Events for the Olympic and Paralympic Games, no sponsorship, promotional, advertising or broadcast rights relating to such Test Events are granted to any third parties other than Marketing Partners or RHBs respectively.

GAD 03 - Meetings and reporting

- Provide progress reports on the preparation of the Olympic and Paralympic Games at the following IOC and/or IPC meetings or on request of the IOC or IPC respectively:
 - IOC Sessions;
 - IOC Executive Board meetings;
 - IOC Coordination Commission meetings; (see Olympic Charter)
 - JSF meetings (see below);
 - Project Reviews and other technical/working meetings;
 - IPC General Assembly;
 - IPC Governing Board meeting;
 - IPC working group of the IOC Coordination Commission meetings; and
 - IPC Project Reviews and other technical/working meetings.
- Ensure that such reports provide the status of progress, in particular on the OCOG's general planning, organising, financing, recruitment and staging processes.
- Collaborate with the IOC to establish the agenda and prepare the working documents for the IOC Coordination Commission meetings, JSF meetings, project reviews and other technical/working meetings.
- Facilitate the organisation of IOC-OCOG FA technical/working meetings in Host City.
- Collaborate with the IPC to establish the agenda and prepare the working documents for the IPC Project Reviews and facilitate the organisation of IPC-OCOG area technical/working meetings.

GAD 04 - Joint Steering Forum (JSF)

- Establish a JSF to complement the role of the Coordination Commission, with representation from the OCOG, the relevant Host Countries Authorities and the IOC in accordance with the terms of reference provided by the IOC.

GAD 05 - Communication, Command and Control (CCC)

- Define and implement, a Games-wide governance framework to manage the large number of tasks and activities that require integration among OCOG areas and delivery partners throughout the OCOG lifecycle.



- Within this framework, manage integrated planning and efficient operations, reporting to the OCOG executives and decision-makers via an efficient CCC structure that includes all the areas, Olympic and Paralympic venues, the various levels of government and other partners.
- This framework shall be implemented throughout the OCOG lifecycle with emphasis on the Readiness and Games Phases. The OCOG should consider implementing a Main Operations Centre (MOC) that will encompass coordination centres for OCOG areas or partners in order to support information-sharing and decision-making. The OCOG may also consider mobilising a MOC that supports Test Events both prior to and during peak periods of Test Event operations, as well as during the Readiness Phase for Games preparation.

GAD 06 - Pre-Games venue tours

- Facilitate site and infrastructure visits during the OCOG lifecycle, for the IOC, IPC, NOCs/NPCs, IFs and OBS (and/or their duly authorised partners/consultants/ contractors) to check the readiness of any sites and infrastructure. The IOC and the OCOG shall work together in defining the process, policies and procedures for facilitating those visits including access conditions and requirements, and various support services.

GAD 07 - Dissolution plan

- In order to minimise costs, optimise asset disposal and realise sustainability and legacy objectives, submit to the IOC/IPC an OCOG Dissolution plan agreed with the Host City and the Host NOC. Ensure that this plan includes elements such as, but not limited to:
 - Post-Games staffing and demobilisation plans;
 - venue decommissioning, site restoration and handover obligations;
 - data gathering and reporting requirements;
 - asset disposal to maximise value of goods, to achieve high levels of reuse and repurposing and to minimise waste;
 - transfer of post-Games roles and responsibilities to legacy entity(ies);
 - detailed planning of the use of the share of surplus retained to be used for financing the Legacy plan and for the development of sport in the Host City and the Host Country; and
 - contract closures and settlements.
- Ensure that the Dissolution plan is established in consultation with the Host City and the Host NOC and signed off by the OCOG's relevant bodies (e.g. Executive Board, Audit Committee, etc.).

Additional Paralympic Games delivery requirements



GAD 08 - No inconsistent activity

- Ensure that no other international event for athletes with impairments, or major event, conference or meeting that could have an impact on the successful planning and staging of the Paralympic Games is scheduled in or near the Paralympic Host City either during the Paralympic Games or within one week prior to or following the Paralympic Games without the prior approval of the IPC.



 **GAD 09 - Paralympic Games integration**

- The OCOGs should integrate the planning and management of the Paralympic Games as much as possible in the established processes, tools and governance forums. The OCOG should work with the IPC to identify and integrate Paralympic-specific content, receive the IPC's initial approval and therefore agree the change management process for the Paralympic-specific content. Paralympic specific planning elements should be considered, where necessary and as such identified.

 **GAD 10 - Paralympic Games transition planning**

- The OCOG shall develop a Transition Planning Concept and subsequently consider the planning and delivery of the Games-time transition from the Olympic to the Paralympic Games throughout the different planning stages and relevant planning documents.



18. Information and Knowledge Management

Introduction

Information and knowledge management significantly reduces Games delivery risks by aggregating and sharing learning with the OCOG throughout its seven-year journey.

Information and knowledge management helps OCOGs become learning organisations that acquire, apply and share knowledge and information to deliver successful Games and assist future OCOGs. Achieving these goals requires effectively managing information; nurturing a culture of sharing and exchanging within the organisation and with key stakeholders; and fully integrating learning opportunities into the delivery plan of the Games.

Information and knowledge management also makes a major contribution to one of the greatest legacies of the Olympic and Paralympic Games – the “human legacy” of new skills, knowledge and opportunities for nearly everyone associated with planning and delivering the Games.

Key information and knowledge management success factors include:

- delivery of a comprehensive learning strategy;
- development, in coordination with the IOC, of an effective programme to capture and then transfer knowledge to future Games organisers, including leveraging opportunities to observe and experience at first hand the Olympic Games and other sports events; and
- appropriate positioning and empowerment of information and knowledge management within the OCOG.

The IOC and the OCOG will cooperate to make the delivery of the information and knowledge management-related operational requirements in the local context as efficient as possible, in particular by:

- introducing executive learning and coaching to senior Games organisers to shorten and accelerate their learning pathway;
- providing tailor-made learning opportunities to the OCOG, which address their respective needs, requirements and context; and
- providing knowledge to support the OCOG to document its plans in the various key functions such as transport, accommodation, food and beverage, arrivals and departures, etc.

Information and knowledge management serves all areas of the OCOG. Close coordination and collaboration within the OCOG, especially Planning & Coordination, People Management and Technology are essential for the successful delivery of this area. Collaboration with the IOC, especially Olympic Games Knowledge Management (OGKM), the Olympic Foundation for Culture and Heritage and the Olympic Studies Centre (OSC), as well as the IPC, national legal and archiving organisations, and other OCOGs and sports event organisers, is also extremely important.

More information on the topics covered in this section is available in the Olympic Games Guide on Information and Knowledge Management and any cross-referenced documents listed within it.



Operational Requirements

In order to deliver the information and knowledge management requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

IKM 01 - Storage and access to information

- Ensure that all Olympic and Paralympic Games information under the OCOG's responsibility (including in particular documents, plans, strategies, processes, maps, still images, audio and video content or other content developed by the Host City, Host NOC and OCOG in the performance of the HCC) is safely kept and managed at all times, with reliable processes and appropriate technologies, ensuring the availability, integrity and, where applicable, confidentiality of such information.
- Grant the IOC and the IPC free access to this information on request.
- Coordinate with the IOC and IPC to address any legal requirement applicable in the Host Country in relation to the sharing and management of this information.

IKM 02 - Olympic Games Learning Model (OGLM)

- Develop, in close cooperation with the IOC and other relevant stakeholders, the following projects, which form part of the OGLM):
 - Education:
 - create the OCOG Learning strategy incorporating relevant executive learning and coaching, various learning pathways and leveraging learning opportunities, as well as various related interventions, such as OGKM workshops;
 - develop learning solutions based on IOC's advice and recommendations; and
 - create a knowledge champions network (or equivalent) to disseminate knowledge effectively within the OCOG on a "train the trainer" basis.
 - Observation and experience:
 - develop and deliver in partnership with the IOC the Debrief (event) and debriefing process; and
 - take full advantage of observation and experience opportunities, including the Observer Programme, Shadowing Programme, Secondment Programme, Test Events Observation Programme, and the Cross-Cultural Awareness Programme
 - Information management:
 - use the data bank of documents related to previous Games that the IOC is maintaining, in support of OCOG planning efforts;
 - work closely with the IOC to deliver an effective codes, acronyms and terminology system that can be accessed by all key operational staff;
 - support the transfer of OCOG-produced content (documents, statistics, knowledge reports, AV assets) process, adhering to the requirements defined by the IOC, including scope, transfer process and frequency of transfer;
 - ensure the right people in the OCOG leadership participate fully in the structured interviews processes run by the IOC; and
 - work in partnership with the IOC to ensure the data capture project is delivered, ensuring that all relevant metrics required by the IOC are accessible.



- Develop and implement other learning projects as may be agreed between the IOC and the OCOG.
- For the Debrief (event), the following rules will apply:
 - the host OCOG will provide, at the IOC's cost, the Debrief's locations, facilities, accommodation and ground transport for international participants;
 - accommodation and ground transport for domestic participants shall be provided by the host OCOG, at its cost; and
 - the responsibility for other costs related to hosting of the Debrief will be mutually agreed between the IOC and the host OCOG, before each edition.

IKM 03 - Participation by relevant delivery partners in knowledge acquisition and learning

- Ensure and coordinate the participation of the relevant delivery partners in relevant knowledge acquisition initiatives and processes run by the IOC, in particular the effective management and delivery of OCOG-produced content to ensure their knowledge and expertise is aggregated in a timely and detailed contribution to produce high quality deliverables for future learning.

IKM 04 - Official reports

- Produce official reports, including post-Games reports, of the Olympic and Paralympic Games in accordance with the guidelines set by the IOC and the IPC.



IKM 05 - Paralympic Excellence Programme

- Reach an agreement with the IPC about the scope, components and delivery timelines of the Paralympic Excellence Programme, which shall be provided on a cost-recovery basis by the IPC's educational arm, the "IPC Academy". The Paralympic Excellence Programme includes an education programme (workshops), a readiness programme (management and operational simulations) and the IPC Academy Campus, at Games time. The IPC Observer Programme and IPC debriefing are parts of the Paralympic Excellence Programme.
- Paralympic Games-related elements of knowledge acquisition (learning) and contributing initiatives (OCOg-produced content document and statistic lists, structured interviews and data), shall be captured as per the relevant integrated process managed by the IOC. In addition, the IPC shall determine a subset of the overall OCOG-produced content, to be delivered to the IPC as well and in addition to the IOC.



19. Language Services

Introduction

Language services make a significant contribution to the special spirit of unity in diversity at the Olympic and Paralympic Games. These services are particularly important for athletes, the media, the IOC, NOCs/NPCs, IFs, the Court of Arbitration for Sport (CAS), and the World Anti-Doping Agency (WADA), as well as for people engaged in medical services, doping control, security, sport production and venue protocol.

Language services for the Olympic and Paralympic Games include simultaneous and consecutive interpretation (the spoken word) and translation (the written word) by professionals, as well as conversation facilitation by highly-skilled and well-trained language volunteers. Volunteers can ensure communication in a range of languages, including those not officially covered by the professionals, and assist in various situations in a cost-effective manner.

For the Language Services area, key success factors include:

- appropriate and effective communication between athletes, accredited media, Olympic family members, OCOG workforce and other stakeholder groups; and
- timely and efficient translation of relevant texts based on a policy approved by the IOC and the IPC for their respective Games.

The IOC and the OCOG will cooperate to make the delivery of the Language Services operational requirements in the local context as efficient as possible, in particular by favouring professional interpreting services via a remote interpreting centres instead of in-venue simultaneous interpreting booths.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the previously mentioned areas, service providers, and the IOC and IPC, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Language Services and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Language Services requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

LAN 01 - Overview of language services

- Plan and deliver comprehensive language services, including translation and professional interpretation, to areas within the OCOG to facilitate communication between athletes, accredited media, Olympic/Paralympic family members, OCOG workforce and other stakeholders.
- Submit the OCOG's translation policy for the Olympic Games to the IOC for approval, and submit the OCOG's translation policy for the Paralympic Games to the IPC for approval.



20. Marketing Partner Services

Introduction

Both Olympic Marketing Partners and Paralympic Marketing Partners provide invaluable financial and operational support for the Olympic and Paralympic Games, and help promote the Games and the Host City to a global audience. They play a direct role in staging the Games by providing essential technical services and products. They also support the work of more than 200 NOCs and 180 NPCs.

The IOC has established long-term partnerships with some of the world's leading companies through The Olympic Programme (TOP). In return for their support and expertise, the TOP Partners are granted exclusive worldwide marketing rights, hospitality rights, supply rights and other sponsorship benefits. The OCOG has an opportunity to enlist domestic partners whose marketing and promotional rights are limited to the Host Country and do not conflict with rights granted to the TOP Partners.

The Marketing Plan Agreement (MPA), a contract between the IOC and the OCOG, establishes the Games and Paralympic marketing structure and the process to facilitate the sales, management and implementation by the OCOG of commercial rights for the Olympic and Paralympic Games within the host territory.

Marketing Partners shall, from 1 January 2021, be the same partners for both the Olympic and Paralympic Games, with the exception of any Paralympic Games-specific Marketing Partner that may be appointed. In this document, the term "Marketing Partner" is used as a generic term, which includes all commercial partners having been granted marketing rights by the IOC or the OCOG in relation to the Olympic Games and/or the Paralympic Games (including, without limitation, the "Olympic Marketing Partners", the "IOC Marketing Partners", and "OCOG Marketing Partners" as such terms are defined in the HCC – Principles).

For the Marketing Partner Services area, key success factors include:

- a full understanding of and compliance with the MPA;
- respect for marketing rights, hospitality rights, supply rights and Intellectual Property Rights (IPR) of the Marketing Partners;
- effective protection against ambush marketing;
- procurement agreements with Marketing Partners in accordance with the processes established in the MPA;
- an integrated communications programme recognising Marketing Partners' contributions;
- a full understanding of the unique opportunities and distinctive features of the Olympic and Paralympic brands; and
- education of Marketing Partners about the complementary position of the Olympic and Paralympic brands to fully leverage and further strengthen both brands.

The IOC and the OCOG will cooperate to make the delivery of the Marketing Partner Services operational requirements in the local context as efficient as possible, in particular by:

- creating even more opportunities for collaboration between Marketing Partners and the OCOG, for instance by inviting Marketing Partner representatives to participate in various forums and to provide a greater understanding of business needs and opportunities, leading to reduced risks; and



- ensuring that products and/or services rendered by Marketing Partners relieve as much as possible the OCOG's scope of work and budget.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, the Marketing Partners and other relevant stakeholders (as necessary), who are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Marketing Partner Services and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Marketing Partner Services requirements in line with the introduction above and in accordance with the HCC - Principles and the MPA, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

MPS 01 - Procurement of goods and services by the OCOG

- Procure from the relevant Marketing Partners all the goods or services that are within their product categories and that are required for the purposes of hosting the Olympic and Paralympic Games and any other official events or activities organised by the OCOG (e.g. live sites), in compliance with the principles set out in the MPA.

MPS 02 - Marketing Partner recognition



- Develop an official partner recognition programme to serve as a means of publicly communicating the contributions made by Marketing Partners (including any Paralympic Games-specific Marketing Partners) towards the staging of the Olympic and Paralympic Games, in the form of advertising, public relations activities, signage and internal and external communications.

MPS 03 - Outdoor advertising in the Host City

- Enter into agreements with relevant owners of public advertising sites and assets in the Host City (and other venue cities) to secure binding options to control this inventory, at least for a period starting two weeks prior to the beginning of the Games and covering the entire duration of the Games.
- Ensure that the Marketing Partners have the first option to buy the available inventory at the standard market price for the duration of the defined Games period and that the sales of the inventory will allow the OCOG to offset costs incurred.

MPS 04 - Marketing Partner access to Games assets

- Ensure that accommodation, ticketing, transport and accreditation services are made available to Marketing Partners, as per the details specified in the MPA.



MPS 05 - Showcasing strategy and plans

- Submit a strategy and plan for showcasing facilities to the IOC for approval.
- Provide a space to be approved by the IOC in appropriate locations for the duration of the Games period in order to enable the IOC to establish showcasing opportunities for the Marketing Partners, subject to and in accordance with the MPA.

MPS 06 - Concessions, retail operations and licensees

- Deliver the branding entitlements granted to Marketing Partners, in accordance with the MPA.
- Respect the clean venue requirements and the permitted standards of branding at OCOG concessions, merchandise stores, retail kiosks and on e-commerce sites, as communicated by the IOC.

MPS 07 - Games-time filming

- Collaborate with the IOC for the implementation of the on-site filming programme developed by the IOC, at no cost to the OCOG, for the Marketing Partners that wish to document their respective marketing efforts.



21. Media

Introduction

The media bring the Olympic and Paralympic Games and the values of sport into the homes of billions of viewers and readers around the world. High-quality facilities and services for the media facilitate the best possible media coverage of the Games to the widest possible audience, on a wide range of platforms including television, radio, newspapers and magazines, and mobile, digital and social media platforms.

OBS has primary responsibility for meeting the needs of the RHBs, and coordinates the services and facilities provided directly to the RHBs by the OCOG.

For media services, key success factors include:

- a Main Press Centre (MPC) for the written and photographic press, and an International Broadcast Centre (IBC) for broadcasters, with 24/7 support;
- a joint IBC/MPC transport hub, or separate hubs for each centre, serving all venues and accommodation;
- detailed planning in the pre-Games period and the timely provision of facilities and services for the media at the venues; and
- effective delivery of results, data, timing and other information needed by the media.

The IOC and the OCOG will cooperate to make the delivery of the Media operational requirements in the local context as efficient as possible, in particular by:

- maximising the use of existing facilities and encouraging the use of multi-site, temporary or demountable solutions, if no existing facility is suitable;
- optimising IBC/MPC requirements;
- adjusting facilities and services at Paralympic Games to actual usage; and
- reducing unused facilities and services for Vehicle and Pedestrian Screening Areas (VSA, PSA) wherever possible.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, especially OBS, as well as the IOC, IPC and the international news agencies, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Media and the IPC Guide on Paralympic Media Services, the following annexes and any cross-referenced documents listed within them:

- BRS Annex 1 – Operational Specifications for Broadcasting Services and facilities;
- BRS Annex 2 – Broadcast Master Plan – Timelines;
- BRS Annex 3 – Specifications on Broadcast Lighting; and
- Olympic Games Photo Guide.



Operational Requirements

In order to deliver facilities and services to the media in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP).

A more detailed description of the broadcast requirements is available in BRS Annex 1 - Operational Specifications for Broadcasting Services and Facilities. Additional milestones for the delivery of facilities and services to OBS and the RHBs are set out in Annex 2 - Broadcast Master Plan – Timelines.

To the maximum possible extent, broadcast requirements have been addressed in this section as well as in the referenced Annexes. However, the delivery of broadcasting services is dependent on rapidly evolving technology and on the local Games context. Accordingly, OBS will provide the OCOG further details regarding the implementation of these operational requirements where necessary.

Press services

PRS 01 - General facilities and services provided for the press

- Provide general facilities and services for the press including accommodation, transport, rate card/DOS, telecommunications and technology at internationally accepted industry standards (aligned with the technological evolution and business practices in major sport events), accreditation, access controls, food and beverage services, language services and the support services required for the press to carry out their professional duties of reporting on the Olympic and Paralympic Games.
- Ensure press facilities and services for the Olympic and Paralympic Games are accessible.
- Ensure that all the services for which the OCOG may be entitled to charge a fee to the press are defined in the Rate Card Catalogue/DoS that has to be approved by the IOC.

PRS 02 - Main Press Centre (MPC)

- Provide an MPC, which is the central workplace of the accredited written and photographic press at the Olympic Games, offering 24/7 support and facilities. The MPC shall be an existing exhibition centre-type facility or large building shell (e.g. warehouse) that is easily retrofitted. It shall be suitably located for the competition venues, with access to public services, such as transport, accommodation, and restaurants. Upon prior approval by the IOC, the MPC can also be provided as a multi-site, temporary or demountable solution, notably for reasons of legacy, sustainability and cost-efficiency.
- For the MPC, ensure that:



- the MPC at the Games of the Olympiad provides 30,000m² of usable space, with a further 1,000m² in or alongside the building for use as a logistics compound, with truck access, loading dock and secure storage area;



- the MPC at the Olympic Winter Games provides 20,000m² of usable space, with a further 1,000m² in or alongside the building for use as a logistics compound, with truck access, loading dock and secure storage area; and



- a combined IBC/MPC media transport mall is provided. If the IBC and MPC are adjoining facilities, there should be one shared transport mall but, if separate, both the IBC and MPC will need their own transport malls.



- For the Olympic Winter Games, depending on available facilities and travel time between the MPC/IBC and the venues, a secondary location may be needed and in such case shall respect the same requirements as described above for the MPC.
- For the MPC secondary location, if any, ensure that it provides no less than 3,000m² for the press, with an adjacent transport hub and a logistics compound.
- Depending on adjacent facilities/services and upon prior approval of the IOC, certain of the above space requirements can be handled more flexibly, e.g. including the use of existing facilities such as offices, restaurants, etc.



- Ensure that the OCOG takes full possession of the MPC and secondary location facilities in sufficient time for fit-out and overlay four months before for the Games of the Olympiad and three months before for the Olympic Winter Games. Timing will change depending on the type of facility. For example, an existing exhibition-type facility may require less time for fit-out and overlay compared to a newly constructed building. Any timeframe other than that specified above shall be approved by the IOC.

PRS 03 - Written and photographic press provision at the competition venues

- Provide the media facilities, services and technology requirements for the written and photographic press in all competition venues. This shall include:
 - Venue Media Centres (VMC) with fully equipped media workrooms, mixed zones, press conference rooms, media lounges and press tribunes with cabled and wireless broadband internet access, power and Cable Television (CATV) monitors for every tabled tribune seat; and
 - clearly identified photo positions, each with an unobstructed and direct view of the sports/athletes on the Field of Play (FOP), power and cabled internet broadband connections to meet the needs of the international sports and news photographers.
- When existing media facilities at the venues are not sufficient for the Games and permanent facilities are not required post-Games, temporary and/or demountable solutions shall be used for reasons of legacy, sustainability and cost-efficiency.

PRS 04 - Internet connectivity for the press

- Provide internet connectivity with sufficient resilience for the written and photographic press which includes cabled positions along with the Wi-Fi connectivity in all press tribunes, the MPC and VMC workrooms and photo positions in all venues and media areas. All cabled internet positions require appropriate power connectivity supplied.



- Provide a private agency network (Virtual Local Area Network [VLAN]) with appropriate power connectivity to the largest news organisations in order to enable them to transmit high speed critical data from Olympic venues to their respective private offices within the MPC and allow the collection of photographers' images, reporters' stories and other data. The network shall be fully redundant and its resilient network architecture shall implement different paths at each competition and non-competition venue.

PRS 05 - Olympic Information Service (OIS)/Paralympic News Service (PNS)

- Support the IOC in the provision of the OIS and PNS, which are professional sports reporting and information services designed to keep the accredited media informed and to help them achieve the best possible coverage of the Olympic Games and Paralympic Games. OIS and PNS content is published on the Games INFO+ system and distributed via the Olympic Data Feed (ODF). OIS and PNS content is written in English.

Paralympic press services

PRS 06 - General media facilities and services for the Paralympic Games

- Provide key facilities for the press during the Paralympic Games, such as the MPC, VMCs, press conference rooms and media lounges, press tribunes, mixed zones and photo positions scaled to the needs of the Paralympic Games.
- Provide key services to the press during the Paralympic Games such as accreditation, accommodation, media guides, Paralympic news service, rate card/Directory of Services (DOS), technology, transport, arrivals and departures, ticketing, language services and other support services scaled to the needs of the Paralympic Games.

PRS 07 - Paralympic MPC



- For the Paralympic Games (Summer), provide an MPC that offers an appropriate level of services aligned with the needs of the press for the Paralympic Games. The MPC for the Paralympic Games does not need to be the Olympic MPC, if the same services can be provided within one or more other existing venues. The venue(s) should accommodate the relevant services, according to the expected number of accredited members of the press and provide three wheelchair accessible conference rooms.
- Should the Olympic MPC be used for the Paralympic Games, ensure that the design of the MPC allows for efficient and cost-effective downsizing from the Olympic layout.



- For the Paralympic Winter Games where an MPC is not required, ensure that the following key services are provided either at one VMC or spread over several VMCs, as agreed with the IPC:
 - two wheelchair accessible press conference rooms;
 - telecommunications and technology at internationally accepted industry standards;
 - accreditation and access controls;
 - photo service centre;
 - main help desk;
 - food and beverage services; and



- language services and the support services required for the press to carry out their professional duties of reporting on the Paralympic Games.



PRS 08 - Media services at Paralympic venues

- Accommodate the needs of the media at the venues, including those with an impairment, as follows:
 - integrate accessible press seats in press tribunes (if applicable, make use of tabled seats built for the Olympic Games; no additional non-tabled seats are required);
 - provide accessible mixed zones in all competition venues;
 - install CATV monitors with feed from the respective venues in the mixed zones where there is no direct view of the FOP; and
 - ensure at least two photo positions per venue are accessible for photographers in a wheelchair.
- Provide a dedicated media centre at the Paralympic Village, adjacent to the Paralympic Village Plaza and with a dedicated media entrance. Organise, in cooperation with the IPC, guided tours for media in the residential zone of the Paralympic Village.

Broadcast services

BRS 01 - Planning Phase – facilities and services


- Manage the venue planning process provide original Computer-aided Design (CAD) drawings, 3-D renderings and cooperate fully with OBS on the design of all broadcast-related facilities and venue overlay.
- Establish a standard procedure for OBS and RHBs to access the venues during the Planning Phase.
- Implement a consistent approach across venues and sports to planning the operation of venues, in consultation with OBS.
- Develop the competition schedule in close cooperation with OBS.
- Develop the Directory of Services (DOS) or rate card to comprise two parts:
 - OBS-supplied services (Part A); and
 - OCOG-provided services (Part B) (e.g. specific rates for internet, information services, telephony, VLANs, computers, printers, vehicles and bus services, Furniture, Fixtures and Equipment (FFE)).
- Ensure that all the services for which the OCOG may be entitled to charge a fee to the RHBs are defined in the DOS (or rate card) (Part B), together with specific rates for these OCOG-provided services so that they can be incorporated into the complete DOS (including Parts A and B) distributed by OBS to the RHBs.
- Ensure that all contracts between the OCOG and telecommunication company(ies) or any broadcasting organisation concerning any services or facilities which involve costs to be paid by RHBs, which are not fully addressed by the DOS, are submitted to the IOC for its prior written approval.



- Provide results, data and timing, Commentator Information System (CIS), remote CIS, Real-time Data System (RTDS), ODF, graphical virtual enhancement elements and any other technology information/services, subject to specifications provided by OBS.
- Provide the redundant underground fibre network connecting the venues and the IBC, as per the OBS specifications and requirements described in BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Provide the required general telecommunications services for OBS facilities and offices (such as fixed telephone sets and lines, mobile phones, secure high-speed broadband and internet, radios, infrastructure and equipment including level of service and usage) in accordance with OBS's telecommunications specifications and detailed requirements.
- Procure and maintain the relevant insurance policies as defined in FIN Annex 1 – Specifications for OCOG Insurance.
- Develop Safety policies for the IBC and venues that include guidelines for surveys, fit out, bump in and Games time as well as transition and bump out periods.
- Ensure broadcast facilities and services for the Olympic and Paralympic Games are accessible.

BRS 02 - Games operations phase facilities and services - International Broadcast Centre (IBC)/Mountain Broadcast Centre (MBC)



- Provide an existing facility, new construction or temporary building in proximity to the competition venues, to serve as the IBC, the base of operations for all broadcast-related activities. Furthermore, for Olympic Winter Games, a similar facility on a smaller scale may be required in the form of an MBC or secondary facility. Upon prior approval by the IOC and OBS, the IBC/MBC can also be provided as a multi-site, temporary or demountable solutions, notably for reasons of legacy, sustainability and cost-efficiency.
 - Ensure that the IBC/MBC facilities meet the appropriate height and space requirements and that these facilities are properly equipped in accordance with BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities. Upon prior approval by OBS, certain requirements (e.g. ceiling height, usable space) can be handled more flexibly, e.g. including the use of existing adjacent facilities such as offices, restaurants, etc.
 - Conduct the handover of the facility to OBS on the agreed date, including a punch list with all handed-over items and facilities, allowing sufficient time for fit-out and equipment installation and testing.
- 
- Ensure that possession is maintained until the removal of equipment and retrofit of the building is complete, following the Paralympic Games period.
 - Allocate space within and surrounding the facility for the guest pass office, daily briefing room, compound/satellite farm, generators space, loading dock, logistics operations, motorpool, parking facilities, drop off areas and OCOG-provided services.
 - Provide fixtures and infrastructure for technology (computers, printers, copiers), general telecommunications (fixed phone lines, mobile coverage, high speed internet), internal coverage for mobile phones and communication radios, Cable Television (CATV) systems and FFE.



- Provide all the optical fibre strands required by OBS for the establishment of the broadcast telecommunications network between the different competition and non-competition venues. For further detail, refer to BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Ensure appropriate security and perimeter control are in place, including supplying access control personnel, beginning from the day of the IBC/MBC handover until the completion of dismantling.
- Provide all maintenance and facility management of the building and its services, including specialised management system (e.g. Building Management Systems [BMS]).

BRS 03 - Games operations phase – facilities and services - venues

- Ensure that each venue contains the space, infrastructure, cable paths, lighting, Heating, Ventilation and Air Conditioning (HVAC), FFE and technical/domestic power required for broadcasting operational areas, in accordance with BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Provide facilities to be used as offices, technical space, food and beverage and storage (i.e. containers, cabins, trailers, tents, etc.), FFE for each of these facilities, drinkable water and drainage (if required) and daily cleaning services for all OBS and RHB areas.
- When existing media facilities at the venues are not sufficient for the Games and permanent facilities are not required post-Games, temporary and/or demountable solutions shall be used for reasons of legacy, sustainability and cost-efficiency. Ensure that appropriate security and perimeter controls are in place from the time of venue occupancy until equipment load-out is complete.
- Provide dedicated service vehicles for equipment load-in/out, installations, cabling and personnel movement, including Materials Handling Equipment (MHE) and other relevant logistical support for refuelling purposes.
- Establish and implement a lighting plan in accordance with the OBS lighting requirements. For further detail, refer to BRS Annex 3 - Specifications on Broadcast Lighting.

BRS 04 - Games operations phase – other facilities and services

- Supply all pre-Games, Games time and post-Games accreditation, supplementary devices and any other passes required for personnel and vehicles to access controlled areas.
- Provide all necessary operational permits and licences for OBS and RHB personnel before, during and after the Games.
- Provide all necessary permits for OBS's broadcast aerial operations. (fixed wing, helicopters, drones and blimps).
- Provide warehouse and field shop facilities required for OBS close to most of the Olympic venues and/or IBC to store, assemble, test and stage equipment, as well as ship and receive goods. Facilities must be properly equipped in accordance with BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Provide all required media transport services according to the transport-related requirements included in this document (see [Transport](#) section).



- Ensure the availability of accommodation of an acceptable level for all RHB and OBS personnel in accordance with the HCC - Operational Requirements - Accommodation.
- Provide a fully constructed and operational facility to house approximately 10 to 12 RHB mid-sized studios (approximately 70m² per studio) and stand-up positions equipped with power, HVAC, security, compound, etc., with an unobstructed view of an Olympic area or Host City interest point.
- Ensure with relevant authorities the Games time frequency allocations for cameras, microphones, air-to-ground communications, microwaves, satellites and general two-way communications, in order to satisfy all OBS and RHB needs.

Paralympic broadcast services

BRS 05 - Paralympic broadcast requirements

- In line with the HCC - Principles and the agreement entered into between IOC and IPC, ensure the following:
 - OBS, which is the host broadcaster for the Olympic Games, shall also be the host broadcaster for the Paralympic Games;
 - the level of production for the international television signals for the Paralympic Games shall be determined by OBS, in consultation with the IPC, taking into consideration the requests of RHBs and the level of production and scope of services carried out for previous Paralympic Games, which defines the baseline level of production and scope of services. The IPC shall approve the host broadcast agreement between OBS and the OCOG in which the level of production and scope of services are defined; and
 - the IPC is provided with the opportunity to develop the Paralympic Games broadcast strategy for longer-term deals by being appointed as the OCOG's exclusive agent to market, sell, draft and conclude contracts in respect of, and manage the broadcast rights in, the relevant host territory and on an international basis in accordance with the principles of the agreement signed between the IOC and the IPC. The details of each agency appointment shall be set out in an agency agreement between the IPC and the OCOG.

BRS 06 - General media facilities and services for the Paralympic Games

- Provide a number of key facilities for the broadcasters during the Paralympic Games, such as the IBC, venue media centres, press conference rooms and media lounges, accessible commentary positions, mixed zones, broadcast compounds, platforms and announce positions scaled to the needs of the Paralympic Games.
- Provide key services to the broadcasters during the Paralympic Games, such as accreditation, accommodation, media guides, Paralympic News Service (PNS), rate card/DOS, technology, transport, arrivals and departures, ticketing, language services and other support services scaled to the needs of the Paralympic Games.



22. Medical Services

Introduction

Medical services protect the health and safety of all Games participants, and thereby contribute to ensuring the integrity of the competition. The Medical Services area has two extremely important roles: providing medical care and health services for athletes, the Olympic and Paralympic families, the media, Marketing Partners, guests and spectators — both inside and outside Games venues; and managing the doping control programme.

For this area, key success factors include:

- a well-defined scope of medical and health services for all stakeholder groups, including emergency medical response plans and disaster planning for all venues;
- a high-quality Olympic Village Polyclinic and other services to help ensure that athletes can deliver their optimum performance; and
- an effective doping control programme.

The IOC and the OCOG will cooperate to make the delivery of the Medical Services operational requirements in the local context as efficient as possible, in particular by:

- adapting the scope of medical services to actual needs in each venue; and
- providing certain services and/or equipment at local hospitals within reasonable distance of the Olympic Villages instead of within the Olympic Village Polyclinic, ensuring that where services are provided outside the Olympic Villages they meet the needs of Olympic athletes.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the public health authorities, hospital administrators, emergency medical response providers and other health care professionals in the Host City and Country, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Medical Services, the following annex and any cross-referenced documents listed within them:

- MED Annex 1 - Specifications on Office Space for the IOC Medical and Scientific Commission, the IPC Medical Committee and IPC Anti-Doping Committee

Operational Requirements

In order to deliver the Medical Services requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Healthcare

MED 01 - Scope of medical coverage

- Ensure the implementation of all necessary and appropriate medical and health service measures including repatriation, in coordination with the Host City and the Host NOC, and in accordance with the IOC's instructions.



- Ensure that, from the opening to the closing of the Olympic Villages, medical services, including repatriation, are provided free-of-charge in the Host Country to all accredited persons unless otherwise agreed with the IOC.
- Ensure that the extent and level of services includes any treatment that cannot reasonably be delayed until the accredited person returns to their own country, including chronic, pre-existing conditions,
- Submit a medical services plan to the IOC and IPC for approval that specifies:
 - how medical care will be provided, including the levels of services, to all accredited persons;
 - an emergency medical response to injuries and illness that may happen to anyone (both accredited and non-accredited) at any of the Olympic competition and non-competition venues during official Test Events and from the opening to the closing of the Olympic Villages;
 - any proposed exception to the principle that all medical services including hospital treatment should be provided free-of-charge to all accredited persons;
 - the legal framework applicable in the Host Country from the provision of medical services, including in relation to consent for medical treatment including for minors, conservation of medical records and medical research; and
 - a pharmacy guide that shall be developed using as a reference the Olympic and Paralympic Model Formulary for Polyclinic and venues.

MED 02 - Medical services at the Paralympic Games

- Ensure that, as a principle, the level of medical services provided for the Paralympic Games is equivalent to the level provided for the Olympic Games, scaled to the needs of the Paralympic Games. A sufficient number of workforce shall have appropriate knowledge and expertise in disability specific injury and illness. The provisions that apply to the Paralympic Games shall be subject to the prior approval of the IPC.

MED 03 - Integration of medical services

- Ensure that the Medical Services team integrates the planning of medical services with national and city public health services through on-going communication and agreements with the relevant public agencies, to assure the effective delivery of services from the Host City and Host Country Authorities, with the aim of providing integrated medical services and a post-Games health care legacy.

MED 04 - Pre-Games medical services planning

- Ensure that the level of medical services for the community is not compromised during Games time. Any capacity issues shall be addressed during the Planning Phase to ensure optimal use of community-based health resources and appropriate level of care for the community and Olympic-related patient populations.



MED 05 - Emergency medical services

- Submit a detailed protocol describing the pathways of care and medical management of the sick and injured in all stakeholder groups to the IOC approval.
- Ensure that on-site, suitably equipped and manned land ambulances are available at all competition venues, the Polyclinic, Olympic Family Hotel (OFH)/Paralympic Family Hotel (PFH), Opening Ceremony of the IOC Session and other sites, as determined by medical needs during periods of operation. In addition, IFs may have issued air or land ambulance requirements in their specific medical policies. Transport routes, weather conditions and security considerations should be reviewed in developing such medical transport plans.

MED 06 - Olympic/Paralympic Village Polyclinic

- Establish a multi-disciplinary Polyclinic in the Olympic/Paralympic Village to provide comprehensive care for athletes and officials. The Polyclinic shall also provide suitable space for the IOC/IPC Medical and Scientific Commission offices and meeting rooms. It shall be staffed with doctors, nurses, pharmacists, dentists, physical therapists (including physiotherapists, sports massage, osteopaths and chiropractors), optometrists and specialists to provide:
 - primary care, sports medicine, speciality medical services, pharmacy services (including storage, administration and recording of medicines according to Host Country law, and incorporating the current WADA regulations), dental services (including emergency treatment, athlete screening and mouthguard programme), physical therapies (including massage, injury and illness prevention and recovery services), radiology (imaging with on-site ultrasound, X-ray, Magnetic Resonance Imaging [MRI] and Computed Tomography [CT] and other modalities if required) and optometry for 16 hours per day; and
 - emergency medical services 24 hours per day.
- For reasons of legacy and cost-efficiency specific services and/or equipment that are either not frequently used or not considered essential/emergency for the Olympic and Paralympic Games (e.g. some dental and radiology services, optometrist) might be provided in existing hospitals. A viable plan will need to be proposed by the city/OCOG and agreed with the IOC to ensure that:
 - the hospital is within reasonable distance of the Olympic Villages (maximum 15 minutes);
 - the hospital has sufficient capacity for the required services;
 - there will be same day appointments and no waiting time for athletes;
 - the service will be provided free-of-charge to the athletes and translation services are readily available;
 - the services provided to athletes will have no effect on emergency use or normal patients' use at this hospital;
 - the OCOG provides a transport service to and from the hospital; and
 - athletes are met on their arrival to the hospital, escorted within the hospital and back again to the Olympic Villages.



MED 07 - Designation of official Olympic/Paralympic Games hospitals

- Ensure that appropriately staffed and equipped hospitals are designated as official Olympic/Paralympic hospitals in which medical and surgical services will be provided to all accredited persons during the defined Olympic and Paralympic Games operational period. The OCOG shall sign an agreement with all official Olympic/Paralympic hospitals to ensure availability of these services for all medical conditions or medical issues that cannot reasonably be delayed until after the accredited person returns home. All agreements with official Olympic/Paralympic hospitals shall be submitted to the IOC and IPC for approval before signature. A summary of all records and results shall be produced in English, for each patient, if requested.

MED 08 - Venue medical services

- Agree on detailed written individual medical plans for every venue with the relevant IF(s) and ratify these plans with the IOC/IPC. This should include medical provision on the Field of Play (FOP), in the athlete medical station and for emergency evacuation, as well as the OFH/PFH, Main Press Centre (MPC) and International Broadcast Centre (IBC).
- Ensure that the Medical Services teams have appropriate access privileges to enable them to provide medical care in any location in the venues.

MED 09 - Purchasing and provision of equipment or services

- Provide a list of medical equipment, based on recommendations made by the IFs to be agreed with the IOC/IPC, for the
 - FOP medical teams;
 - athlete medical rooms (to include venue-/sport-specific provision);
 - spectator medical teams; and
 - spectator medical rooms.
- Consult the IOC regarding the choice of provider before purchasing any equipment or services. Equipment or services falling within the product category of an Marketing Partner shall be procured (purchased or rented) from the Marketing Partners, who are actively involved in the delivery of the Games, in accordance with contractual agreements.

MED 10 - NOC/NPC medical space

- Provide each NOC/NPC with medical space for the team doctors and other health professionals to deliver general and sports medicine services to their delegation. Basic furnishings shall be provided in this space.

MED 11 - Periods of operation of medical services

- Submit the days and hours of medical services for athletes, spectators, workforce and media, wherever they are delivered, to the IOC for approval.

MED 12 - Right to practice for international health professionals

- Ensure, if necessary by coordinating with the relevant Host Country Authorities, that health professionals who travel with NOCs are legally allowed to care for their respective delegations,



order medical tests and prescribe through the Olympic Village Polyclinic. If registration is needed, there shall be a simple process, with no fee for the doctors or NOCs. IF doctors, IOC Medical and Scientific Commission Games Group members and doctors treating other accredited groups, such as media and TOP Partners, should also be registered, with registration limited if necessary to the treatment of foreign nationals. The registration process shall be submitted to the IOC for approval.

- Define the conditions of care of athletes on the FOP in accordance with IF rules and any applicable legal requirements associated with the first response to an injured athlete, including the use of strong analgesics and controlled drugs.

MED 13 - Clinical governance system and malpractice insurance

- Ensure that a clinical governance system is in place and approved by the IOC and that medical services are delivered by the OCOG in accordance with the Olympic Movement Medical Code.
- Ensure that all medical practitioners are covered by malpractice insurance.

MED 14 - Electronic Medical Records (EMR) and medical reporting

- Implement a computerised EMR system that provides a secure, comprehensive, longitudinal medical record enabling paperless medical practice (including imaging and prescribing) and that includes the following parameters:
 - provides interrogatable public health surveillance during the Olympic and Paralympic Games time;
 - delivers a daily report of medical care provided to all stakeholders from the opening to the closing of the Olympic/Paralympic Villages and a summary report post Games;
 - produces daily reports for injury and illness surveillance of athletes to the IOC and IPC;
 - links to the accreditation system for the incorporation of demographic information; and
 - a system to record every medicine's administration or prescription.
- Support the IOC/IPC injury and illness surveys by facilitating IOC/IPC access to athlete medical encounter forms and detailed medical follow-up investigations as required.
- Ensure access by the IOC/IPC to all medical encounter forms after the conclusion of their respective Games.
- There shall be provision for the safe storage of all medical records after the Olympic and Paralympic Games. In compliance with national regulations, with provision for appropriate access by patients, clinicians and researchers. A summary of all records and results shall be produced in English, for each patient, if requested.

Doping Control


MED 15 - World Anti-Doping Code compliance

- Ensure that relevant Host Country Authorities (including the National Anti-Doping Organisation [NADO]) guarantee the application of, and their compliance with, the World Anti-Doping Code and the IOC Anti-Doping Rules during the Olympic Games in particular with regards to investigations and intelligence gathering activities.



- Ensure that these Host Country Authorities provide their full cooperation and support for the implementation of the IOC and IPC Anti-Doping Rules. Such cooperation and support shall, in particular, relate to investigations and procedures regarding athletes, athletes' support personnel or any other person(s) involved in trafficking, or assisting in any way in relation to the use of, prohibited substances or prohibited methods.

MED 16 - Doping control programme

- Implement and deliver a doping control programme, under the authority of the IOC/IPC, in accordance with instructions received from the IOC, respectively from the IPC with regards to the Paralympic Games (or, as determined separately by the IOC and the IPC, from the International Testing Agency – ITA), and the provisions of the World Anti-Doping Code, its international standards and the IOC Anti-Doping Rules/IPC Anti-Doping Code that will be applied at Games time.
- In particular, develop and provide sample collection procedures in strict accordance with the World Anti-Doping Code, the IOC Anti-Doping Rules, the IPC Anti-Doping Code and, in particular, the international standards for testing and investigations.
- Provide doping control stations in accordance with the criteria set out in the IOC Anti-Doping Rules and World Anti-Doping Code, and in particular, with the criteria set out in the international standards for testing and investigations.
-  • For the doping control programme of the Paralympic Games, ensure that all sample collection facilities meet IPC accessibility requirements and maintain the levels of service delivered during the Olympic Games. The OCOG shall liaise with the IPC to implement pre-Games training of dedicated workforce and volunteers on the modifications required for athletes with an impairment.
- Ensure that a significant proportion of the Doping Control Officers (DCO) as agreed with the IOC, respectively the IPC (or the ITA, where applicable), are international Doping Control Officers (iDCO) recruited from other countries who are all proficient in English, trained and have passed a proficiency examination in OCOG policies and procedures before starting work. OCOG contribution to the costs related to the participation of iDCOs will be agreed between the IOC, respectively the IPC (or the ITA, where applicable) and the OCOG.
- Ensure that all OCOG activities related to the above-mentioned anti-doping programmes respect applicable laws and regulations (including, in particular, Data Protection Laws and other laws related to the protection of athletes' personal rights) as well as any additional security or privacy standard or guidelines established for this purpose by the World Anti-Doping Organisation and/or by the IOC, respectively the IPC (or the ITA, where applicable),.
- Provide all information necessary to the IOC, respectively the IPC (or the ITA, where applicable), to verify that the requirements of this provision have been fulfilled.

MED 17 - WADA-accredited laboratory

- Ensure that all samples collected at the Olympic and Paralympic Games are analysed by an existing WADA-accredited laboratory.

MED 18 - Laboratory capacity, location and security

- Ensure that the laboratory accredited by WADA has sufficient capacity to analyse up to 400



samples per day at the Games of the Olympiad and 200 samples per day at the Olympic Winter Games and report negative results within 24 hours and adverse analytical findings within the time required by the IOC, respectively the IPC (or the ITA, where applicable), (48 hours for standard analysis).

- Submit details of the location and security of the laboratory to the IOC, respectively the IPC (or the ITA, where applicable), for approval, considering these requirements and the travel time for B sample analysis.

MED 19 - Cooperation with specialised organisations

- To mitigate costs and complexity, explore opportunities to cooperate with the NADO of the Host Country or other organisation having relevant anti-doping experience for the development and management of the OCOG's doping control programme and submit to the IOC, respectively the IPC (or the ITA, where applicable), any plan to cooperate with or subcontract responsibilities to such organisation.

Cooperation with the IOC Medical and Scientific Commission, the IPC Medical Committee and the IPC Anti-Doping Committee

MED 20 - Resources for the IOC Medical and Scientific Commission, the IPC Medical Committee and the IPC Anti-Doping Committee

- Ensure that the IOC Medical and Scientific Commission, the IPC Medical Committee and the IPC Anti-Doping Committee adequate resources (e.g. access to the EMR, accredited medical and scientific professionals to assist with research) and an operational base in the Polyclinic at Games time. Transport on site and support for meetings shall be provided to their working members as indicated in the MED Annex 1 - Specifications on Office Space for the IOC Medical and Scientific Commission, the IPC Medical Committee and IPC Anti-Doping Committee.

Data protection

MED 21 - Data protection and other compliance matters

- Ensure that all OCOG activities related to the medical services and anti-doping programmes respect applicable laws and regulations (including, in particular, Data Protection Laws and other laws related to the protection of athletes' personal rights) as well as any additional security or privacy standard or guidelines established for this purpose by the World Anti-Doping Agency (WADA) and/or the IOC, or the IPC.
- To this effect, enter into any data processing or data sharing agreement with the anti-doping organisation and/or the IOC, the IPC (or International Testing Agency [ITA] or other organisation to whom the IOC/IPC have delegated obligations and responsibilities) and take any step necessary, including where appropriate in coordination with competent regulators in the Host Country or in other territories.
- Provide all information necessary to the IOC (and respectively the IPC or the organisation to whom the IOC/IPC have delegated obligations and responsibilities) to verify that the requirements of this provision have been fulfilled.



23. NOC/NPC Services

Introduction

The NOCs and NPCs establish, organise and lead their teams at the Olympic and Paralympic Games. The role of NOC/NPC Services is to help NOCs and NPCs carry out their essential duties on behalf of the athletes. This area serves as the NOCs' and the NPCs' primary liaison with the OCOG; communicates on their behalf within the OCOG; and hosts pre-Games visits by the NOCs and the NPCs to the Host City. As such, the NOC/NPC Services team is responsible for defining and validating all athlete and NOC/NPC service levels with the other relevant areas.



Service levels for NPCs should be scaled to the specific requirements and needs of the Paralympic Games.

For the NOC/NPC Services area, key success factors include:

- the creation of an Athletes' Commission to help ensure that the needs of the athletes are met;
- efficient delivery of information to the NOCs and NPCs before the Games, including an informative Chefs de Mission seminar one year beforehand;
- a comprehensive recruitment and training programme for the workforce (NOC assistants);
- coordination of all requirements for NOC and NPC visits, travels, meetings and seminars; and
- effective delivery of information and services at Games time through the NOC/NPC Services Centre in the Olympic and Paralympic Villages, and via Chefs de Mission meetings.

Close coordination and collaboration within the OCOG, as well as with delivery partners, including the IOC, IPC, Association of National Olympic Committees (ANOC), the NOCs and NPCs, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on NOC Services and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the NOC/NPC Services requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan (GDP):

Cooperation with NOC/NPC Services

NCS 01 - Agreements with entities in the country of an NOC/NPC

- Ensure that no agreements are made between the OCOG and any entity (e.g. national federations, diplomatic corps, etc.) in the country of an NOC/NPC without the prior approval from the relevant NOC/NPC. Such requirement shall not apply to contracts with commercial entities outside the Host Country entered into by the OCOG for its procurement needs.



NCS 02 - Restriction on athletes and other accredited NOC/NPC participants acting in a media capacity

- Cooperate with the NOCs/NPCs to ensure that only those persons accredited as media may act as journalists, reporters or in any other media capacity. Under no circumstances may any athlete, coach, official, press attaché or any other accredited participant act as a journalist, reporters or in any other media capacity for the duration of the Olympic and Paralympic Games. This is to ensure a fair and partial depiction of the Games, the Host City and the OCOG's activities.

NCS 03 - Movement of NOC/NPC goods

- Manage the movement of goods within the Olympic and Paralympic venues (at no costs to NOCs/NPCs), on the understanding that:
 - NOCs/NPCs shall be allowed to bring their own freight forwarder (including people and Materials Handling Equipment [MHE]) within the Olympic and Paralympic Villages; and
 - the responsibility and costs for the transport of NOC/NPCs' goods for use at the Olympic and Paralympic Games from the Port of Entry (POE) to the respective venue (Olympic and Paralympic Village, competition venues) shall be borne by the NOCs/NPCs, except for any items covered in the freight grant as defined in the Host City's candidature undertakings.

NCS 04 - Damage and loss of items

- Ensure that all damage registered through the inventory and inspection process or loss of the items (regardless of whether they were provided by the OCOG free of charge or obtained via the rate card), shall be the liability of the relevant NOCs/NPCs. In the event of a disagreement between the OCOG and the relevant NOCs, the IOC NOC Relations Department, or the NPCs, the IPC, shall act as a mediator and, if an agreement cannot be reached after a reasonable period, shall make the final decision. No restitution exceeding the damage agreed by the joint inspection on departure shall be made to an NOC after the Olympic Games or to an NPC after the Paralympic Games.

NCS 05 - Gift bags

- If the OCOG decides to provide gifts bags, the content of such gift bags shall be submitted for approval to the IOC for NOC gift bags and to the IPC for NPC gift bags.



NCS 06 - NPC Services

- Provide services to the NPCs scaled to the needs of the Paralympic Games taking into consideration the specific requirements and needs of the NPCs.

NOC/NPC visits and travel

NCS 07 - Official NOC/NPC visits to the Host City

- Prior to Games-47 months, no official NOC/NPC visits should be hosted. However, the NOC/NPC Services area should provide relevant information such as Games plans (venue maps), airport access, transport information as well as regional tourist information to NOCs/NPCs visiting the Host City to facilitate smooth travel and a convenient stay.



- Starting from Games-47 months and ending no later than Games-3 months, the NOC/NPC Services area should be ready to accommodate official NOC/NPC visits.
- Present the NOC and NPC visit policies and procedures to the IOC and IPC respectively for approval.

NCS 08 - Support travel grants

- Provide support travel grants to each NOC with participating athletes in the Olympic Games, and to each NPC with participating athletes in the Paralympic Games.
- The support travel grant amount for each NOC and NPC shall be calculated, communicated and made available in USD and based on the following:
 - lowest published economy class round-trip fare, which can be rebooked for a fee, from an NOC's/NPC's capital city (or other city if agreed with NOCs/NPCs i.e. Sydney for Australia) to the official POE for the Olympic or Paralympic Games;
 - airfares, whenever possible, which arrive at/depart from the POE on opening and closing dates for the Olympic and Paralympic Villages, respectively for the Olympic or Paralympic Games. If travel to and from the port of entry on these dates is not possible from the NOC's/NPC's capital city, adjacent dates which provide the lowest economy fare will be used;
 - most direct route;
 - airport fees and taxes included;
 - transit expenses not included; and
 - promotional airfares and low-cost carriers excluded.

Meetings, seminars and manuals

NCS 09 - Creation of an Athletes' Commission

- Create an Athletes' Commission, in consultation with the IOC and IPC, whose mission will be to assist in the validation of service levels for athletes, and to monitor and advise the OCOG on their implementation.



NCS 10 - Use of official languages in publications and meetings

- Provide all NOC/NPC publications in electronic format, in the following languages at a minimum:
 - French, English and Spanish for both the Games of the Olympiad and the Paralympic Games (Summer); and
 - French and English for both the Olympic and Paralympic Winter Games.
- Provide simultaneous interpreting services (including considering alternative ways such as remote services) at the Chefs de Mission seminar and Chefs de Mission meetings as follows:
 - French, English, Spanish, Russian and Arabic for the Games of the Olympiad;
 - French, English and Russian for the Olympic Winter Games;
 - English, French and Spanish for the Paralympic Games (Summer); and
 - English for the Paralympic Winter Games.



NCS 11 - Chefs de Mission Dossier and Manual

- Submit the Chefs de Mission Dossier and Chefs de Mission Manual to the IOC for approval and the NPC Chefs de Mission Dossier and Chefs de Mission Manual to the IPC for approval.

NCS 12 - Chefs de Mission seminar

- Organise an NOC Chefs de Mission seminar and an NPC Chefs de Mission seminar in the Host City.

NCS 13 - Delegation Registration Meetings (DRM)

- Ensure that DRMs start once the sports entries deadline has expired but at the latest on the date of the Olympic and Paralympic Villages pre-opening, and continue until the day before the Olympic and Paralympic Opening Ceremonies.



24. Olympic/Paralympic Family and Dignitary Services

Introduction

A diverse group of senior leaders from all sectors of the sports industry attend the Olympic and Paralympic Games to fulfil essential Games-related tasks. Many leaders from other sectors of society, including top business executives, Heads of State (HOS) and Head of Government (HOG) and other dignitaries, also attend the Games in various capacities.

Olympic/Paralympic family and dignitary services are planned and delivered by the OCOG international relations team. As such, this team is responsible for defining and validating all Olympic family and dignitary service levels with the other relevant areas. It also serves as the IOC and IPC's primary liaison with the OCOG, including coordinating the logistics for all their events in the Host City, before and during the Games.

For this area, key success factors include:

- a thorough knowledge of the stakeholder group and its needs
- effective delivery of information and services at the competition and non-competition venues
- a detailed and effective dignitary services plan.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, World Anti-Doping Agency (WADA), Court of Arbitration for Sport (CAS) and Host Country Authorities, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Olympic Family and Dignitary Services, in the IPC Guide on Paralympic Protocol and Paralympic Family Services and any cross-referenced documents listed within them.

Operational Requirements

In order to deliver the Olympic/Paralympic Family and Dignitary Services requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Cooperation with Olympic family services

OFS 01 - IOC meetings and events

- Organise, at the IOC's expense, the following pre-Games meetings/events:
 - Coordination Commission meetings;
 - Joint Steering Forum (JSF) meetings; and
 - Project Reviews (PR).
- Provide services in support of the above pre-Games meetings/events, such as coordination resources, research of local event services suppliers, provision of meeting rooms at OCOG's headquarters where available and more convenient for all parties, access control when necessary.



- Facilitate the organisation of the following Games-time meetings/events, organised at the IOC's expense, and ensure that they are fully integrated into the operational plans for the Olympic Games:
 - IOC Executive Board meeting;
 - IOC Session; and
 - other Games-time meetings and events of the official IOC agenda.
- The proposed facilities, including prices and locations, shall be submitted to the IOC for approval before entering into any contractual agreement.
- Should the IOC Session take place in another location than the Olympic Family Hotel (OFH), provide the services specified in OFS Annex 1 – Specifications on services for IOC offices, IOC Session venue and Olympic Club.
- Organise, in coordination with the IOC, the Opening Ceremony of the IOC Session.

OFS 02 - Olympic Family Assistant (OFA) programme

- Provide an OFA to those Olympic family stakeholders listed below, to assist them in fulfilling their official duties:
 - IOC President, IOC Honorary President;
 - IOC Vice-Presidents;
 - IOC Members;
 - IOC Honorary Members and IOC Honour Members;
 - Chair of IOC Ethics Commission;
 - IOC Directors;
 - Presidents and Secretaries-General of IFs on the Games programme; and
 - NOC Presidents and Secretaries-General.
- Ensure the OFA is available from the arrival of the Olympic family member in the Host City until his/her departure.
- Ensure a minimum of 10 hours of service a day, with the hours of operation extended in case of specific operational needs (confirmed jointly by the IOC and the OCOG). If this requirement cannot be met with one OFA, then additional OFAs should be allocated for planning purposes.
- Ensure that these requirements are implemented in accordance with the applicable laws of the Host Country.
- Since the Olympic family stakeholders that are provided with an OFA are also assigned a "T1" or "T2" driver to assist them in fulfilling their official duties, if appropriate, the OCOG may wish to consider combining the roles of the OFA and the driver.

OFS 03 - Seating plan at the Opening and Closing Ceremonies venue

- Before finalising the seating allocation and printing tickets, submit the proposed seating plan of the Olympic family and dignitaries to the IOC for approval.



Olympic family facilities

OFS 04 - IOC, World Anti-Doping Agency (WADA), the Court of Arbitration for Sport (CAS), and the International Testing Agency (ITA) offices and facilities

- During the Olympic Games, provide the IOC (at its own cost) with fully equipped and operational office space in the OFHs.
- Should the IOC offices not be located within the OFH, propose another office space location or land for a temporary structure in proximity of the OFH. The services specified in OFS Annex 1 – Specifications on services for IOC offices, IOC Session venue and Olympic Club shall be provided.
- The proposed facilities, including prices and locations, shall be submitted to the IOC for approval before entering into any contractual agreement.
- In addition, provide office space in the Main Press Centre (MPC) and Olympic Villages for IOC operational needs.
- Provide WADA (at its own cost), and CAS (at the OCOG's cost) with fully equipped and operational office and meeting space in one of the OFHs or an alternative location. One of the CAS meeting rooms shall be equipped for simultaneous interpretation, and interpreters should be provided.
- Provide ITA with the following fully equipped and operational spaces:
 - in the hotel where ITA is accommodated, a meeting space for 8 people, at ITA cost.
 - in or very near to the OCOG Doping Control Coordination Centre, offices with audio-visual privacy to accommodate up to 15 people and with 10 workstations with internet and Games Information System access.
- The exact number of offices and type of equipment (Furniture, Fixtures and Equipment [FFE]) shall be agreed between the IOC, WADA, CAS, ITA and the OCOG.

OFS 05 - Look of the Games at the OFH and other IOC spaces

- Ensure that the Look of the Games elements (including banners, backdrops, partitions, wayfinding signage, decals and special applications) are applied in all locations where the IOC is present, including all IOC offices and areas within the OFHs, the IOC spaces at the MPC and the Olympic Villages, the Executive Board and session room and the venue for the Opening Ceremony of the IOC Session. The Look of the Games elements shall be in line with the overall Look of the Games strategy and promote a sustainable and cost-efficient approach.

OFS 06 - The IOC Olympic Club (OLC)

- Identify and propose to the IOC an existing venue or an adequate space (plot of land for temporary construction) to be used by the IOC for the purposes of the Olympic Club; the final selection of the OLC location will be made by the IOC who will secure the necessary contracts with the relevant property venue owner and bear any rental costs.
- Ensure that the services specified in OFS Annex 1 – Specifications on services for IOC offices, IOC Session venue and Olympic Club be provided.
- In case the OLC is located within the perimeter of Olympic venues, ensure that the provisions included as part of the Ticketing and Hospitality Operational Requirements are fulfilled.



Dignitary services

OFS 07 - Provision of dignitary services

- Submit a dignitary services plan to the IOC for approval, including the following elements:
 - the quota of domestic dignitaries to be included in the dignitary programme; and
 - the respective roles and responsibilities of the OCOG, relevant Host Country Authorities and other delivery partners in providing services to dignitaries, including security.

Cooperation with Paralympic family services



OFS 08 - IPC meetings and events

- Organise the following pre-Games meetings and events:
 - IPC Project Reviews (if not held as joint IOC-IPC Project Reviews); and
 - IPC technical meetings.
- Cover the organisation costs, facilitate accommodation booking and support the above pre-Games meetings/events. The IPC will cover the accommodation and travel costs for its administration members and experts.
- Host the IPC Governing Board meeting, which takes place two days prior to the Opening Ceremony of the Paralympic Games, and provide the IPC with the specified facilities and equipment to stage the meeting.
- Facilitate the organisation of other IPC Games-time meetings and events on the official IPC agenda and ensure that they are fully integrated into the operational plans for the Paralympic Games.



OFS 09 - Paralympic family members' Games-time expenses

- Cover the Paralympic Games-time expenses (flights, meals, accommodation) for a number of Paralympic family members such as IPC Governing Board members and IPC management team members, as designated by the IPC, in order to allow the IPC to provide efficient and adequate managerial Games-time support to the OCOG. The details about the scope of this provision are included in the IOC-IPC Agreement.



OFS 10 - Paralympic Hospitality Centre (PHC)

- Identify and propose to the IPC an existing venue or an adequate space (plot of land or temporary construction) to be operated by the IPC as the Paralympic Hospitality Centre at the IPC's costs. These costs include, but are not limited to, venue rental, utilities, catering and any other services related to running the Hospitality Centre during the Paralympic Games. The final selection of the PHC location will be made by the IPC, which will secure the necessary contracts with the relevant property venue owner and bear any rental costs.
- Ensure that the services specified in OFS Annex 2 – Specifications on services for IPC offices, IPC Governing Board meeting venue and Paralympic Hospitality Centre are provided.



 **OFS 11 - Seating tribunes at Paralympic Ceremonies**

- Secure, apart from the official stand reserved for the Paralympic family Members seated in the Presidential Box, a specific number of seats, including accessible seats, in the Ceremonies Stadium for IFs, NPCs, dignitaries, the OCOG, IPC staff, IPC partners, Candidate Cities and the media. Submit the proposed seating plan for the Paralympic family to the IPC for approval before finalising the allocation and printing the tickets.

 **OFS 12 - Paralympic family seats**

- Provide seats, including accessible seats, at a dedicated area in all competition venues for the Paralympic family as per the respective seating requirements set by the IPC.

 **OFS 13 - IPC offices and equipment**

- Provide general office space, private offices, meeting rooms and reception desks at the Paralympic Family Hotel (PFH) and other locations which together will form the IPC Secretariat, along with the required Furniture, Fixtures and Equipment (FFE), technology and workforce support in accordance with IPC guidelines. Should the IPC offices not be located within the PFH, ensure the services outlined in OFS Annex 2 – Specifications on services for IPC offices, IPC Governing Board meeting venue and Paralympic Hospitality Centre are provided.
- Provide an IPC office in each satellite venue or accommodation, located in cities other than the Host City.

 **OFS 14 - Look of the Games at the PFH and other IPC spaces**

- Ensure that the Look of the Games elements (including banners, backdrops, partitions, wayfinding signage, decals and special applications) are applied in all locations where the IPC is present, including all IPC offices and areas within the PFHs, the IPC spaces at the MPC and the Paralympic Villages. The Look of the Games elements shall be in line with the overall Look of the Games strategy and promote a sustainable and cost-efficient approach.

 **OFS 15 - Paralympic Family Assistants (PFA)**

- Provide a PFA for the Paralympic family stakeholders listed below, to be available from the arrival of the Paralympic family member until his/her departure, to allow him/her to fulfil his/her official duties:
 - IPC President and Governing Board Members;
 - IPC Honorary Board Members, IPC Lifetime Members and IPC Honoured Guests;
 - IPC Directors;
 - President and Secretaries-General of IFs on the Paralympic Games programme; and
 - NPC Presidents and Secretaries-General.
- A minimum of 10 hours of service a day shall be ensured. Hours of operation shall be extended in case of specific operational needs which shall be confirmed by the IPC and the OCOG. If this requirement cannot be met with one driver, then two drivers shall be allocated for planning purposes.
- Ensure that the above-mentioned requirements are implemented in accordance with the applicable laws of the Host Country.



25. Olympic and Paralympic Torch Relays

Introduction

The Olympic Torch Relay (OTR) shares the Olympic spirit throughout the Host Country, engaging a wide cross-section of the public and generating excitement for the upcoming Olympic Games. It is a source of inspiration and a powerful symbol for the ideals of peace, unity and friendship.



The Paralympic Torch Relay (PTR) is a unique and separate event that has its own commercial approach. The PTR begins after the closing of the Olympic Villages and at least six days before the Paralympic Games Opening Ceremony.

Both relays are unparalleled opportunities to engage with the host nation and showcase the country to an international audience through media coverage of the event.

For the Olympic and Paralympic Torch Relays area, key success factors include:

- well-developed vision and scope aligned with the Games vision;
- thorough and effective communication and engagement plan in advance of OTR/PTR;
- well-planned organisation for torch relays, launch events and flame-lighting Ceremonies drawing on experience and expertise from previous OTRs/PTRs;
- unified selection criteria for all torchbearers favouring outstanding public community representatives and transparent testimonials for all participants;
- using proven OTR/PTR slotting and operational software; and
- engaging design and look of the torch, torchbearer uniforms and other elements.

Close coordination and collaboration, as well as meticulous planning and collaboration with multiple stakeholders, including the Host Country NOC, government authorities and agencies, police, venue owners and operators, the media, and Marketing Partners, as well as with communities along the OTR/PTR routes, are also essential for the successful delivery of this area. Given the high number of participants and spectators, a fully integrated police/security team operating consistently with the OTR team is of particular importance.

More information on the topics covered in this section is available in the Olympic Games Guide on the Olympic Torch Relay and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Olympic and Paralympic Torch Relays requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan (GDP):



Planning and approval of the Olympic Torch Relay

OTR 01 - Approval of OTR vision, scope and plans

- Submit all elements related to the following aspects of the OTR to the IOC for approval:
 - vision and scope;
 - overall operations;
 - communications and engagement;
 - marketing and sponsorship;
 - route design and torchbearer selection;
 - torches, mini-cauldrons and safety lanterns;
 - media and broadcast operations; and
 - community involvement and evening celebrations.

OTR 02 - Approvals on OTR design and Look of the Games elements

- Submit the following design and Look of the Games elements of the OTR to the IOC for approval:
 - emblem and Look of the Games and respective usage guidelines;
 - Olympic torch design;
 - uniform designs;
 - community celebration cauldron design;
 - celebration sites' backdrops and other elements; and
 - broadcasting/digital graphics (if applicable).

Commercial aspects of the Olympic Torch Relay

OTR 03 - OTR Presenting Partners

- Ensure that only TOP Partners or OCOG Marketing Partners (top tier partners only) have the opportunity to become OTR Presenting Partner(s) and that the number, nature and activations of partners are aligned with the values of the OTR.
- Ensure that the Olympic flame is always presented without any commercial or non-core OTR branding (including at evening celebrations, Presenting Partner flame stops and "Flame After Hours" events).

OTR 04 - OTR sponsorship agreements

- Provide the final draft of all agreements negotiated between the OCOG and OTR Presenting Partner(s), supporting partners and technical partners, to the IOC for approval prior to signature.

OTR 05 - Sale of torches

- Submit a single price for the torch to be paid by torchbearers and stakeholders who are entitled to purchase the torch as a souvenir to the IOC for approval. If the IOC or the Presenting Partners wish to order additional torches, the numbers and production timelines shall be agreed between the OCOG and the IOC.
- Additional full-size torches beyond the amount required for OTR operations shall not be manufactured with the intent to generate revenue. If the OCOG intends to sell torches in any other form, submit a torch sales process to the IOC for approval.



Olympic Torch Relay operations

OTR 06 - Olympic flame lighting ceremony Memorandum of Understanding

- Enter into a Memorandum of Understanding (MOU) with the Hellenic Olympic Committee that determines the specific operational details relating to the lighting of the Olympic flame, the Greek leg and the ceremony where the Olympic flame is handed over to the OCOG. The MOU shall be subject to IOC approval.

OTR 07 - Torchbearers' uniforms

- Provide all OTR torchbearers with a uniform that shall be worn during their run.

OTR 08 - Post-Games use of Olympic torch and cauldron

- In cooperation with the Host NOC and the Host City, ensure that any Olympic torch, cauldron or other device intended for any form of combustion of the Olympic flame occurring after the conclusion of the Games can only be used with prior IOC approval.

OTR 09 - OTR and PTR consumer website/social media presence

- Ensure that the OTR and PTR are promoted via an on-line and social media presence that will deliver OTR/PTR information to the general public (with restricted access provided to torchbearers) and be compliant with the Digital Media requirements.
- Ensure that the following elements are included:
 - additional functionality for the news media in order to provide both pre-OTR/PTR advice and post-event summary and highlights;
 - links to on-line retailing of OTR/PTR merchandise; and
 - dynamic content, interactive route information, live relay feed and live updates.

OTR 10 - Provision of OTR-related items to the IOC

- For Olympic patrimony, provide to the IOC the following items:
 - 10 torches prior to the start of the Games;
 - two original containers;
 - one torchbearers' uniform ensemble;
 - two Olympic torch safety lanterns; and
 - one torch bearer diploma (if produced).
- Provide all OTR original videos, imagery and other related material (e.g. daily run sheets, log sheets, etc.) to the IOC and any entity designated in advance by the IOC.

Paralympic Torch Relay



OTR 11 - PTR organisation

- Organise a PTR, which must last a minimum of seven days, i.e. it must commence at least six days prior to the date of the Paralympic Games Opening Ceremony. The PTR shall not begin before the closing of the Olympic Villages.



 **OTR 12 - Approval of PTR vision, scope and plans**

- Ensure that the messaging, vision and values of the PTR are consistent with those of the Paralympic Games.
- Submit all elements related to the following aspects of the PTR to the IPC for approval:
 - vision and scope;
 - overall operations;
 - communications and engagement;
 - sponsorship plan;
 - route design;
 - torches, mini-cauldrons and safety lanterns;
 - media and broadcast operations;
 - community involvement and evening celebration;
 - number of torchbearers and the torchbearer allocation plan, prior to granting any organisations any torchbearer slots. A minimum of 50 torchbearer slots within the Host City shall be provided to the IPC during the last three days of the PTR; and
 - disposal plan of the remaining torches.

 **OTR 13 - Approvals on PTR design and Look of the Games elements**

- Submit the following designs and Look of the Games elements to the IPC for approval:
 - torch design;
 - torch emblem;
 - emblem (if applicable);
 - cauldron design (for lighting);
 - torchbearer uniform designs;
 - celebration sites' backdrops and other Look of the Games elements; and
 - broadcasting graphics (if applicable).

 **OTR 14 - PTR flame lighting ceremony**

- Submit the following to the IPC for approval:
 - the concept for the creation/lighting of the city flames from the 'sparks' at all national city flame lightings; and
 - the concept and show elements of the Paralympic flame lighting ceremony.

 **OTR 15 - PTR launch event**

- Organise an official launch event and leverage it as a major communication opportunity to raise awareness about the Paralympic Games.

 **OTR 16 - PTR fixed flame festival city**

- Respect the Paralympic tradition which specifies that Stoke Mandeville, United Kingdom (due to its historic significance as the birthplace of the Paralympic Movement) is a permanent PTR flame festival city, and the place from which one flame referred to as the "heritage flame" is lit.



OTR 17 - PTR torchbearers' uniforms

- Provide all torchbearers and guide runners with PTR uniforms which shall be worn during their run.



OTR 18 - Provision of PTR-related items to the IPC

- For Paralympic patrimony, provide to the IPC the following items:
 - five torches prior to the start of the Games;
 - two original containers;
 - one torchbearers' uniform ensemble;
 - two Paralympic torch safety lanterns; and
 - one torch-bearer diploma (if procured).
- Provide all PTR original videos, imagery and other related material (e.g. daily run sheets, log sheets, etc.) to the IPC and any entity designated in advance by the IPC.



OTR 19 - PTR promotion

- Ensure that any promotion of the Paralympic torch or the PTR within the Host Country, which as an exception takes place prior to the Olympic Games Closing Ceremony, does not detract from or cause conflict with the messaging, positioning and operations of the OTR.



OTR 20 - PTR television communications

- Produce daily video images of the PTR, including the lighting ceremony at each flame festival city, to be distributed at the International Broadcast Centre (IBC) to all RHBs and to the IPC for use on the IPC's webcast channel ParalympicSport.TV.



26. People Management

Introduction

The Olympic and Paralympic Games could not happen without a capable, dedicated staff and Games workforce, making people one of the most important assets of an OCOG. The People Management area incorporates every activity stream related to the strategy, planning and mobilisation of the OCOG staff and Olympic and Paralympic Games workforce, including volunteers, contracted staff and staff seconded from the government, Marketing Partners and other Games stakeholders.

People Management includes all the traditional elements of human resources management, as well as the more event-focused activities required for sourcing, on-boarding, training, deploying and managing the significant workforce at Games time, and finally overseeing a smooth post-Games dissolution process.

For this area, key success factors include:

- robust engagement and recruitment strategies;
- an effective diversity and inclusion strategy;
- a reliable understanding of the labour market that compares the demand and supply of the people and skills required to deliver the Olympic and Paralympic Games; and
- a clear understanding of the tasks and roles for pre-Games and Games-time staff and volunteers, which underpins recruitment and quality training programmes.

The IOC and the OCOG will cooperate to make the delivery of the People Management operational requirements in the local context as efficient as possible both for the OCOG and other stakeholders, in particular by:

- supporting the OCOG in reducing headcount and decelerating recruitment timelines in accordance with the new “3+4” Games planning framework and the new event-centred approach, encouraging organisers to allocate approximately three years to focus on strategic elements before shifting focus to planning, readiness and Games-time and aligning recruitment timelines accordingly; and
- providing assistance in the selection process for executive positions within the organisation.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including contractors, Marketing Partners and government authorities, are also essential to the successful delivery of this area.

More information on the requirements covered in this section is available in the Olympic Games Guide on People Management and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the People Management requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):



PEM 01 - People management strategies

- Provide to the IOC and IPC the following:
 - a people management long-term strategy;
 - the engagement and mass recruitment strategy for the hiring of the short-term workforce needed for the Games, including paid staff, volunteers, contractors and other short-term workers; and
 - a diversity and inclusion strategy applicable to the hiring, promotion and treatment of OCOG staff, volunteers and contractors.

PEM 02 - Labour market analysis

- To ensure the sufficient supply and efficient mobilisation of the required people resources, conduct a labour market analysis of the estimated demand levels and skills required for the Olympic and Paralympic Games compared to the corresponding estimated supply within the market for the entire workforce.

PEM 03 - OCOG organisational evolution

- Make available updated organisation charts and list of incumbent positions by area and/or event to the IOC periodically and on request.
- Provide an annual people resource planning report that reflects the budgeted growth of the OCOG staff by position in line with the “3+4” Games planning framework initiative to reduce labour costs and budgeted growth, to the IOC and IPC, as well as an update on request by the IOC or IPC.

PEM 04 - People management technology systems

- Provide a people management technology systems framework and interface diagrams to the IOC, outlining all intended system implementations, prior to the launch of the Olympic and Paralympic Games volunteer programme.

PEM 05 - Job descriptions

- Validate job descriptions for each pre-Games (planning) job title for the purpose of confirming critical duties, job level, compensation and recruitment needs in line with the New Norm initiatives to reduce labour costs. For Games-time positions, validate job descriptions for each staff and volunteer role to support the headcount optimisation process, recruitment and training.

PEM 06 - Entry arrangements for certain personnel

- Submit the entry arrangements made with the appropriate Host Country Authorities for certain personnel (accredited or non-accredited) having to carry out Olympic/Paralympic functions to the IOC for its prior approval, in accordance with HCC - Principles.

PEM 07 - Workforce safeguarding

- Ensure that a workforce safeguarding policy and supporting programme is implemented for the Olympic and Paralympic Games workforce that provides a positive working environment and promotes equality and fairness, free of harm or adverse treatment.



27. Protection and Respect of Human Rights

Introduction

Ensuring that Games-related activities do not harm people is an essential dimension of the success of the Olympic and Paralympic Games and the lasting benefits they can leave to the Host City, the Host Region and the Host Country. This is directly related to the fundamental principles of Olympism and the positive values that the Olympic and Paralympic Games represent and promote. The Games offer an opportunity to further strengthen these principles and values in very tangible and effective ways.

The responsibility to respect human rights concerns any organisation, wherever it operates and irrespective of any measure taken by governmental authorities. Risks for human rights should be considered in relation to all Games-related activities of the OCOG, the Host City, the Host NOC, Host Country Authorities and other delivery partners. This means all activities conducted in execution of the HCC and, more generally, linked to the organisation of the Olympic and Paralympic Games and their legacy. This may cover issues such as migrant workers, labour conditions, displacement of local population, discrimination, child safeguarding, peaceful assembly as well as media freedom. To avoid negative human rights impacts, it is critical that Games-related activities are developed and performed in alignment with internationally-recognised human rights standards and principles, including the United Nations Guiding Principles on Business and Human Rights.

For this area, key success factors include:

- a comprehensive and strong human rights strategy based on human rights due diligence and identification of all critical risks and availability of remedies for affected individuals;
- close collaboration with Host Country Authorities as well as with other delivery partners;
- alignment with the IOC's and IPC's human rights-related initiatives and activities;
- ongoing engagement with potentially affected groups such as workers, media, local communities and athletes; and
- effective and transparent public communication, including to any affected populations, about human rights challenges and actions.

Protection and respect of human rights aligns with a number of other key principles of the organisation of the Games, such as sustainability, good governance, inclusive practices, accountability and transparency. It is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements, such as Venues, People Management, Health and Safety, Sustainability and Legacy. The OCOG human rights strategy must ensure that all these elements are taken into account and related human rights risks are mitigated to the maximum possible extent.



Operational Requirements

In order to protect and respect human rights in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

HRS 01 - Human Rights commitment

- Ensure that a policy commitment is made by the OCOG, the NOC, the NPC and the Host City to meet their responsibility to respect human rights. In the case of the Host City, this commitment shall include the protection of human rights of the concerned populations by taking adequate measures, in close collaboration with Host Country Authorities, to prevent, investigate and remedy adverse human rights impacts connected to Games-related activities.

HRS 02 - Human rights strategy development and Implementation

- Develop and implement, in coordination with the Host City, Host NOC, Host NPC and Host Country Authorities, a Human rights strategy, identifying how human rights will be protected by the Host City and other Host Country Authorities and how these rights will be respected by the OCOG, the Host NOC, the Host NPC and other delivery partners with regard to Games-related activities, as per the HCC. Submit to the IOC (and IPC, where appropriate) for approval.
- Consistent with the requirements and processes described in the United Nations Guiding Principles on Business and Human Rights, such strategy shall:
 - a) include detailed measures to be taken by the OCOG to identify potential human rights risks and avoid causing or contributing to adverse human rights impacts through its own activities relating to the management and delivery of the Games;
 - b) detail the processes and measures that will be implemented to address and remedy such adverse human rights impacts, if and when they occur;
 - c) seek to prevent or mitigate adverse human rights impacts directly linked to the OCOG's operations, products or services through its business relationships with third parties;
 - d) rely on effective consultations with potentially impacted groups, internal and external communications and assessment; and
 - e) ensure transparent and timely reporting on the OCOG's, Host City's, Host NOC's, Host NPC's and Host Country Authorities' efforts to respect human rights with regard to Games-related activities, as well as service providers or other stakeholders assisting them in the Games delivery.



28. Protocol

Introduction

The IOC Protocol provides guidance, rules and principles and should be referred to for all protocol matters during the Olympic Games. It ensures that the Olympic symbol, flag, motto, emblem and anthem at the Olympic Games are properly presented and not misused.

The Protocol rules also provide all requirements related to the Ceremonies, including seating arrangements and flag display at the Olympic Stadium and at the Olympic and non-Olympic venues.

For this area, key success factors include:

- adherence to the rules and principles of Protocol; and
- close collaboration with the Host Country Authorities, Olympic Truce Foundation, United Nations, and other relevant organisations.



Separate protocol principles and elements, especially about the Agitos symbol, are applicable to the Paralympic Games and IPC events.

Detailed information for the Olympic and Paralympic protocol elements are available in the IOC Protocol Guide, the IPC Guide on Protocol and Paralympic Family Services, the following Annexes and any cross-referenced documents listed within them:

- PRT Annex 1 – Olympism and the Olympic Symbol – Principles and Usage Guidelines
- PRT Annex 2 – Specifications on Olympic Protocol
- PRT Annex 3 – Specifications on Paralympic Protocol.



Operational Requirements

In order to deliver the Protocol requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Olympic symbol, emblems, flags, medals, pins and diplomas

PRT 01 - Use of Olympic symbol

- Ensure that the use of the Olympic symbol by the Host City, the Host NOC and the OCOG, in all aspects of the staging of the Games, abides by the PRT Annex 1 - Olympism and the Olympic Symbol – Principles and Usage Guidelines.

PRT 02 - Production of flags

- Produce all flags needed for the Games and submit a sample to the IOC for approval, as specified in the PRT Annex 2 – Specifications on Protocol.



PRT 03 - Protocol set of flags/national emblems at Olympic Games

Ensure that protocol sets of flags/national emblems are positioned according to the IOC events and Olympic venues, as specified in the PRT Annex 2 – Specifications on Protocol. For any situations or events not covered in this annex, submit a proposal to the IOC for approval.

PRT 04 - National flag proportions

- Ensure that all flags, when displayed together, are identical in size to ensure uniformity and to support the Olympic values that promote equality and mutual respect amongst nations, as specified in the PRT Annex 2 – Specifications on Protocol.

PRT 05 - Medals, pins and diplomas

- Follow all requirements related to the production of the medals (e.g. size, weight, material, design) and the box for the medal (with an Olympic medallist pin produced by the IOC) as specified in the PRT Annex 2 – Specifications on Protocol. Submit the final medal design to the IOC for approval.
- Submit the number of medals and boxes to be produced to the IOC for approval.
- Produce the medals according to the approved specifications.
- Take relevant measures with the medals' manufacturer and cooperate with the IOC as necessary to ensure all produced medals are traceable and to avoid distribution to unauthorised third parties.
- Once medals have been produced, provide the IOC with:
 - a certificate confirming the exact number of medals produced and proofs;
 - an inventory detailing the distribution of all medals;
 - all non-engraved or surplus (undistributed) sets of medals;
 - the moulds of all the medals; and
 - a minimum of 25 sets of medals (i.e. a total of 75 medals, comprising 25 gold, 25 silver and 25 bronze) for archive and reallocation purposes.
- Submit to the IOC for approval any plan for the Host City and/or the Host NOC to keep one set (or sets) of the medals for museum exhibitions and or archive purposes.
- Distribute to every athlete who has qualified and is entered in the Olympic Games the participation pin that will be produced by the IOC at its own cost. Return the surplus pins (Olympic medallist and participation) to the IOC and provide a distribution list comprising the athletes' names and tracking numbers.
- Follow all requirements related to the design of the victory diplomas (e.g. material/shape, design, text elements) as specified in the PRT Annex 2 – Specifications on Protocol. Produce and distribute the victory diplomas to all eligible athletes, as specified in this annex. Provide the IOC with all surplus victory diplomas.

Requirements relating to Olympic Games Ceremonies

PRT 06 - Protocol order at the Opening and Closing Ceremonies of the Olympic Games

- For the Opening and Closing Ceremonies of the Olympic Games, follow the protocol order as specified in the CER Annex 3 – Specifications on Protocol Elements for Ceremonies.



PRT 07 - Victory Ceremonies



- Ensure that Victory Ceremonies take place following the conclusion of each sport/discipline event in order to present the medals to the athletes. At the Olympic Winter Games, as indicated in the HCC - Principles, the medals may be awarded to the competitors in some events at the Medals Plaza where applicable.
- Submit all scripts and routines for the Victory Ceremonies to the IOC for its prior approval. The protocol order is specified in the CER Annex 3 – Specifications on Protocol Elements for Ceremonies.

PRT 08 - Presidential Box at the Olympic Stadium

- Ensure that the Presidential Box is constructed as a dedicated and accessible area within the Olympic family seating inside the Olympic Stadium to seat the IOC representatives, together with the Host Country and OCOG officials, in equal numbers.
- Submit the location, design and number of seats of the Presidential Box to the IOC for approval before construction.

PRT 09 - Availability and use of the Olympic anthem

- Ensure that, should the OCOG decide to re-arrange or re-record, at its own expense, the existing versions of the Olympic anthem retained by the IOC, such recording and/or arrangement are approved by the IOC. Furthermore, ensure that the rights for such anthems are secured in accordance with CER Annex 1.
- The Olympic anthem shall be played on the following occasions:
 - Opening Ceremony of the IOC Session;
 - Opening Ceremony of the Olympic Games;
 - Closing Ceremony of the Olympic Games;
 - Victory Ceremonies at the Medals Plaza (where applicable); and
 - other events to be determined by the IOC.

PRT 10 - Programme for the Opening Ceremony of the IOC Session

- Submit the programme of the Opening Ceremony of the IOC Session to the IOC for approval.

Other Olympic Protocol Requirements

PRT 11 - Olympic flame

- After the Closing Ceremony of the Olympic Games, any Olympic torch, cauldron or other device intended for any form of combustion of the Olympic flame, shall not be used in the Host City, any other city in the Host Country or elsewhere, without the IOC's prior approval.

PRT 12 - Wall of champions

- Create a "Wall of champions", the concept and location of which shall be submitted to the IOC for approval. The method used to engrave names shall allow for name changes after the initial set-up of the wall of champions.



PRT 13 - Olympic Truce

- Carry out various activities during the periods leading up to and throughout the Games to promote peace and human understanding through sport and, in particular, the Olympic Truce.
- Submit to the IOC for its prior approval the detailed programme of these activities.
- Create a mural dedicated to the Olympic Truce within the Olympic Village as a symbol of peace, where all the Games participants are invited to sign the declaration in support of the Olympic Truce.
- Submit the unveiling scenario of this mural to the IOC for approval.

Protocol elements for the Paralympic Games



PRT 14 - Invitation to the Paralympic Games

- Send the invitations to take part in the Paralympic Games to all NPCs, as designated by the IPC, one year prior to the Opening Ceremony.



PRT 15 - Use of Paralympic symbol

- Submit all proposed uses of the Paralympic symbol to the IPC for approval, prior to the start of production.



PRT 16 - Use of Paralympic anthem

- Ensure that the Paralympic anthem is played on the following occasions:
 - Opening Ceremony of the Paralympic Games;
 - Closing Ceremony of the Paralympic Games;
 - Victory Ceremony segment at the Paralympic Medals Plaza (where applicable); and
 - other events to be determined by the IPC.
- All the Intellectual Property Rights (IPR) for the Paralympic anthem remain with the IPC. However, the moral rights remain with the composer who has asserted his right to be acknowledged as the author of the work; such rights require that the anthem not be altered without his consent. The OCOG will follow the reasonable instructions of the IPC in this regard.



PRT 17 - Use of Paralympic flag

- Ensure that a Paralympic flag of larger dimensions than any other flag flies for the entire duration of the Paralympic Games in a prominent position in the main stadium (or location as determined by the IPC) and in all other venues under the responsibility of the OCOG. Such flag in the main stadium shall be hoisted during the Opening Ceremony and lowered during the Closing Ceremony of the Paralympic Games.



PRT 18 - Protocol set of flags at the Paralympic Games

- Ensure that specific protocol flag sets are positioned in the venues of the Paralympic Games, as per the PRT Annex 3 – Specifications on Paralympic Protocol.



 **PRT 19 - Presidential Box for the Paralympic Games**

- Ensure that the Presidential Box for the Opening and Closing Ceremonies is accessible for wheelchair users so that they can be accommodated in accordance with the protocol order of precedence, as specified by the IPC. The location, design and the number of seats in the Presidential Box shall be approved by the IPC.

 **PRT 20 - Protocol order at the Paralympic Games Opening and Closing Ceremonies**

- For the Paralympic Games Opening and Closing Ceremonies follow the protocol order as specified in PRT Annex 3 – Specifications on Paralympic Protocol.

 **PRT 21 - Paralympic medals and diplomas**

- Submit to the IPC for approval the design, material, shape and text of all medals, diplomas, certificates and commemorative gifts to be awarded at the Paralympic Games and produce all these elements in accordance with IPC requirements.
- Produce the medals in compliance with IPC requirements outlined in PRT Annex 3 - Specifications on Paralympic Protocol and provide the IPC with a certificate confirming the exact number of such medals that have been produced. The designs, as well as the number of Paralympic winners' medals produced, are subject to prior IPC approval.
- Provide a minimum of 10 non-engraved sets of Paralympic medals to the IPC, along with an inventory detailing the distribution of all Paralympic winners' medals. A set (or sets) of the Paralympic winners' medals may be kept by the Host City and/or the Host NPC for museum exhibition and/or archival purposes, subject to IPC approval.
- Provide the moulds of all the medals produced and all surplus medals and diplomas to the IPC.

 **PRT 22 - Paralympic wall of champions**

- Dedicate a wall inside the Olympic Stadium with engravings of all the names of the Paralympic medallists at that particular edition of the Paralympic Games. The concept for the wall is subject to the IPC's approval.



29. Rights Protection

Introduction

Protecting the Olympic and Paralympic brands, and the rights of Marketing Partners, safeguards the inherent value of the Olympic properties and the IPC intellectual property and preserves the financial success of the Olympic and Paralympic Games.

Rights protection ensures compliance with relevant provisions in the Olympic Charter (and its Bye-laws) and other guidelines issued by the IOC or the IPC, and guards against ambush marketing, counterfeit merchandise and illegal or pirated broadcasts.

In the context of the Paralympic Games, Rights Protection also ensures the preservation of authorised in venue advertising opportunities.

To accomplish this, the Rights Protection area should optimise legal protection within the Host Country, undertake a comprehensive education programme and implement a robust system for monitoring and addressing misuse or infringements in a timely manner.

For the Rights Protection area, key success factors include:

- timely creation and protection of Games-related Properties and Paralympic Games-Related Properties under exclusive agreements with all bodies involved;
- consideration of requirements related to the creation and protection of intellectual property assets (including clearances and registrations);
- a detailed rights protection programme that includes a communications/education component and a digital piracy prevention plan; and
- comprehensive legislation in the Host Country that provides appropriate and timely protection against ambush marketing, unauthorised ticket sales and marketing rights offenses.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, RHBs, Marketing Partners and the Host NOC and the Host NPC, are also essential for the successful delivery of this area. Coordination with the authorities in the Host City and Country is extremely important.

More information on the topics covered in this section is available in the Olympic Games Guide on Rights Protection and any cross-referenced documents listed within it. Related information is also included in the Olympic Games Guide on City Activities and Live Sites, Olympic Games Guide on Marketing Partner Services and Olympic Games Guide on Business Development.

More information on the definition of Olympic Properties, Games-Related Properties, OCOG Marks, Games Broadcast, Coverage and Exhibition, Ambush Marketing and other relevant terms is available in the Olympic Charter and the HCC - Principles.



Operational Requirements

In order to deliver an appropriate and effective programme for Rights Protection in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Creation and protection of intellectual property assets

RPP 01 - Creation of Games-Related Properties

- Create and protect Games-Related Properties and derivative works or elements for the purpose of promoting and staging the Games.
- Ensure that all persons, either physical or legal, involved in the creation of Games-Related Properties have declared, to the fullest extent permissible under applicable law, that the creation of such Games-Related Properties and all results and proceeds thereof are specially commissioned by the IOC and considered a "work-made-for-hire" or for the benefit of the IOC, and that such persons enter into any Intellectual Property Rights (IPR) assignment(s) requested by the IOC before they start working on any projects.
- On request of the IOC, execute or obtain any further agreement(s) or legal documentation necessary to secure the full assignment of all IPR on Games-Related Properties to the IOC.

RPP 02 - OCOG Marks

- Submit all OCOG Marks to the IOC for approval prior to any use.

RPP 03 - Clearances and registrations

- Ensure that all Games-Related Properties subject to registration are effectively registered in the Host Country (including for copyright, trademark or design protection, as applicable) solely in the name of the OCOG (or, if agreed between the IOC and the OCOG, in the name of the IOC) and that appropriate documentation is executed with any third parties involved in their creation, development or registration. On request of the IOC, the OCOG agrees to execute any further agreement or document required to this effect.
- In case any third-party material is included in any Games-Related Properties, ensure that all necessary rights, clearances and authorisations are obtained (including as the case may be all payments made to third parties) to ensure that no third-party rights are infringed by the creation, use and exploitation of Games-Related Properties by the OCOG.
- In consultation with the IOC, ensure that all OCOG Marks are properly adopted, registered and protected in the Host Country in the name of the OCOG and/or the Host NOC, in accordance with the following principles:
 - the "CITY + [year when the Games take place, e.g. "2026"]" identification and the official emblem should be registered in 45 classes of protection of goods and services; and
 - for the other OCOG Marks, the OCOG will submit to the IOC a plan of registration for its prior written approval.
- Ensure that all relevant documents and information are provided to the IOC for the purpose of the international protection of OCOG Marks in the IOC's name, at the appropriate time.



- Bear all costs incurred by the IOC in connection with the international protection of OCOG Marks.
- Ensure that any further direction issued by the IOC regarding the adoption and protection of Games-Related Properties and the OCOG's use thereof are respected.

Rights protection programme

RPP 04 - Legal protection

- In compliance with guarantees requested during the Candidature process and in coordination with the Host Country Authorities, ensure, where appropriate in collaboration with competent Host Country Authorities, the following:
 - all Olympic Properties, (in particular the Olympic symbol, the terms “Olympic” and “Olympiad”, the Olympic motto) benefit from adequate and continuing legal protection in the Host Country in the name of the IOC and/or the OCOG as appropriate;
 - the IOC’s exclusive rights and interests in relation to the Games (as defined in the HCC - Principles) are acknowledged and protected in the Host Country through appropriate legislation and other administrative measures, addressing in particular:
 - protections against ambush marketing (namely, preventing or minimising any direct and/or indirect unauthorised association with, exploitation or promotion of, the Olympic Properties and/or the Games;
 - measures to control unauthorised street trading within the vicinity of Games venues (from two weeks before the Opening Ceremony until the Closing Ceremony);
 - measures to prevent and sanction unauthorised ticket resale;
 - measures to prevent manufacture and sale of counterfeit merchandise in relation to the Games;
 - measures to secure control of relevant public and private advertising spaces (e.g. billboards, advertising on public transport, airspace, etc.) in the Host City and other venue cities;
 - measures to control unauthorised live sites, public viewing events or similar concepts; and
 - protections against unauthorised Games Broadcast, Coverage and Exhibition; and
 - procedures and remedies allow, or will allow, for disputes related to the above-mentioned matters to be resolved in a timely manner, in particular by means of an expedited process (such as but not limited to the possibility of interim injunction proceedings) when such disputes arise in the lead up to and during the period of the Games.

RPP 05 - Protection of the NOC emblem

- Ensure that the NOC emblem is properly protected in the Host Country in the name of the Host NOC.



RPP 06 - Rights held on behalf of the IOC

- Ensure that, if any rights relating to the Games are held by the Host City, the Host NOC, the OCOG or by any other third party as a consequence of any form of agreement with the Host City, the Host NOC or the OCOG (or for any other reason), all such rights shall be held by such entities on behalf and for the benefit of the IOC on a temporary basis and be assigned to the IOC on the request of the IOC.

RPP 07 - Development of the rights protection programme

- Submit a detailed rights protection programme to the IOC including:
 - an anti-ambush prevention plan including proposed measures for education, public relations and communications activities internally within the OCOG and externally towards the IFs, all relevant Host Country Authorities, trade organisations, the general public, media entities and other key stakeholders;
 - monitoring and action plan on ambush marketing, intellectual property infringements, ticket touting and counterfeit issues in the Host Country;
 - management of displays, advertising and clean sites in connection to the Games; and
 - on-line/digital piracy prevention plan detailing the applicable legal framework, as well as the judicial or administrative mechanisms to be implemented in the Host Country during the Games, to prevent and stop unauthorised Games Broadcast, Coverage and Exhibition.
- Appoint qualified legal staff who will be dedicated to the adequate implementation of the rights protection programme.

RPP 08 - Coordination with Host Country Authorities

- Develop relationships (with the appointment of points of contact) and strategies with the competent Host Country Authorities, as well as Marketing Partners and RHBs, to efficiently combat ambush marketing, intellectual property infringements, ticket touting, counterfeit activities and unauthorised Games Broadcast, Coverage and Exhibition.
- In coordination with the Host City and the Host NOC, ensure that relevant Host Country Authorities:
 - comply with the key principles established in the Olympic Charter, the HCC - Principles and the Marketing Plan Agreement (MPA) and provide the required assistance to the OCOG in the implementation of the rights-protection strategy;
 - work closely and cooperate with the OCOG in the development of its marketing programmes and ensure that no fundraising, commercial communication or donation programmes related directly or indirectly to the Games are undertaken unless such activities have been expressly authorised by the IOC and are under the exclusive control of the OCOG;
 - refrain from engaging in any marketing, commercial or signage programmes in relation to the Olympic and Paralympic Games (or which could be perceived to be associated with the Games) without the prior written approval of the IOC;
 - establish a mechanism to manage and control street vending, outdoor advertising and all other marketing activities within and around the Olympic venues and other sites used for the purposes of the Games during the Olympic and Paralympic Games period and in the two-week period leading up to the Games as described in the MPA;



- ensure that any entity engaged in government entity-controlled infrastructure does not gain any unauthorised association with the Games, in particular, through the media; and
- ensure that relevant Marketing Partners are given the opportunity to participate to tenders in connection with government entity-controlled Games-related infrastructure works.
- In cooperation with the Host NOC and the Host City, ensure that:
 - there are no other marketing programmes in the Host Country where these activities will have any impact on the Joint Marketing Programme or the IOC’s marketing programmes in order to maintain one clean single domestic market place;
 - the Host NOC, the Host NOC sponsors, National Federations (NF) and other public or private entities in the Host Country refrain from any ambush marketing activities including, without limitation, the development of marketing or promotional activities in connection with the Games; and
 - sponsorship or marketing rights identified with the Host City (including any of its agencies, agents or any entity of which the Host City may form part or on which it is represented), the Games or the period of the Games, are granted only with the approval of the IOC.

RPP 09 - “No-marketing rights” clauses

- Ensure that contracts for Games-related activities include appropriate “No Marketing Rights” clauses to restrict third parties (who have not acquired the marketing rights from the OCOG or the IOC) from associating themselves, or their goods and services, with the Games or publishing or issuing any statement (factual or otherwise) about their connection with the Games.

RPP 10 - Monitoring and enforcement

- Protect the Olympic Properties and the rights of Marketing Partners and RHBs in the Host Country by monitoring, preventing and/or terminating intellectual property infringements and ambush marketing activities including, where appropriate, by undertaking public relations campaigns and taking legal recourse in a timely manner.
- Ensure that all OCOG’s monitoring efforts pursuant to the rights protection programme are coordinated with the IOC’s monitoring programmes, or otherwise as required by the IOC for the purpose of protecting the Games-Related Properties or any other IOC exclusive right.
- Notify the IOC in the event the OCOG learns that any unauthorised use of, in each case as applicable, Olympic Properties, any unauthorised association with the Games, or any unauthorised Games Broadcast, Coverage and Exhibition has occurred or is about to occur and, at the IOC’s request, take all reasonable steps necessary to prevent and stop such unauthorised use, such as:
 - informing the organisation or entity responsible for such unauthorised use that such use infringes on the rights of the IOC and/or of Marketing Partners or RHBs; and
 - participating in any legal action, whether within the Host Country or outside, brought by the IOC and/or any Marketing Partners or RHBs against third parties’ infringements of their rights.



- Reimburse the IOC for any cost incurred in relation to actions taken outside the Host Country, with respect to any unauthorised use of Games-Related Properties or ambush marketing or any unauthorised Games Broadcast, Coverage and Exhibition related specifically the concerned edition of the Games. Such actions outside the Host Country shall be taken, either by the IOC/IPC in consultation with the OCOG or, subject to the request of the IOC, by the OCOG itself.

Clean venues principles

RPP 11 - Venue branding and naming

- During the period in which the Olympic Villages are required to be open, ensure that no Key Olympic Venues, or major access points leading to Key Olympic Venues, is encumbered, by any franchise, concession or any other commercial agreement of any kind or nature (including the right to name the venue to promote any third party or third party's products or services), that would be inconsistent with any agreement entered into by the IOC or the OCOG (e.g. sponsorship and Broadcast Agreements) or the Olympic Charter.
- Ensure that no propaganda, advertising or commercial identification of any product or services or any promotional matter of any kind (e.g. name, logo, trademark or trade name of any third party) is placed or otherwise appears within or (as detailed below) outside the Key Olympic Venues. This includes in particular any visibility in such a manner so as to be within the view of the television cameras covering the sports at the Games or the Ceremonies or of the spectators watching such sports or Ceremonies (except as expressly permitted by the Olympic Charter).
- Ensure that no propaganda or advertising is allowed in the airspace over the Host City and other cities and venues hosting Olympic events during the period in which the Olympic Villages are required to be open.
- Ensure that the any marketing, commercial or signage programmes in relation to the Games (or which could be perceived to be associated with the Games) carried out by the Host City and other cities hosting Olympic events is submitted to the IOC for prior approval.
- Ensure that all appropriate controls to the effect referred to above shall be put into place as soon as possible but, in any event, not later than one year after the formation of the OCOG.
- Ensure compliance with the IOC's naming rights protocol for venues to be used for the Games (including rules related to the treatment of non-commercial names, names of individuals and commercial or corporate names that are associated with pre-existing venues and new venues for the Games) as from the date of election of the Host City until the conclusion of the Paralympic Games.

RPP 12 - Rule 50 requirements

- Ensure that all participants and all other persons accredited at the Olympic Games comply with the manuals, guides or guidelines, and all other directions of the IOC Executive Board, in respect to all matters relating to advertising and branding, including Rule 50 of the Olympic Charter and its by-laws.



RPP 13 - Rights under Venue Use Agreements (VUA)

- Ensure that VUAs (or similar agreements) with venue owners, or with organisations responsible for building new venues and infrastructure for the Games, provide the obligation for the relevant owner or contractor to include no marketing rights clauses (restricting the ability to promote involvement in the Games and requiring compliance with clean venue rules) in all contractor agreements relating to the Games, and that provisions for these restrictions also apply to relevant sub-contractors.
- Ensure that, throughout the relevant term of each VUA, the OCOG is granted by the respective venue owners and/or operators the use of the facilities at such venues free from any existing contractual commitments, including in relation to ticketing, hospitality, retailing and concessions (including food and beverage products), use of third-party products and/or services, as well as any rights of sponsorship, broadcasting, advertising signage, branding and commercial display at such venues, to assist in combatting unauthorised association with the Games.
- Procure an irrevocable and unlimited licence (including a right to sub-license) to use the name, image, branding and/or designs (including any material derived therefrom) of all competition venues, Ceremonies venues, Olympic Park(s) and major common domain(s) when relevant, for commercial and non-commercial purposes in any and all current and/or future media in connection with the Games, free from any third-party rights and/or any further charges. A similar licence may be required for other Key Olympic Venues, as agreed between the IOC and the OCOG on a case-by-case basis.

RPP 14 - Olympic Villages branding

- Develop, agree and implement guidelines related to all branding and identification to appear within the Olympic Villages.



RPP 15 - Transition from Olympic Games to Paralympic Games

- Ensure that the changeover from Olympic to Paralympic branding adheres to the guidelines established by the IOC and the IPC. Apart from a few authorised exceptions to be communicated in due course, the clean venue guidelines imposed by the IOC for the Olympic Games remain essentially the same for the Paralympic Games.

Requirements in relation to Intellectual Property Rights (IPR) assignment

RPP 16 - Assignment of Games-Related Properties to the IOC

- On request of the IOC, ensure that any and all trademark applications filed or registered, together with any and all copyright registrations made by the OCOG, as well as any and all copyrights and designs (whether filed or not by the OCOG) with respect to its emblem and mascot(s) and the "CITY + [year when the Games take place, e.g. "2026"]" identification of the Games, are assigned to the IOC in order for the IOC to be able to grant to Marketing Partners, RHBs and other third parties the right to use such properties.
- Ensure that all Games-Related Properties are assigned to the IOC or, if the IOC so requests in writing, to the NOC, effective not later than 31 December of the year when the Games take place and, upon request of the IOC, execute documentation evidencing said assignments.



- Ensure that any and all trademark applications filed or registered, and all other trademarks, trade names, trade dress, service marks and other identifications as well as any and all copyrights or designs (whether filed, registered or not) with respect to the Games-Related Properties, are assigned to the IOC not later than 31 December of the year when the Games take place with respect to the Host Country and effective immediately from the outset (i.e. on the creation of such Games-Related Properties) with respect to all territories outside the Host Country.
- Ensure that relevant documentation evidencing such assignments, are executed promptly on the request of the IOC.

RPP 17 - Transfer of physical embodiments

- Provide to the IOC all Games-Related Properties in electronic and editable format and/or other format(s) as may be requested by the IOC, to facilitate the actual use of such works by the IOC and by third parties authorised by the IOC. Such transfer must be carried out in conformity with the IOC's guidelines within a reasonable period determined by the IOC and as necessary for the IOC's use.
- Ensure that, on request of the IOC, all tangible embodiments of Games-Related Properties are delivered and assigned to the IOC, without reservation or encumbrance.
- Deliver and assign to the IOC all the moulds of the medals, (including Olympic winners' medals and commemorative medals), torch designs and all undistributed medals, diplomas and torches on the conclusion of the Games. The OCOG shall also ensure that no reproductions or replicas of such medals, diplomas, torches or moulds are made or authorised or permitted without the IOC's prior approval.

Paralympic-related Intellectual Property Rights (IPR)



RPP 18 - IPC IPR

- Recognise that the IPC is the exclusive owner of the Paralympic Games and owns all rights and data relating thereto in particular, and without limitation, all rights relating to their organisation, exploitation, broadcasting, recording, representation, reproduction, access and dissemination in any form and by any means or mechanisms whatsoever, whether now existing or developed in the future. The IPC determines the conditions of access to and the conditions of any use of data relating to the Paralympic Games and to the material featuring competitions and sports performances of the Paralympic Games.
- Recognise that the IPC is the exclusive owner of the Paralympic symbol, flag, motto, anthem, emblems, flame and torches which are collectively or individually referred to as 'IPC Intellectual Property'. All rights to any and all IPC Intellectual Property, as well as rights to the use thereof, belong exclusively to the IPC including, but not limited to, the use for any profit-making, commercial or advertising purposes. The IPC may license all or parts of its rights on terms and conditions set out by the IPC Governing Board.
- Recognise that the IPC and IOC have agreed, in a coordinated effort, on a joint registration of the wordmark "Paralympic" which serves as a protective measure to provide a stronger defence against the unauthorised use of the wordmark "Paralympic" by third parties. Details about the registration programme are available from the IOC and IPC.



 **RPP 19 - Protection of IPC trademarks and other Paralympic-related proprietary rights**

- Include the word (Paralympic) in the OCOG's official constitutional name and title.
- Create, in consultation with and with approval of the IPC, an emblem, mascot, trademarks, logos and other indicia for the purpose of promoting and staging the Paralympic Games and which may incorporate IPC Intellectual Property, such as the Paralympic symbol, flag, motto, anthem, emblems, flame and torches or other trademarks, logos or other indicia used or to be used by the IPC ("Paralympic Games-Related Properties").
- Ensure that the IPC's rights under RPP 18 and the Paralympic Games-Related Properties are afforded a level of protection similar to the protection afforded to the IOC's rights and Games-Related Properties pursuant to the HCC – Principles and these Rights Protection operational requirements. This requirement includes in particular the obligation for the OCOG to ensure that measures taken pursuant to the previous paragraphs of the Rights Protection operational requirements cover the protection of Paralympic-related elements and in particular without limitation:
 - creation and protection of Paralympic Games-Related Properties in a manner consistent with the requirements included in RPP 01;
 - submission of any Paralympic Games-Related Properties that are subject to trademark registration to the IPC for approval prior to any use, in a manner consistent with the requirements included in RPP 02;
 - clearance and registration of Paralympic Games-Related Properties in a manner consistent with the requirements included in RPP 03, being understood however that the OCOG shall bear the costs related to the trademark registration, carried out by the IPC, of the emblem of the Paralympic Games in the United States of America (USA) and the European Union. For clarity, such trademark registrations shall not include the wordmark "city+year" and/or the word "Paralympic";
 - inclusion of the IPC IPR described in RPP 18, Paralympic Games-Related Properties and the NPC emblem in the scope of the rights protection programme described in RPP 04-RPP 10, being understood however that the requirements based on Rule 50 of the Olympic Charter and referred to in RPP 12 do not apply to Paralympic Games and that the OCOG shall ensure that all participants and all other persons accredited at the Paralympic Games, comply with the IPC Manufacturer Identification Guidelines and the IPC Athlete and Participants' Image Policy;
 - protection of Venues hosting Paralympic Games events (irrespective of whether these venues are also used for the Olympic Games) in a manner consistent with the requirements included in RPP 11-16;
 - assignment of IPR and transfer of physical embodiments in favour of the IPC over Paralympic Games-Related Properties in a manner consistent with the requirements included in RPP 17-18, being understood that rights in the "city + year of the Games" shall only be assigned to the IOC.



30. Safety

Introduction

The Olympic and Paralympic Games should be a healthy and safe environment for everyone involved. To achieve this, a holistic approach is necessary, paired with close collaboration among the OCOG, its delivery partners and the local authorities, throughout the planning, preparation and hosting of the Games.

This section provides an overview of safety related requirements. More details regarding specific safety aspects can be found in the relevant sections and annexes themselves (such as, without limitation, Venues & Infrastructure, Olympic/Paralympic Family Services, Villages Management).

For safety, key success factors include:

- recognising safety as an integral part of the OCOG performance;
- achieving a high level of safety performance, compliant with legal requirements as the minimum, and to continual cost-effective improvement in performance;
- the setting and publishing of safety objectives, even if only by internal notification;
- ensure that the safety approach is understood, implemented and maintained at all levels in the organisation;
- workforce (including contractors) and other Games stakeholders' involvement and consultation to gain and maintain commitment to the policy and its implementation;
- ensure that the workforce at all levels receive appropriate training and are competent to carry out their duties and responsibilities.

Operational Requirements

In order to protect and respect Safety requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

HNS 01 - Safety Requirements

- Based on applicable laws and regulations and internationally-recognised standards (such as, but not limited to, ISO45001:2018 Occupational Health and Safety, ISO22000:2018 Food Safety Management, ISO14001:2015 Environmental Management), identify requirements, and develop and submit to the IOC for approval, processes and corresponding measures and procedures to ensure that the Olympic and Paralympic Games are held in a healthy and safe environment, from planning and organisation of the Games to their staging and reinstatement of the Games venues. This shall, without limitation, relate to the following areas:
 - healthy and safe working conditions for all staff, volunteers, contractors and all external Games stakeholders, including during construction, delivery, operations and reinstatement of the Games sites (venues and facilities);
 - safety of venue infrastructure (existing and new/temporary and permanent) intended for Games use (i.e. in terms of construction, interior layout, equipment and technical services);



- safety of venue operations, including venue ingress and egress;
- safety of all services provided in the context of the Games, including with regard to accommodation, transport, food and beverage (e.g. food safety, including avoidance of contamination, etc.);
- protection of all stakeholders from environmental health and safety risks (e.g. in case of fire, in case of construction of venues on contaminated land; with regard to water quality of natural bodies where competitions are to take place); and
- hygiene of Games sites (venues and facilities), in particular through regular and efficient cleaning of all Games sites, sufficient number of sanitary facilities, as well as through efficient and thorough waste management (e.g. safe clinical waste disposal, other venue waste removal), as further described in the relevant sections and annexes (see for example Cleaning & Waste; Villages Management; Olympic/Paralympic Family and Dignitary Services, Media).

HNS 02 - Venue Permitting Process

Develop and implement a formal and recorded process (referred to as “Venue Permitting Process”) inside the OCOG and in collaboration with Host Country Authorities to ensure the safety of all venues in terms of (i) venue infrastructure, (ii) venue operations and (iii) services delivered at Games venues and their compliance with applicable laws and regulations and internationally-recognised standards.

- The Venue Permitting Process shall in particular include:
 - a) commissioning process for new permanent infrastructure:
 - ensure a formal and recorded process is implemented by delivery partners to confirm that all newly-built permanent infrastructure intended for Games use is designed, installed and commissioned in accordance with applicable laws, regulations and professional standards, and are safe to use and can be occupied by any stakeholder before and during Games time; and
 - ensure that all legally required safety and operational licences, permits and certificates are obtained prior to occupation;
 - b) safety of temporary infrastructure: design compliance and engineering check, commissioning and monitoring process for major temporary facilities and temporary infrastructure and services (overlay):
 - implement formal, systematic and recorded verification, acceptance and commissioning processes and procedures to ensure that all major temporary facilities and temporary infrastructure, fit-out works and equipment (overlay) intended for Games use and delivered by the OCOG’s (and/or the delivery partners’) contractors and suppliers, are designed, installed and commissioned in accordance with applicable laws, regulations and professional standards. They shall offer the necessary structural integrity, be safe to use and be available for use by any stakeholder before and during Games time;
 - ensure that temporary infrastructure is checked by appropriately qualified and experienced personnel who are independent of the original designers and the appointed installers (“third-party check” acting on behalf of the OCOG); and
 - ensure that all legally required safety and engineering certificates are obtained prior to use.



- c) venue occupational health and safety:
 - ensure safety of all Games stakeholders:
 - during construction/venue delivery
 - during Games operations
 - engage with competent Host Country Authorities during the Planning Phase to implement appropriate health and safety measures and ensure that such measures comply with internationally-recognised standards and applicable laws and regulations. Such requirements shall apply to all phases of venues preparation and delivery, as well as operations and reinstatement, and be consistent across all venues. Implement an independent verification process to guarantee that all venues comply with applicable safety requirements.
 - d) venue operational safety:
 - ensure safety of all Games stakeholders during Games operations by developing:
 - venue operational safety risks mitigation plans;
 - venue emergency response plans (including venue emergency evacuation plans) in collaboration with Host Country Authorities to effectively and promptly address safety risks that may materialise during the staging of the Games. These plans shall include Paralympic-specific plans considering the greater number of people with impairment present during the Paralympic Games; and
 - venue safety training programmes.
- Ensure that the Venue Permitting Process includes sign-off procedures both for internal approvals as well as for approvals by the relevant Host Country Authorities;
 - Submit the Venue Permitting Process to the IOC for approval.

HNS 03 - Communications, monitoring and reporting

- Ensure that the defined requirements and approved measures and processes are publicised and communicated (both in the local language and in English) to all relevant Olympic and Paralympic Games stakeholders in the planning and operational phases.
- Monitor the health and safety situation during the preparation and staging of the Games and report any identified risks and, in case of any health and safety incident, accident or near-miss, the proposed remedial and mitigating measures to the relevant Host Country Authorities as well as to the IOC/IPC.
- On request, provide to the IOC/IPC all information and on-site access needed to verify that the obligations under HNS 01 and HNS 02 are fulfilled and that all related risks are being managed and mitigated. Any further health and safety corrective and/or mitigation measures that are considered necessary by the OCOG and delivery partners must be implemented.

HNS 04 - Free access to drinking water

- For health and safety reasons, ensure that free access to drinking water is available to all individuals within the venue perimeter of any venues. Present proposed solutions to the IOC for approval.



HNS 05 - Smoke-free environment

- Ensure that, irrespective of any local regulations regarding smoking, the Olympic/Paralympic Villages and venues are smoke- and tobacco- free environments.



31. Signage

Introduction

The Games Signage programme is typically made of signage:

- inside the Venue Zone⁴:
 - wayfinding signage, both for vehicles and pedestrians;
 - identification of spaces/areas; and
 - statutory signage (including emergency evacuation signage) in compliance with domestic codes and regulations for the hosting of events.
- outside the Venue Zone:
 - wayfinding signage for vehicles, commonly referred to as transport signage; and
 - wayfinding signage for pedestrians.

By allowing movement of the various Games stakeholders to and from their destinations in a smooth and seamless fashion while also helping create a festive environment that is consistent with the Look of the Games, signage is of fundamental importance to efficient Games operations and to a positive Games experience for all Games stakeholders.

Wayfinding signage guides drivers and pedestrians travelling to, from, between and inside Olympic and Paralympic venues (competition and non-competition venues) as efficiently as possible.

It should be easy to read from a vehicle and on foot, easy to understand and consistent with the Look of the Games design. It should provide Games participants with necessary information whenever needed, from the moment they arrive in the Host City.

For the Signage programme, key success factors include:

- common design elements;
- simple messages;
- use of internationally understood symbols, giving careful consideration to accessibility;
- efficient design development, project planning, database management, procurement and installation, maintenance, removal and recycling;
- full alignment with the Look of the Games programme, supporting its vision and respecting its design;

⁴ the term “Venue Zone” describes what is considered part of the venue (both competition and non-competition venues), whether it be inside the Venue Secure Perimeter (“Secure Zone”) or directly outside the Venue Secure Perimeter (“Venue Operations and Security Zone”). More information is provided in the Olympic Games Guide on Venues & Infrastructure.



- full alignment with the sustainability strategy (including sustainable design, procurement and recycling);
- last-minute production/adjustment capability to respond to changing needs;
- compliance with the clean venue policy; and
- careful consideration given to accessibility.

The IOC and the OCOG will cooperate to make the delivery of the Signage operational requirements in the local context as efficient as possible, in particular by:

- developing a central database and modular approach for implementation; and
- envisaging alternative technology solutions to complement physical signage.

Because wayfinding signage (vehicular and pedestrian) is needed throughout the Host City and beyond, as well as within Olympic and Paralympic venue areas, close coordination and collaboration between the OCOG and relevant Host Country and Host City Authorities are also essential for the successful delivery of this programme.

More information on the topics covered in this section is available in the Olympic Games Guide on Wayfinding Signage, the IOC Protocol Guide, Olympic Games Guide on Transport and any cross-referenced documents listed within those guides.

Operational Requirements

In order to deliver the Signage requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

SIG 01 - Signage system inside the Venue Zone

- Plan, design, procure, install, maintain, remove and recycle, Games-related signage within the Olympic and Paralympic venues (Venue Zone), in cooperation with the relevant authorities.
- Submit the Signage plan to the IOC for approval.

SIG 02 - Signage system outside the Venue Zone

- Plan, design, procure, install, maintain, remove and recycle, in cooperation with the relevant authorities, Games-specific signage for roads and public areas to direct Games stakeholders to and from Olympic and Paralympic venues.
- Provide to the IOC for approval a transport signage delivery plan with clear delineation of responsibilities between delivery partners (OCOG, city/municipalities, transit authorities, highways, airports, railways, port authorities, all regulatory/affiliated essential service providers).

SIG 03 - Consistency with the Look of the Games

- Ensure that signage is fully consistent with the Games identity and is an integrated element of the Look of the Games.



SIG 04 - IOC clean venue policy

- Ensure that all signage for the Games put in place by the OCOG, Host City and/or Host Country Authorities complies with the IOC clean venue policy.



SIG 05 - Paralympic signage

- Submit the Paralympic-Games specific Signage plan to the IPC for approval.

SIG 06 - Signage language proposal (both vehicular and pedestrian wayfinding signage)

- Submit (on behalf of, and in agreement with, the relevant Host City and Host Country Authorities) the language use strategy for the entire Olympic and Paralympic Games signage system (within the Venue Zones and outside the Venue Zones, in the public domain) to the IOC and IPC for approval.



32. Sourcing and Resource Management

Introduction

The most efficient way for an OCOG to optimise its inputs (procured goods and services) and outputs (left-over equipment and materials and waste products) is to ensure a seamless link between buying decisions (procurement) and post-Games disposal of assets and waste material. The development of a holistic and integrated approach is essential to manage goods and materials throughout the Games lifecycle and optimise value throughout the process. Fundamentally this is about taking a circular economy approach and applying it to the staging of the Olympic and Paralympic Games.

Sourcing and resource management are of a cross-cutting nature and are therefore relevant to practically all areas of the OCOG.

Key sourcing and resource management success factors include:

- a successful procurement programme that supports the OCOG's organisational objectives and operational requirements, and manages the procurement process and supply efficiently and effectively;
- a shared responsibility across the OCOG, with a central coordination to ensure organisation-wide synergies and opportunities are exploited to their full potential;
- integration of sustainability considerations into each stage of the procurement process, with mechanisms in place to ensure the requirements are effectively met;
- products and materials being treated as valuable resources and their lifecycles optimised; and
- execution of a detailed waste scoping exercise and development of a waste reduction plan.

Close coordination and collaboration within the OCOG is crucial, including Procurement, Finance, Sustainability, Legacy, Marketing Partner Services, Technology, Communications, Venue Management, Cleaning & Waste, as well as delivery partners, such as the IOC, IPC, OBS, public authorities, Marketing Partners and owners/operators of existing venues.

More information on the topics covered in this section is available in the Olympic Games Guide on Sourcing and Resource Management and the Olympic Games Guide on Finance, and any cross-referenced documents listed within them.

Operational Requirements

In order to deliver the Sourcing and Resource Management requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

SRM 01 - Resource management plan

- Develop and implement a Resource management plan in which products and materials shall be treated as valuable resources and their lifecycles optimised through reuse, repurposing and recycling strategies.
- The plan shall be submitted to the IOC for approval.



SRM 02 - Sourcing and resource management governance

- Establish executive oversight to develop, coordinate and oversee the OCOG's approach to the sourcing, managing and disposing of products and services.

SRM 03 - Sustainable Sourcing Code

- Develop and implement a Sustainable Sourcing Code that establishes responsible sourcing practices for goods and services, including those from national sponsors and licensees by integrating sustainability considerations into each stage of the procurement process, with mechanisms in place to ensure the requirements are effectively met.

SRM 04 - Contract management process

- Develop and implement a contract management process to provide effective oversight, verification and change control procedures to ensure that suppliers and licensees are providing their goods and services as specified and in accordance with the OCOG's policies on sustainability, health and safety and post-Games asset disposal.

SRM 05 - Complaints and dispute resolution mechanism

- Develop and implement a complaints and dispute resolution mechanism that provides a credible and transparent way of managing reputation and financial risk by evaluating, investigating and resolving direct complaints, allegations in the media or other forms of dispute relating to the Olympic and Paralympic Games' supply chain.

SRM 06 - Waste management

- Carry out a detailed scoping exercise to identify opportunities to avoid waste production and develop a waste reduction plan taking into account the waste processing capabilities within the host city/ region/ country.

SRM 07 - Compliance of sourcing and resource management activities

- Ensure that the Sustainable Sourcing Code and more generally the implementation of all sourcing and resource management activities respect the OCOG's commitments under the HCC regarding
 - compliance with laws and regulations, in particular regarding procurement and competition laws;
 - respect and protection of human rights in accordance with the [Protection and Respect of Human Rights](#) section;
 - prohibition of any act involving fraud or corruption;
 - sustainability and legacy; and
 - any exclusive commercial right granted to Marketing Partners, as further developed in the Marketing Plan Agreement (MPA).



33. Spectators

Introduction

A “spectator” is someone who has purchased a ticket to a sports or ceremony session, or who intends to consume sport or culture outside the venue perimeter, such as the road races, live sites and cultural programme.

Spectators represent the largest volume of users on site at the Olympic and Paralympic Games, and therefore dictate much of the operational requirements and services at the venues and in the Host City. They rely on effective, clear and consistent communication leading up to the Games, during their experience at the Games as well as afterwards (e.g. to bring to a successful closing any enquiry such as refund etc.).

While the core of their experience will be based on the sport in venue, there are significant additional opportunities to deliver a superior spectator experience (such as sport initiation), which will have a critical impact on how the public will perceive and assess the success of the Games.

In order to plan for a successful spectator experience, the OCOG, together with delivery partners, needs to co-construct an end-to-end consistent spectator journey, based on a strategy that combines both spectator requirements and expectations.

For the spectator stakeholder group, key success factors include:

- dedicated OCOG spectator services to assess and represent the client group across the organisation at critical decision-making moments throughout the life cycle of the OCOG.
- early development of a stakeholder strategic vision supporting the Games vision, integrated with core areas and stakeholders and aligned to the delivery of services pre-Games and at Games time;
- an early focus on development of an end-to-end journey plan (pre-, during-, and post-Games) for each determined spectator segment;
- consistent and strong integration of OCOG events and communications and marketing strategies; and
- focus on the stakeholder group through consistent evaluation and research, leading the OCOG to a wider understanding of spectators.

Close coordination and collaboration within the OCOG and with a variety of stakeholders including the IOC, IPC, IFs, TOP Partners, various Host Country Authorities and other partners are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Spectator Experience and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Spectators requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):



SPX 01 - Spectator Services

- Develop, and submit to the IOC for approval:
 - a spectator services strategy that covers pre-Games and Games-time service levels across all venues, with particular emphasis on accommodation, travel and transport, food & beverage, information and ticketing provisions; and
 - Service Level Agreements (SLA) with the relevant suppliers for each relevant area, to be approved by the IOC and to be assessed as part of venue reviews.

SPX 02 - Spectator information strategy

- Develop, and submit to the IOC for approval, a spectator information strategy that aligns spectator information across all communication channels and core areas/stakeholders. This strategy must include a detailed communications calendar and cover the entire spectator journey, i.e. pre-Games communication (from two years prior to the Games), Games-time communication (including crisis and other security communications), and post-Games communication in line with legacy plans.

SPX 03 - Legacy use of spectator information

- Ensure that all requirements defined in the [Digital Media](#) section concerning (i) the legacy use by the IOC/IPC of spectators information for the long-term promotion of the Olympic/Paralympic Movements, and (ii) the protection of personal data in compliance with applicable laws, are implemented for all spectators' information collected in relation to the spectator services strategy and spectator information strategy.



34. Sport (including IF Services)

Introduction

The Olympic and Paralympic Games promote the Olympic and Paralympic values worldwide by providing a global stage for the best athletes to compete at the highest level. Their success, and, ultimately that of the Games, requires close attention to all aspects of delivering the best possible environment for competition and training.

For the Sport area, key success factors include:

- thorough sports planning and competition management, including venue readiness, training and sports presentation;
- competition venues and Fields of Play (FOP) consistent with high performance;
- sports equipment that meets the technical requirements of the sport; and
- efficient organisation of Olympic and Paralympic sport.

The IOC and the OCOG will cooperate to make the delivery of the Sport operational requirements in the local context as efficient as possible, in particular by:

- implementing the Sport Delivery Plan from the early stages of an OCOG lifecycle and possibly outsource certain aspects to IFs;
- optimising competition and training schedules as well as easing venue requirements to allow a reduction of the number of venues as well as venue sharing opportunities; and
- developing an effective readiness programme for sports that considers the local expertise in delivery of each event, leverages events already planned prior to the Games and maximises synergies between Olympic and Paralympic testing.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, IFs and OBS, are also essential for the successful delivery of this area. As the governing bodies for sport, IFs' expertise, experience and resources are essential.

More information on the topics covered in this section is available in the Olympic Games Guide on Sport, the IPC Guide on Orthotic, Prosthetic and Wheelchair Repair Services, and any cross-referenced documents listed within them.

Operational Requirements

In order to deliver the Sport requirements in line with the introduction above and in accordance with the HCC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):



SPT 01 - Duration of competitions

- Ensure that the duration of the competitions of the Olympic Games does not exceed 16 days. For reasons of legacy, sustainability and cost-efficiency, the OCOG may propose preliminary competitions to be organised prior to the Opening Ceremony, with the approval of the respective IF and of the IOC. In any case, no medals may be awarded and no athletes be eliminated from the Olympic Games prior to the Opening Ceremony.
- Ensure that the duration of the competitions of the Paralympic Games does not exceed 10 days for Paralympic Winter Games and 12 days for the Paralympic Games (Summer).



SPT 02 - Organisation of Paralympic sports

- Deliver sports organisation for the Paralympic Games as per the technical requirements established by the IPC and the IFs in required areas including the following:
 - define the locations, designs and operational plans for each competition and training venue;
 - establish the detailed competition and training schedules;
 - procure the necessary types and quantities of equipment for competition and training purposes;
 - host between two and five visits of the appointed technical personnel for each sport in order to contribute to the planning, monitoring, preparations and issue-resolution leading up to the Paralympic Games. The exact number of visits is contextual and depends on the sport, the venue and the synergies with visits for the Olympic sport, if relevant;
 - provide required technical installations and systems for Paralympic results and information dissemination; and
 - coordinate the creative concepts and logistical arrangements for the sport presentation elements.

Competition and training venues

SPT 03 - Look of the Games

- Submit to IFs for approval all Look of the Games elements, including pictograms, in and around the FOP at their respective competition venues. This is especially important for sports that have specific issues with background colours affecting sighting on the FOP.
- Supply each training venue with a modest package of wayfinding signage, flags and banners that are in line with the Look of the Games to promote a more sustainable and cost-efficient approach.

SPT 04 - Olympic flag and IF recognition

- Ensure that the Olympic flag flies over each competition and training venue throughout the Olympic Games, with the IF flag positioned between the Olympic flag and the OCOG flag.
- Ensure that additional IF recognition signage is placed next to the FOP at all competition venues during competition and training. The size and shape shall be decided by the IOC and implemented by the OCOG.



- Apply similar requirements at competition and training venues throughout the Paralympic Games.



SPT 05 - Pre-Games access to venues

- Ensure a minimum level of pre-Games venue access to NOCs, based on the rules and regulations of the sports concerned.
- For sports where there are no specific pre-Games access rules, agree with the IF on an access policy based on venue availability, rental cost and what has been typically provided for each sport at past Games.

SPT 06 - Games-time training

- Agree with each relevant IF on all technical requirements as well as on the number and availability of training venues identified for use before and during the Olympic Games. An adequate level of services to be delivered to athletes during all training, including training opportunities, shall be agreed between the OCOG and the respective IF and shall be delivered from the opening of the Olympic Villages (at the earliest) or at a later date agreed between the OCOG, the IOC and the relevant IF.



SPT 07 - Paralympic Games-time training

- Develop the Paralympic training schedule, the training booking procedures, the training office within the Sports Information Centre (SIC) and the transport plan in parallel with the corresponding Olympic project.

Cooperation with International Federation

SPT 08 - Attendance at IF events

- Facilitate the attendance of OCOG sports managers at relevant IF meetings and/or congresses to report on progress regarding Games preparations for their sport, and at IF events to gain further understanding and operational experience regarding their sport.

SPT 09 - Appointment of IF representatives

- As soon as possible after the OCOG is created, contact each IF whose sport is on the Olympic programme and agree the appointment of a main IF representative who has the authority to review and approve or seek approval on all issues related to their sport.

SPT 10 - Sport Delivery Plan

- Ensure that the terms and level of engagement, are documented by the OCOG and each IF in the Sport Delivery Plan (SDP). The SDP establishes the working plan for each discipline with a focus to:
 - agree on delivery priorities, responsibilities and timelines; and
 - identify the best solutions to source expertise and deliver sport-specific operations including, if applicable, any delegation or transfer of responsibility from the OCOG to the IFs; associated compensation shall be formalised in an agreement between the OCOG and the relevant IF.

The SDP also documents the service levels for the delivery of the respective sports and/or disciplines agreed with each IF.



SPT 11 - Paralympic Sport Delivery Plan

- Agree with the IPC and each IF on a version of the Sport Delivery Plan adapted specifically for the Paralympic Games that clearly sets out the relationship, responsibilities, scope, levels of service and delivery timelines scaled to the needs of the Paralympic Games.

SPT 12 - Pre-Games IF visits to the Host City

- Submit an IF visit policy to IOC and Association of Summer Olympic International Federations (ASOIF)/Association of International Olympic Winter Sports Federations (AIOWF) for approval. This policy shall be adjusted on a sport-by-sport and/or discipline-by-discipline basis in accordance with the respective SDP and shall include the OCOG obligation to cover the expense of round-trip air tickets, board and lodging of each IF delegate for the pre-Games visits.



- Submit the amended IF visit policy for the Paralympic Games to the IPC for approval.

SPT 13 - IF Delegates' Games-time transport, accommodation and per diem

- Ensure that the following services are provided to the IF Delegates from at least five days prior to the start of the first event in their discipline and up to two days after the end of the final event in their discipline:
 - travel to the Host City from the IF Delegates' place of residence or previous IF event location as agreed with the OCOG, and back;
 - accommodation (including breakfast), according to the HCC - Operational Requirements – Accommodation;
 - a per diem to cover daily out-of-pocket expenses and incidentals. The per diem amount will be USD 100 for all IF Delegates. The period to be covered runs from the IF Delegate's day of departure from their home country or from previous IF event location until the day following the end of their respective event. Any change to this amount proposed by the OCOG shall be approved by the IOC.
- In the event that the presence of IF Delegates is required earlier than specified above owing to Games-time preparation, and is agreed between the OCOG and the IF concerned, these additional expenses shall be covered by the OCOG.
- Submit to the IOC for review an overall policy specifying the details for the above principles.

SPT 14 - International Technical Officials' (ITO) Games-time transport, accommodation and per diem

- Ensure that the following services are provided to the ITOs from at least three days prior to the first event of their discipline and up to one day after the end of the final event of their discipline:
 - travel to the Host City from the ITOs' place of residence and back. The total number of ITOs shall be confirmed by the IOC Executive Board following a proposal from the relevant IF;
 - accommodation (including breakfast) according to the HCC - Operational Requirements – Accommodation;



- a per diem to cover daily out-of-pocket expenses and incidentals. The per diem amount will be USD 100 for all ITOs. Any change to this amount proposed by the OCOG shall be approved by the IOC. The period to be covered runs from the ITO day of departure from home country until the day following the end of their respective event.
- Submit a policy specifying the details for the above principles.

SPT 15 - National Technical Officials' (NTO) Games-time transport, accommodation and per diem

- Ensure that the following services are provided to the NTOs (the duration of stay is based on the competition schedule):
 - travel within the Host Country;
 - accommodation (including breakfast), according to the HCC - Operational Requirements – Accommodation;
 - a per diem to cover daily out-of-pocket expenses and incidentals. The per diem amount for NTOs shall be set by the OCOG.

SPT 16 - Technical officials' uniforms

- Provide an FOP uniform for all technical officials (both national and international) as agreed with each IF and approved by the IOC. If the IF chooses to provide its own compliant FOP uniform, the OCOG shall be released from the obligation to provide an official uniform.

SPT 17 - Opening and Closing Ceremony tickets for IFs

- In line with the official duration of their role, provide Opening and Closing Ceremony tickets to all technical officials who are in the Host City during the Opening and/or Closing Ceremony.



SPT 18 - Services for IF Delegates, ITOs, IPC Games officials and NTOs for the Paralympic Games

- Ensure that requirements and services for the IF Delegates, ITOs and IPC Games officials are scaled to the needs of the Paralympic Games.
- Cover the travel expense for the IF Delegates, ITOs and IPC Games officials from their place of residence to the Host City of the Paralympic Games, and back.
- Provide accommodation to IF Delegates, ITOs and IPC Games officials, at the same level of service as for the ITOs of the Olympic Games and, in principle, in stakeholder group hotels. However, for the Paralympic Games only, the OCOG may decide to accommodate ITOs in a separate and distinct zone of the Paralympic Village, subject to IPC approval.
- Provide a per diem to IF Delegates, ITOs and IPC Games officials of USD 100 for their projected stay at the Paralympic Games for business reasons, including all travel days from/to their place of residence. Any changes to this amount shall be approved by the IPC.
- Provide services to NTOs consistent with the services provided during the Olympic Games, scaled to the needs of the Paralympic Games.



SPT 19 - ITOs, NTOs and IPC Games officials uniforms for the Paralympic Games

- Provide an FOP uniform to the ITOs, NTOs and IPC Games officials during the Paralympic Games on a similar scale as for the Olympic Games. If the IF chooses to provide its own compliant FOP uniform, the OCOG shall be released from the obligation to provide an official uniform.

Sport competition

SPT 20 - Appointment and approval of Sport Managers

- Ensure that a Sport Manager is appointed for each sport on the Olympic programme. The Sport Manager shall be responsible for the planning and implementation of the sport competitions and training in accordance with the requirements of IFs, the Olympic Charter and the HCC - Principles.
- Ensure that all proposed Sport Managers are approved by the relevant IFs. An experienced manager should also be recruited for each individual discipline of the relevant sports.
- Where possible, the Sport Manager shall be the same for the Olympic and Paralympic Games.

SPT 21 - Recruitment and training strategy

- Develop, through OCOG Sport Managers and in consultation with the IF for each sport, a recruitment and training strategy for the different categories of sport workforce, including NTOs and sport volunteers.



SPT 22 - Sport workforce training for the Paralympic Games

- Ensure that sport workforce (including volunteers) recruited for the Paralympic Games receive general training on the Paralympic Movement, the Paralympic Games, the sports and general disability awareness.

SPT 23 - Competition schedule

- Consult the IOC, OBS and IFs at all stages about the development of the competition schedule, which includes the following six levels of detail:
 - competition schedule by day;
 - competition schedule by session;
 - competition schedule by event;
 - detailed event schedule;
 - Detailed Competition Activity Schedule (DCAS); and
 - detailed sports activity schedule.
- Ensure that the competition schedule is developed with the overall objective of optimising the number of competition venues, especially considering opportunities to:
 - hold preliminary events prior to the Opening Ceremony and/or outside the Host City;
 - propose a condensed competition format for certain events; and
 - use shared FOPs.

The IOC, the respective IFs and OBS will support the OCOG in this effort.



- Ensure that the competition schedule by session for a sport at the Olympic Games is approved by IFs and OBS before being submitted to the IOC for approval, no later than two years before the Games.

SPT 24 - Paralympic competition schedule

- Follow the same competition scheduling process and management principles for the Paralympic Games as for the Olympic Games. The final proposal of the competition schedule shall be approved by the IPC and the IFs.

SPT 25 - Weather data

- For outdoor sports, provide venue-specific weather data that is collected during the competition season (Winter or Summer) no later than five years prior to the Games.
- Ensure that the collected data meets each IF's weather reporting needs.
- The weather service provider shall also provide overall weather data and metrics within the Host City for use by Games Information System (INFO+) and other data systems.

SPT 26 - Sport presentation

- In cooperation with each IF and OBS, develop sport-specific presentation plans, which build upon the overall sport presentation concept but are specifically tailored to the requirements and culture of each sport/discipline.
- Submit for review the following primary elements of the sport presentation to the IOC, the IFs and OBS:
 - announcements and commentary;
 - music;
 - video board content; and
 - scoreboard animation.
- With regard to sports presentation, develop a music library within the framework of both the “Olympic theme” and the sport-specific requirements (IFs’ and athletes’ possible contributions). Songs and sounds should be varied to cover the style spectrum and ensure that appropriate music is available. Obtain all required music rights in accordance with CER Annex 1 – Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games.
- In order for the OCOG to benefit from existing content, consult the IOC, OBS, Olympic Channel Services SA (OCS) and IFs at all stages of the development of video content for the in-venue video board.
- Provide OBS with all broadcast feed requirements for the video boards.



 **SPT 27 - Paralympic sport presentation content**

- Develop a separate “Paralympic theme” to distinguish the Paralympic Games from the Olympic Games. Sport-specific plans also need to be modified or produced and tailored to the specific needs of the Paralympic sports, with a focus on educating the spectators about the classifications and rules of each sport.
- Submit for review the following primary elements of sport presentation to the IPC:
 - announcements and commentary;
 - music;
 - video board content; and
 - scoreboard animation.

SPT 28 - Sport engagement/initiation at Games time

- Where operationally feasible, implement, in collaboration with the respective IFs and National Federations (NF), a sport engagement/initiation programme which allows spectators of all ages to better understand and experience each of the sports on the Olympic Programme and which improves or enhances the spectators’ experience at Games time.

SPT 29 - Broadcast camera and microphone positions on the FOP

- Obtain OBS’s and the IOC’s prior approval for all FOP broadcast camera and microphone positions. The relevant IF shall be consulted and shall be entitled to raise objections to any proposed camera and microphone positions likely to have an adverse effect on the safety of athletes or the conduct of competitions. In the event of disagreement, the final decision shall be taken by the IOC.

SPT 30 - Broadcast feed requirements for IF

- Provide OBS with the summary of all broadcast feed requirements for IFs (i.e. camera splits), including video replay, programme feed, etc. Any change to this list shall be agreed between all parties.

SPT 31 - Enforcement of Rule 50 of the Olympic Charter

- Assist the IFs and the IOC to enforce the requirements set forth under Rule 50 of the Olympic Charter (including related guidelines) at Games time.

 **SPT 32 - Enforcement of the IPC Manufacturer Identification Guidelines**

- Assist the IFs and the IPC to enforce requirements outlined in the IPC Manufacturer Identification Guidelines at the time of the Paralympic Games.

Sports equipment

SPT 33 - Sports equipment lists

- Ensure that the final sports equipment list to be procured, including the quantity and the quality, for each sport/discipline/event complies with the technical specifications and requirements of each IF, and is approved by each IF.



SPT 34 - Sports equipment suppliers agreement template

- For the Games of the Olympiad and the Paralympic Games (Summer), draft a sports equipment supplier agreement template in close cooperation with the relevant OCOG areas. This template shall be consistent with the overall OCOG marketing plan the OCOG Sustainable Sourcing Code, and shall cover the different models of sports equipment suppliers' deals. Submit the draft template to the IOC for approval.

SPT 35 - Provision of equipment for FOP preparation

- Provide all equipment needed for the preparation of the FOP (e.g. inflatable power boats, tractors) for the Test Events and the Games.

SPT 36 - Delivery of sports equipment

- Develop and implement an operational plan for the delivery of sports equipment from the official points of entry to competition and training venues in a timely manner that meets the needs of the IFs, and submit the plan to the IOC for approval.



SPT 37 - World Federation of the Sporting Goods Industry (WFSGI) and Ski Racing Suppliers Associations (SRS)



- Cooperate with the WFSGI and SRS to coordinate Games-time technical services provided by their members to athletes and assist them in accordance with the requirements communicated by the IOC following the previous edition of the Games.
- Agree with the relevant IF and the IOC, the WFSGI and SRS on the access (number and level) to the athletes areas needed to provide appropriate technical services assistance.



SPT 38 - Wax cabins

- At the Olympic Winter Games, according to the requirements determined by the IOC, provide wax cabins/spaces to:
 - NOCs based on allocation defined between the OCOG and the IOC; and
 - SRS, subject to a financial contribution by their member companies, decided by the IOC.
- The individual cost of one wax cabin will be defined by the IOC.

Sport entries

SPT 39 - Sport entries

- Define and implement the official registration process for athletes qualified and selected to participate in the Games, in accordance with the qualification systems defined by the IFs and approved by the IOC.
- Submit to the IOC and IFs, for approval, all entry forms including event-specific data fields. Once approved, provide such entry forms to all NOCs.



 **SPT 40 - Integration of sport entries and Paralympic classification**

- Apply the same process for the Paralympic Entries and Qualification System (PEQ) as implemented for the Olympic Games, with the additional factor of sport classification, an integral part of the Paralympic sport entries process.

Sport publications

SPT 41 - Required Olympic sport publications

- Produce the following sport-specific publications in electronic format only:
 - information book;
 - Games-time sport information guides:
 - team leaders' guides,
 - technical officials' guide;
 - sport entry forms or on-line database;
 - Sport Entries and Qualification (SEQ) system manuals;
 - IF manual;
 - Test Event publications; and
 - IF progress reports.

 **SPT 42 - Required Paralympic sport publication**

- Produce Paralympic-specific sport publications in line with those produced for the Olympic Games and share them with the IPC for approval before publication.

Other Requirements specifically related to the Paralympic Games

 **SPT 43 - Orthotic, prosthetic and wheelchair repair services**

- Provide a range of orthotic, prosthetic and wheelchair repair facilities and services for all accredited athletes, NPC team officials, ITOs and other Paralympic stakeholders.
- Select an orthotic, prosthetic and wheelchair repair supplier and seek written IPC approval of the final agreement between the OCOG and the supplier.
- Ensure that the facility and basic Furniture, Fixtures and Equipment (FFE) for the repair services in the Paralympic Village Plaza and at the different venues meets the relevant technical specifications.
- Ensure pre- and post-Paralympic Games storage of shipped equipment in a secure venue for the timeframes set in the supplier agreement. Facilitate the customs clearance process for the temporary import of technology and spare items, and the venue load-in and load-out of the equipment in a timely manner.



- Provide the supplier's staff with a suitable OCOG accreditation category and access rights to ensure appropriate multi-venue and zone access, plus a small number of upgrade cards to ensure flexibility to cover all operations. In addition:
 - allow access to a suitable transport system that guarantees quick and flexible provision of services over multiple venues; and
 - provide additional support staff or volunteers to the technicians, subject to agreement with the supplier.

- Provide the supplier with access to the rate card programme, thus allowing them to acquire additional equipment, supplies and services available for purchase or lease at a reasonable price on arrival at the Games.



35. Sustainability and Legacy

Introduction

Sustainability and legacy are the foundations that ensure the Olympic and Paralympic Games deliver lasting benefits to the Host City and Host Country, such as economic growth, better transport systems, viable sports venues, enhanced infrastructure, environmental improvements, inclusive structures, programmes and practices, a more physically active population, a stronger commitment to volunteerism and a host of other positive developments.

Legacy is the result of a vision. It encompasses all the tangible and intangible long-term benefits expected to be initiated or accelerated by the hosting of the Olympic and Paralympic Games for people, cities/territories and the Olympic and Paralympic movements in the Host Country.

To realise the vision outlined in the Games project, sustainability and legacy need to be strongly bound into the ethos and organisational structure of all bodies responsible for the delivery of the Olympic and Paralympic Games. They should follow a transversal approach and be implemented from the inception of the OCOG by all areas throughout the organisation.

There will be a continual need for coordinated public engagement – from government, city and OCOG – to understand and manage expectations among partners and interested stakeholders throughout the Olympic and Paralympic Games lifecycle.

For the Sustainability and Legacy areas, key success factors include:

- a well-developed sustainability strategy and sustainability management system, in accordance with the requirements of the International Organisation for Standardization (ISO) standard ISO 20121: 2012 Event Sustainability Management Systems with Guidance for Use;
- a strong legacy plan;
- development of implementation plans and governance arrangements in close coordination with the relevant public authorities and delivery partners; and
- ownership of sustainability objectives, legacy visions and Candidature Commitments by all areas from the OCOG's inception and by chosen entities after the OCOG dissolution.

Delivery of sustainable Olympic and Paralympic Games and strong legacy are a shared responsibility requiring close coordination and collaboration within the OCOG, and with a variety of delivery partners and external organisations from the earliest stages of the bid process onward through to the Legacy Realisation Phase. Relevant stakeholders include the IOC, the IPC, OBS, public authorities from the Host City and Country; the Host NOC and NPC; community groups; and independent organisations with relevant expertise.

More information on the topics covered in this section is available in the Olympic Games Guide on Sustainability, the Olympic Games Guide on Olympic Legacy, and any cross-referenced documents listed within them.



Operational Requirements

In order to deliver the Sustainability and Legacy requirements in line with the introduction above, with the IOC's Sustainability Strategy, the IOC's Legacy Strategic Approach, and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Sustainability

SUS 01 - Sustainability strategy

- Develop in coordination with the IOC and Host Country Authorities, a sustainability strategy identifying specific sustainability objectives that will be embedded across the Games project and explain how these objectives will serve the Host City/Region/Country in the future. The sustainability strategy shall take into account the views of all relevant stakeholder groups, and should be viewed as a detailed development and refinement of the commitments and plans set out during the Candidature Phase. For the development of the sustainability strategy, attention should be paid to all relevant sections of the HCC - Operational Requirements, including Venues, Transport, Sourcing and Resource Management and People Management.
- The sustainability strategy shall be compatible with the [IOC Sustainability Strategy](#) (see specifically to Annex 3 of the IOC strategy), including but not limited to the following areas:
 - infrastructure and natural sites (see [Venues](#) section);
 - sourcing and resource management (see [Sourcing and Resource Management](#) section);
 - mobility (see [Transport](#) section);
 - workforce (see [People Management](#) section); and
 - climate (see SUS 05 below).
- The sustainability strategy shall also be developed in close alignment with the Olympic Legacy Plan.
- Submit the sustainability strategy to the IOC for comments and approval before publication.

SUS 02 - Sustainability implementation plans

- In coordination with Host Country Authorities and other delivery partners, establish specific sustainability implementation plans that address all matters described in SUS 01 – Sustainability strategy, as well as all matters that are material to such entities' particular roles and responsibilities, and include resource needs, issues and risks, and a clear programme of actions.
- Submit the sustainability implementation plans to the IOC for comments and approval before publication.

SUS 03 - Governance

- In coordination with the Host City and relevant Host Country Authorities, develop appropriate governance structures or arrangements to oversee the fulfilment of sustainability requirements described in SUS 01 - Sustainability strategy and SUS 02 - Sustainability implementation plans.



- Ensure that the governance structures are based on the elements listed below:
 - transparent mechanisms to resolve any potential issues in the implementation of policies, strategies and plans;
 - appropriate audit and assurance programme to monitor compliance with sustainability policies, strategies and plans; and
 - coordination of communications and responses to issues.

SUS 04 - Sustainability Management System

- Establish a Sustainability Management System that covers the key activities of the organisation that are material to delivering sustainable Olympic and Paralympic Games in line with the above-mentioned sustainability strategy (SUS 01 – Sustainability strategy).
- Ensure that this Sustainability Management System is independently certified as being in accordance with the requirements of the standard ISO 20121: 2012, at least two years prior to the Games.

SUS 05 - Carbon management plan

- In collaboration with the Host City, develop a carbon management plan to measure and minimise the greenhouse gas emissions in all activities related to the Games, including actions to:
 - promote low carbon solutions for and through the Games in the Host Country; and
 - compensate the greenhouse gas emissions caused by the OCOG's own activities.

SUS 06 - Sustainability reports

- In coordination with the Host City and relevant Host Country Authorities, prepare and publicly report on progress towards delivering the sustainability strategy and sustainability implementation plans by means of at least two sustainability reports prior to the Olympic Games and one post-Games sustainability report. Each of these shall conform to internationally-recognised reporting standards for sustainability.

Legacy

LGY 01 - Legacy plan and Legacy plan update

- Develop in collaboration with the relevant Host Country Authorities, a Legacy plan that builds on and refines the commitments set out during the Candidature Phase. The Legacy plan shall reflect the specificities of the Host City and Host Country, using the dimensions defined in the IOC Legacy Strategic Approach as a reference.
- More specifically, the Legacy plan shall include:
 - the overall vision for legacy, priorities and key objectives;
 - actions with corresponding Key Performance Indicators (KPI) and timeline for implementation;
 - legacy plan for all Key Olympic Venues and Paralympic venues, as well as infrastructure (see [Venues](#) section);
 - allocation of roles and responsibilities for the delivery of the Legacy plan before, during, and after the Games, including monitoring, resource needs and financing, issues and risks;



- engagement and communication of Olympic and Paralympic legacy; and
- legacy reporting (see LGY 03)
- Ensure that the Legacy plan forms an integral part of the GDP and submit the Legacy plan to the IOC and IPC for approval before publication.
- At the latest one year before the commencement of the Games or at a different date agreed between the IOC and OCOG, submit to the IOC and IPC for approval an updated version of the Legacy plan that includes the following additional information:
 - long-term preservation of Olympic and Paralympic records, archives, artefacts, memorabilia and other Games-related items, including the respective roles of the OCOG, the Host NOC and Host NPC and a relevant city, regional or national archiving body, in the Legacy Realisation Phase;
 - detailed information of any post-Games use of Olympic and Paralympic brand properties; and
 - details of transition and hand over of responsibilities to the relevant local/national authorities and/or other third parties to ensure continuous implementation of all requirements.

LGY 02 - Governance

- In coordination with the relevant Host Country Authorities, develop appropriate governance structures or arrangements to oversee the fulfilment of the requirements described in LGY 01.
- Ensure that the governance structures are based on the elements listed below:
 - legacy governance in the host territory is operational from early in the lifecycle and made resilient to operational pressures and political changes;
 - transparent mechanisms are in place to resolve any potential issues in the implementation of the legacy plan;
 - appropriate evaluation programme; and
 - application of corrective measures when necessary.
- Ensure that the responsibilities of relevant authorities, the Host NOC or Host NPC, or other entities in the Host City or Host Country that will take part in the implementation of the Legacy plan after the Games, are formalised in appropriate agreements, to be submitted for review and approval to the IOC (and where appropriate the IPC) before their execution.

LGY 03 - Reporting

- In coordination with the local/national authorities, partners and stakeholders, issue and submit to the IOC and the IPC reports on progress towards delivering the legacy plan, using the IOC legacy reporting framework, containing:
 - legacy inventory;
 - legacy case studies; and
 - legacy analytical report.
- Ensure that such reporting is pursued after the closing of the Games and dissolution of the OCOG by the relevant authorities and entities responsible for legacy delivery.



36. Technology

Introduction

Technology enables proper operations and information-sharing services in all Olympic and Paralympic venues, contributing to the enjoyment and understanding of the Games by a vast global audience. Every facet of Games delivery depends on the efficient operation of technology. Technology also supports internal OCOG operations, such as hardware provision, corporate systems development and appropriate support.

For the Technology area, key success factors include:

- the development and deployment of reliable technology solutions – including telecommunications, internet and wireless infrastructure, Audio-visuals (AV), spectrum and Radio Frequency (RF) accessibility – to support all aspects of the Games; and
- consideration of requirements for technology suppliers and partners, the Olympic and Paralympic Results and Information Services (ORIS and PRIS respectively) and the Olympic Data Feed (ODF).

The IOC and the OCOG will cooperate to make the delivery of the Technology operational requirements in the local context as efficient as possible, in particular by:

- leveraging expertise of Marketing Partners, IOC Controlled Entities and other third parties in order to reduce cost and complexity;
- deploying an Information Technology (IT) infrastructure that does not exceed the level deployed at each World Championship;
- exploring creative ways to conduct technology testing;
- identifying local events that could be used to appropriately validate the readiness of certain technology systems;
- cooperating with authorities in developing more cost-effective ways to deliver resilient telecommunications services, while maintaining an appropriate level of security and reliability required to successfully stage the Games, meeting the service level requirements of Games stakeholders;
- adapting architecture and delivery models for both telecommunications and central results management and distribution to reflect latest technologies;
- reviewing the scope of services for telecommunications, information management, and operations;
- optimising operational aspects in the management of technology; and
- implementing dual branding wherever possible in line with the dual branding strategy.

Close coordination and collaboration within the OCOG, including the Venues, Energy, Press Operations, Broadcast Integration and Accreditation areas, with a variety of delivery partners, as well as Host City and Country Authorities and network operators through a Joint Operators Olympic Group (JOOG), are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Technology and any cross-referenced documents listed within it.



Operational Requirements

In order to deliver Technology requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

TEC 01 - Review of Technology solutions

- Ensure that any proposed technology solution is presented to the IOC for review prior to the project initiation.

TEC 02 - Telecommunications

- Through coordination with the Host City and appropriate Host Country Authorities, secure the cooperation of all local mobile network operators with the objective of enhancing coverage and capacity of public mobile/cellular networks within and around the sites and venues to be used for the Olympic Games and the Paralympic Games. To facilitate this process, the OCOG shall facilitate the formation of a Joint Operators Olympic Group (JOOG) with the participation of all local operators.

TEC 03 - Internet infrastructure

- Ensure both a logical and physical resilient supply of Olympic and Paralympic Games internet services, via direct connection to two or more geographically diverse global internet exchange points and geographically independent routes from the exchange point(s) to each venue/site.

TEC 04 - Telecommunications infrastructure

- Establish a Telecommunications Equipment Room(s) (TER) to service each venue, as a dedicated space for the installation of core telecommunications equipment.
- Through the Venue Use Agreements (VUA) or other mechanisms, ensure sufficient access conditions to allow the telecommunications supplier(s), IT integrator and network equipment supplier to continue infrastructure/equipment implementation and testing for the period between any Test Event at that venue and the completion of the Olympic and Paralympic Games.

TEC 05 - Spectrum-radio frequencies

- Secure all wireless spectrum and radio frequencies necessary for the operations of the Olympic and Paralympic Games (including Test Events and operational readiness exercises), through the provision of frequencies for public mobile/cellular networks, private radio networks and other wireless networks including Wi-Fi, as appropriate.
- Ensure the effective delivery of the commitments made during the Candidature Phase by relevant Host Country Authorities and any other relevant entities to allocate, manage and control the necessary frequencies for Olympic and Paralympic Games, Test Events and operational readiness exercises.
- Ensure that the allocation, management and use of frequencies is provided free-of-charge during the Test Events, the Olympic and Paralympic Games (including one month before the Olympic Games and one week after the Paralympic Games) to the following stakeholders:





- athletes;
- IOC/IPC;
- OCOGs
- NOCs/NPCs;
- IFs;
- broadcasters;
- press; and
- Marketing Partners.

TEC 06 - Deployment of the telecommunications solutions

- Ensure that the telecommunications solutions to be deployed are defined and approved no later than two years before the Olympic Games.

TEC 07 - Olympic Results and Information Services (ORIS) and Olympic Data Feed (ODF)

- Provide results and information services in accordance with the standards set out in the ORIS and ODF requirements. The ORIS and ODF requirements shall be updated by the IOC to include the new requirements of the Olympic Games, IFs, other stakeholders of the Olympic family and technology development. The OCOG shall contribute to costs of updating the ORIS requirements documents in accordance with the cost-sharing principles established by the IOC.
- Make the information defined in ORIS available for transmission in ODF format:
 - to the IOC, IOC Controlled Entities, international news agencies recognised by the IOC, accredited media, IFs, the NOCs and other persons and entities designated by the IOC; and
 - to the RHBs through OBS.
- Ensure that any terms and conditions determined by the IOC (e.g. service fee which may be charged by the OCOG to certain categories of recipients) are respected in the provision of ORIS.

TEC 08 - Cyber security

- Ensure that cyber threat is mitigated for the full range of Olympic and Paralympic Games Technology solutions and services, establishing and implementing a comprehensive cyber security strategy incorporating the most appropriate industry and government standards and best practices available.
- The strategy must address the people, processes and technology aspects of cyber security and span the complete lifetime of the OCOG due to the sensitivity of information (including Personal Data) and the criticality of services to be managed and operated. The cyber security strategy must comprehensively cover:
 - governance and assurance;
 - technical and security architecture;
 - security operations; and
 - situational awareness.
- Within the above, it is important to also address the relationships and collaboration required with the many external organisations involved in the delivery and operation of the Games, including partners, service providers, government agencies, the IOC/IPC and others as appropriate – including raising awareness of the cyber threat with third-parties that may directly or indirectly provide critical services to the Games (for example, relating to transport, accommodation, national infrastructure, etc.).



- Ensure that the cyber security strategy, the progress of implementation and operation of cyber defences and processes for sharing threat intelligence are submitted to the IOC/IPC (and relevant third-parties designated by the IOC/IPC) for review and approval and fully support any additional assurance or auditing activities that the IOC or the IPC may require.

TEC 09 - Respect of Marketing Partners' rights

- Ensure that all Games-related technology solutions respect the rights of Marketing Partners.

TEC 10 - Suppliers and providers transfer of knowledge

- Ensure that all agreements concluded by the OCOG with its technology suppliers/providers contain the requirement for supplier/provider to adhere to the following requirements:
 - regularly update the IOC and relevant third parties designated by the IOC regarding the progress of the provision of services and/or products;
 - provide the OCOG and the IOC with a written report describing in detail the services and/or products actually delivered during the preparation and the staging of the Games; and
 - upon request from the OCOG or the IOC, prepare and participate, at the supplier's cost, in meetings, workshops, debriefings and/or other related activities concerning the transfer of knowledge to benefit future OCOGs.

Additional technology requirements for the Paralympic Games



TEC 11 - Technology transition plan

- Plan for and implement all the required technology equipment and services for the organisation and staging of the Paralympic Games and produce a Technology transition plan that identifies the following:
 - the scope of technology operations and services for the Paralympic Games;
 - the technology staffing resources for the Paralympic Games;
 - the plan for transitioning specific venues to meet IF requirements where the Field of Play (FOP), sport, and/or the technology required is different to the Olympic Games (i.e. Paralympic specific sports such football 5-a-side using the Olympic tennis venue; different requirements for fencing and wheelchair fencing); and
 - the plan to transition a Paralympic venue during the Paralympic Games, when a venue is used for more than one sport.




TEC 12 - Telecommunications and Audio-visuals (AV) at the Paralympic Games

- Provide all telecommunications equipment and services for supporting and delivering the Paralympic Games' operational and service level requirements scaled to the needs of the Paralympic Games. Wherever possible, the Olympic Games service providers shall provide the necessary services for the Paralympic Games, including:
 - telephone lines, cabling and internet access services;
 - video boards;
 - public address systems;
 - telephone services;



- mobile phones; and
- Cable Television (CATV).

 **TEC 13 - Paralympic Results and Information Services (PRIS)**

- Implement the requirements of the PRIS books for each sport/discipline including operational processes for each Paralympic sport, printed results reports, their distribution output matrix and scoreboard output specifications. The OCOG shall execute the PRIS in close cooperation with the IPC and in cooperation with the IOC, the relevant IFs, media and technology sponsors/partners. The OCOG's contribution to the costs shall be defined in agreement with the IPC.
- Make the information defined in PRIS available for transmission in ODF format:
 - to the IPC, IPC controlled entities⁵, international news agencies recognised by the IPC and IOC, accredited media, IFs, the NPCs and other persons and entities designated by the IPC, and
 - to the RHBs through OBS
- Ensure that any terms and conditions determined by the IPC (or IOC) (e.g. service fee that may be charged by the OCOG to certain categories of recipients) are respected in the provision of PRIS.

⁵ IPC Controlled Entities means the Agitos Foundation, the IPC Academy and any other entity existing at the time of the execution of the HCC or subsequently thereto, owned and/or directly controlled by the IPC, including all their subsidiaries and affiliates.



37. Ticketing and Hospitality

Introduction

Ticketing and Hospitality represent the most prominent, and often first and last contact that spectators have with the Games. They therefore provide a unique opportunity for creating a lasting impression about the Games. The hospitality programme of the Olympic Games also plays a central role, as it will be the main touch point by which visitors, stakeholders and delivery partners will forge an impression of the country's hospitality. Thorough and robust planning and delivery for both ticketing and hospitality are key criteria for a positive public opinion of the Games and many stakeholders will assess the success of the Games based on a smooth delivery of these programmes.

For Ticketing and hospitality, key success factors include:

- full stadia that prioritise fan's access to events;
- worldwide, equitable access to tickets by the general public;
- effective ticketing services that meet the needs, expectations and requirements of all client groups (for example: redistribution services, athletes' family and friends programme, etc.);
- well-developed ticketing operation plans, including design, pricing, zoning, seat assignments and allocation and distribution;
- integrity and enforcement plans at national and international levels for client groups and the public to limit ticket fraud, counterfeiting and unauthorised resale;
- priority access to hospitality space, facilities, packages and services that meet the rights and requirements of the relevant client groups;
- fulfilment of contractual requirements towards Marketing Partners/RHBs, as well as delivery of other services and assets related to hospitality as per the Marketing Plan Agreement (MPA) or other relevant HCC -Operational Requirements clauses; and
- effective exploitation of commercial opportunities related to hospitality as per the MPA that will support the OCOG's funding of the Games.

The IOC and the OCOG will cooperate to ensure an efficient delivery of the ticketing and hospitality programme, the utmost satisfaction and delivery of contractual rights to all stakeholder groups, as well as the effective exploitation of commercial opportunities (particularly related to hospitality) that will support the OCOG's funding of the Games. Particularly, the IOC and OCOG will collaborate by:

- leveraging the continuity and Games-experience of a central Ticketing System and Service Provider (TSP) appointed by the IOC, while also ensuring an integrated digital spectator journey
- developing a "fans in front" approach when planning seating bowl allocations as well as by flexibly offering unused accredited seats for sale on short notice
- unlocking the ability to drive commercial hospitality sales internationally by establishing a new collaboration framework for OCOGs, NOCs and their Authorised Ticket Resellers (ATR) that respects the territorial exclusivity of NOCs; and



- ensuring a transparent approach for production and exploitation of in-venue hospitality that will secure the rights of the relevant stakeholder groups while maximising revenue opportunities for OCOG

All rights pertaining to hospitality in relation to the Olympic Games, in particular with respect to the allocation of hospitality space, hospitality production and delivery and the exploitation of a commercial hospitality programme are controlled by the IOC. Any implementation or programme related to hospitality are subject to the prior written approval of the IOC.



In regards to ticketing and hospitality for the Paralympic Games, the agreement signed between the IOC and the IPC foresees that:

- the OCOG has the exclusive worldwide right to sell stadium and other venue access tickets to the public for events forming part of the sport programme, and other elements/events, including (save as appears below) hospitality products; and.
- the IPC shall have the right to operate its own Hospitality Centre during the period of each Paralympic Games, at the cost of the IPC. These costs include, but are not limited to, venue rental, utilities, catering and any other service related to running the Hospitality Center during the Paralympic Games.

Close coordination and collaboration within the OCOG and with a variety of other stakeholders, including the IOC, NOCs, IFs, Marketing Partners, RHBs, various Host Country Authorities and other partners, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guides on Ticketing and Hospitality, the following annex and any cross-referenced documents listed within them:

- TNH Annex 1 – Specifications on Client Ticket Portal. (Olympic Family and Key Client Ticketing Website to be developed when OCOG selects Ticket Service Provider)

Operational Requirements

In order to deliver the Ticketing and Hospitality requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Ticketing and hospitality: requirements related to strategic planning

TNH 01 - Ticketing and hospitality plans

- Submit the following items to the IOC for review and approval:
 - the OCOG's Ticketing strategic plans and Ticketing operations plans (including full stadium strategy);
 - the OCOG's business plan to achieve ticketing and hospitality revenue targets;
 - the design and layout of all tickets, including the back-of-ticket terms and conditions;
 - all Olympic ticket prices and price zoning plans;
 - all quotas and market segments;
 - all ticket allocations and seat assignments to key clients at all events;
 - all hospitality plans, package products, conditions and prices;
 - the accredited seating plan (number and locations); and



- ticketing and hospitality compliance guidelines and policies, including disciplinary procedure to pursue cases of non-compliance.

TNH 02 - Full stadium strategy

- As part of the Ticketing strategic plans and Ticketing operations plans, define and implement a detailed full stadium strategy, including but not limited to:
 - a comprehensive plan to optimise sales and attendance across all ticketed sessions for each type of client groups:
 - local general public;
 - international key clients; and
 - local key clients;
 - an optimised seating bowl to support delivery of the full stadia, including at least the following:
 - a “Fans in Front” approach allocating seats closer to the Field of Play (FOP) to ticketed spectators; and
 - optimised allocations/capacities for broadcasters and press, Different Discipline Athletes (DDA) and Same Discipline Athletes (SDA), etc.
 - a comprehensive Games-time operational solution to mitigate risk of empty seats, including at least the following:
 - a detailed forecasting and planning model of the potential quantity of empty seats per each groups of seats/per each session;
 - a thorough analysis on all potential sources of Games-time seat fillers;
 - a flexible way to manage the sale of unused accredited and hospitality seats (e.g. for lower demand events) on short notice to the general public;
 - a solution to manage the filling of the unsold seats and unused seats; and
 - a detailed plan on rehearsal, table-tops, operational readiness exercises etc.
- The strategy must ensure that the OCOG’s ticketing programme supports the opportunity for the world’s general public to have access to the Olympic Games. The OCOG shall provide effective solutions in order to achieve this result with the NOCs, including the ability for consumers in any country to be able to source tickets via the internet and have the possibility to choose among options ranging from stand-alone tickets to those that come with a range of hospitality assets.

TNH 03 - Seating bowl

- Ensure proper planning and management, with all relevant stakeholders and operators, of the entire seating bowl for all venues. Particularly, the OCOG shall coordinate drafting of policies, procedures and operations to achieve full stadia, as well as oversee the Seating Bowl Working Group or other forums implemented to govern the overall planning and delivery.

TNH 04 - Unauthorised ticket resale

- Ensure that all ticket and hospitality clients manage and use their tickets according to the applicable ticket terms and conditions and any other regulations, as implemented by the OCOG and approved by the IOC.



TNH 05 - Enforcement plan

- Develop national and international ticket and hospitality monitoring and enforcement plans for client groups and public ticketing and hospitality programmes. These plans shall address solutions for controlling illicit sales and activities by unauthorised sources, as well as lack of adherence to rules by authorised sources. These plans shall also include coordination with relevant Host Country Authorities and relevant third parties to ensure that effective anti-scalping measures are in place at least in the year prior to the Olympic Games, but not later than the actual commencement of the ticket sales.

TNH 06 - IOC ticketing needs

- Ensure that the IOC is able to fulfil its ticketing needs. The cost of such tickets (i.e. face value, tax inclusive) shall be credited against the payment owed to the IOC in relation to OCOG's ticketing programme pursuant to the HCC - Principles.

TNH 07 - Sales restriction to National Federations (NF)

- Refrain from selling tickets to NFs outside the Host Country that should purchase their tickets through their respective NOCs.

TNH 08 - NOC and authorised reseller agreements

- Ensure that agreements are concluded between the OCOG and the NOCs (and with their reseller, if any) regarding:
 - ticket ordering process;
 - ticket sales process (if applicable to the relevant NOC or its reseller);
 - hospitality ordering process (if OCOG is appointed to provide such services); and
 - hospitality sales process (if OCOG is appointed to provide such services and if applicable to the relevant NOC or its reseller).
- Ensure that the agreement also covers terms pertaining to the OCOG selling tickets directly to the public of the NOC territory. Such agreements shall comply with all laws and regulations pertaining to the relevant NOC and the Host Country, and be approved by the IOC before their final execution. The documents shall be in English.
- Ensure that a reasonable number of tickets is made available, free-of-charge, to accredited athletes to attend competitions in sports other than their own, to team officials and other team personnel, throughout the Games.

TNH 09 - Athletes' friends and family and team tickets

- Develop solutions to ensure that tickets are held aside for eventual sale to competing athletes so that the athletes' respective friends and families can attend the sessions where the athletes are competing at the Games.



TNH 10 - Ceremonies tickets for NOC delegations

- Ensure that, for the Opening and Closing Ceremonies, there is reasonable space available in the main stadium, free-of-charge, for non-marching accredited athletes, team officials and other team personnel.

TNH 11 - Reporting

- Ensure a reporting process is developed and effectively implemented to provide to the IOC data and statistics including but not limited to:
 - stand-alone ticket, and hospitality inventory status (packaged and unbundled assets);
 - venue seating bowl inventory status;
 - stand-alone ticket and hospitality requests;
 - stand-alone ticket and hospitality actual sales, returns and revenues to date;
 - stand-alone ticket and hospitality forecast sales and revenues for remaining period; and
 - stand-alone ticket and hospitality usage and attendance.
- As part of the above reporting, the OCOG shall also ensure sharing of the following information:
 - overall status report on the progress of implementation of the ticketing and hospitality plans, identifying milestones achieved, next steps, risk and issues and decision to be taken;
 - status report on development of hospitality pipeline sales, including name of prospective clients and number of tickets/ packages in sales negotiation;
 - status report on compliance issues and disciplinary actions that have been undertaken; and
 - status report on successes, challenges and learnings from the different client groups.
- The OCOG shall also ensure periodic updates through the IOC data capture tool

TNH 12 - General public payment methods

- Ensure that the OCOG's ticketing and hospitality programme complies with all requirements related to the IOC's Marketing Partner for payment services.

TNH 13 - Competition schedule

- Ensure that the session-by-session competition schedule is finalised in agreement with Sport, Ticketing and other relevant areas before commencing the ticket sales phase with the stakeholders.
- Ensure that the competition schedule is optimised through discussion with the OCOG Sport area to maximise saleability and drive for full stadia to create vibrant passionate crowds.

Ticketing and hospitality: requirements related to operations

TNH 14 - Ticket printing and delivery

- Provide the planning, testing and implementation process for physical and digital tickets as well as delivery, including the appointment of the relevant providers, to the IOC for approval.



TNH 15 - Ticket systems provider and hospitality provider

- Ensure that the ticket systems provider and the hospitality provider used are those provided by the IOC appointed ticket systems provider(s) and the IOC appointed hospitality provider(s). Should the IOC not appoint any such provider(s), the OCOG's appointment of a ticket systems provider(s) and/or hospitality provider(s) is to be approved by the IOC.

TNH 16 - Ticket distribution principle

- Ensure that distributed Olympic tickets all be paid for and transferred at face value. Tickets bound for international public sales in line with TNH 11 may be subject to a mark-up to cover incremental costs, such as for international sales, distribution and promotion. Such mark-up is to be suggested by the OCOG and approved by the IOC.

TNH 17 - Ticket prices and revenue

- Submit any deviation from the Candidature File, especially on revenue levels and ticket prices to the IOC for review. This is particularly important with regard to ticket pricing and the portion of OCOG revenues to be raised from ticket sales.

TNH 18 - Spectator venue access plan

- Ensure that spectators' access into Olympic venues is exclusively governed by the ticketing programme, as overseen by the IOC.

TNH 19 - Redistribution solutions

- Support full stadiums and maximise clients' ticket usage by making efficient redistribution and donation solutions available to minimise unused tickets.

Hospitality

TNH 20 - In-venue hospitality space

- Collect and submit to the IOC for validation all relevant information and proposals for spaces located within the venue perimeter that could be effectively allocated to in-venue hospitality, to ensure an appropriate allocation of space to the relevant client groups and programmes as determined by the IOC (and the IPC when in connection with the Paralympic Games).

TNH 21 - In-venue hospitality production and delivery

- The IOC reserves the right to take direct responsibility for the production and delivery of all in-venue hospitality spaces across client groups and programmes and, therefore, the obligations listed below shall only apply in case the IOC elects not to take such direct responsibility.
- Ensure the production of one or more in-venue hospitality programmes which shall include any minimum requirements set forth by the IOC.



- Conduct in-venue hospitality production and delivery in a manner that respects the principles of transparency and fairness. In particular the OCOG shall ensure the following :
 - hospitality production shall be sold on a cost recovery basis for all Olympic family hospitality programmes and client groups (including direct costs and coverage of relevant overhead costs);
 - overall hospitality production shall be managed transparently across programmes as separate cost centres, to be each financially self-sufficient (without cross-subsidising across programmes); and
 - commercial exploitation of hospitality shall be reported on separately from production and delivery, ensuring transparent view on costs and margins.
- Irrespective of whether the in-venue hospitality programmes are conducted by the IOC or by the OCOG, ensure the implementation of the defined requirements, including without limitation through support in obtaining the necessary permits, connection to general utilities (such as water and electricity) and technology services, cleaning / snow removal of access roads, waste collection services, access control services, parking / traffic management infrastructure and operations and wayfinding signage.

TNH 22 - Commercial exploitation of hospitality

- The IOC reserves the right to grant the management of national and international rights to host or deliver a commercial hospitality programmes to the OCOG or to an external service provider and, therefore, the following obligations shall only apply in case the IOC grants such rights to the OCOG
- Ensure that the national and international commercial hospitality programmes are delivered in a manner that fulfils IOC requirements. As a matter of principle, such commercial hospitality programmes will be subject to fulfilling the needs of the Olympic family stakeholders, as determined by the IOC and according to the terms and conditions set out in the Marketing Plan Agreement.

Paralympic Games



TNH 23 - Paralympic ticketing and hospitality plan

- Submit the following items to the IPC for review and approval:
 - the OCOG's Ticketing strategic plan and Ticketing operations plan (including full stadium strategy);
 - the OCOG's business plan to achieve ticketing and hospitality revenue targets;
 - the design and layout of all tickets, including the back-of-ticket terms and conditions;
 - all Paralympic ticket prices and price zoning plans;
 - all quotas and market segments;
 - all ticket allocations and seat assignments to key clients at all events;
 - all hospitality plans, package products, conditions and prices;
 - the Paralympic accredited and accessible seating plan for all venues (number and locations); and
 - ticketing and hospitality compliance guidelines and policies, including disciplinary procedure to pursue cases of non-compliance.



TNH 24 - Paralympic ticketing and hospitality data reporting

- In line with the reporting process for the Olympic Games, provide data and reports to the IPC on;
 - stand-alone ticket, and hospitality inventory status (packaged and unbundled assets);
 - venue seating bowl inventory status;
 - stand-alone ticket and hospitality requests;
 - stand-alone ticket and hospitality actual sales, returns and revenues to date;
 - stand-alone ticket and hospitality forecast sales and revenues for remaining period; and
 - stand-alone ticket and hospitality usage and attendance.



TNH 25 - Paralympic ticketing and hospitality programme contractual arrangements

- Ensure that a consistent and efficient approach to international sales of tickets and hospitality is implemented throughout the Games. This shall be done in particular in collaboration with the IPC (and, if applicable, the IPC ATR) to:
 - elaborate strategies and processes that maximise international ticket sales and reach with NPCs, key clients and international audience;
 - establish a global client ticket portal that will be the prime location for servicing international sales; and
 - determine the terms of the allocation and returns of tickets for international sales.



TNH 26 - IPC in-venue hospitality

- Collect and submit to the IPC information on spaces to be possibly used by the IPC for such a Hospitality Centre, as well as information on the stakeholder that is controlling the relevant space during the Olympic Games.



38. Transport

Introduction

All Olympic and Paralympic stakeholders count on safe, efficient, reliable and on-time transport services during the Games. The Transport area should consider all stakeholder needs, including those of the Host City residents, to align Games transport planning with existing Host City operations. A well-executed transport programme meets the needs of all Games stakeholders and contributes to a positive Games legacy by improving transport systems and encouraging the use of public transport in the Host City.

The Transport area requires communication and collaboration across nine themes, with each focused on a specific deliverable: transport infrastructure and facilities, stakeholder services delivery planning, venue transport, fleet operations, bus operations, public transport, traffic management, transport information, and transport policy and planning.

For this area, key success factors include:

- reliance on established transport plans and Service Level Agreements (SLA), transport maps, and Vehicle Access and/or Parking Permit Scheme (VAPPS) for venues and parking areas;
- consideration of distinct requirements for specific stakeholder groups, including athletes, the media and the IF; and
- careful consideration given to accessibility.

The IOC and the OCOG will cooperate to make the delivery of the Transport operational requirements in the local context as efficient and cost effective as possible, in particular by:

- leveraging transport solutions that build on potential developments in the future in the industry (e.g. autonomous driving, connected vehicles, pooling/sharing solutions, etc.), developing solutions together with the TOP Partner for mobility;
- combining, whenever possible, OCOG transport resources and services with public transport and/or other OCOG-dedicated transport services;
- optimising the number of dedicated vehicles and Vehicle Access and/or Parking Permits (VAPP) provided free-of-charge to stakeholders; and
- planning use of transport facilities and services according to actual needs, taking into consideration data captured during previous editions of the Games.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including transport authorities from the Host City, fleet operators and transport facility operators, are also essential for the successful delivery of this area.

More information on the topics covered in this section is available in the Olympic Games Guide on Transport and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Transport requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):



Transport plan in line with long-term needs

TRA 01 - Olympic transport plan

- Develop and submit to the IOC for approval an Olympic transport plan that provides effective end-to-end service for all Games stakeholders.



TRA 02 - Paralympic transport plan

- Equivalent to the Olympic transport plan, develop a Paralympic transport plan and submit it to the IPC for approval, taking in consideration the transition period as well as Paralympic Games specific operations and services for all Paralympic Games stakeholders.

TRA 03 - Maximising use of public transport for all Games stakeholders

- Ensure that the Olympic and Paralympic transport plans combine OCOG-dedicated resources with public transport in view of developing sustainable and accessible mobility solutions and optimising the usage of dedicated fleet and buses (e.g. maximise use of public transport according to capacity and reliability of existing networks, shared shuttle services or active travel modes).

Transport infrastructure, facilities and monitoring

TRA 04 - Monitoring transport plans

- Establish a monitoring mechanism to ensure that all transport plans are being developed appropriately, including infrastructure and operations. This requires the OCOG to agree on a monitoring, communication and reporting approach with the stakeholders responsible for delivery of particular elements (e.g. infrastructure providers, operations/service providers, security authorities).

TRA 05 - Monitoring transport infrastructure and facilities

- Ensure that formal, systematic and consistent scheduling and monitoring processes and systems are in place and used for the construction of all Games-related transport infrastructure and facilities works, whether developed by the OCOG, public transport agencies or other providers.
- Include all the required Games-related transport infrastructure, facilities and areas (both permanent and temporary) in the construction scheduling and monitoring process and systems.
- Provide the IOC with regular reports and updates on the progress of transport infrastructure and facilities construction works, by project.

TRA 06 - Host City construction works

- For the smooth running of the operations and for safety reasons, coordinate with the Host City to ensure that any construction works in the Olympic region that may impact on Olympic routes or services (with the exception of emergency works) are not planned for the period of the Olympic and Paralympic Games.



Transport services for stakeholders

TRA 07 - Transport Operating Plan and Service Level Agreements (SLA)

- Building on the Olympic transport plan, propose and submit to the IOC for approval adapted scope, numbers, facilities and service level provisions (such as combining services and other existing transport/rate-card options).
- Submit the following elements to the IOC for approval:
 - Transport Operating Plan that details how the services will be delivered; and
 - Principle Service Level Agreement (PSLA) and Detailed Service Level Agreement (DSLAs) per stakeholder, including spectators and workforce, in accordance with their respective operational needs.
- Submit the equivalent Paralympic Transport Operating Plan as well as PSLAs and DSLAs for Paralympic Games stakeholders (i.e. NPCs, Paralympic family, etc.) to the IPC for approval.

TRA 08 - Venue transport plan

- Develop venue transport plans for all competition and non-competition venues, including parking and VAPPs, and provide them to the IOC for review prior to the plans being finalised.
- Deliver venue transport maps for IOC/IPC review as part of the Olympic/Paralympic transport plan, the Transport Operating Plan and the Venue Operating Plans (VOP).

TRA 09 - Transport provisions and priorities

- Provide the following transport services to all accredited persons, in accordance with the codes and provisions set out in the ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications, with appropriate flexibility where relevant:

Transport code	Description	Transport provisions
T1	Allocated vehicle and driver	Allocated vehicle and driver Games stakeholder transport system Public transport systems
T2	Allocated vehicles and drivers	Allocated vehicles and drivers Games stakeholder transport system Public transport systems
T3	Games stakeholder transport system	Games stakeholder transport system Public transport systems
TA	Athletes/NOC transport system	Athletes/NOC transport system Public transport systems
TF	Technical officials/IF transport system	Technical officials/IF transport system Public transport systems



Transport code	Description	Transport provisions
TM	Media transport system	Media transport system Public transport systems
TP	Public transport systems	Public transport systems

- Adapt the above services, their scope and related levels of service in line with the agreed Olympic transport plan (refer to TRA 01 – Olympic transport plan) and according to actual needs, taking into consideration local context and data captured during previous editions of the Games.

TRA 10 - Vehicle Access and/or Parking Permit Scheme (VAPPS)

- Develop a control mechanism for enforcing vehicle access to venues and defined parking areas, known as the VAPPS, as described in the ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications and in the ACR Annex 2 – Accreditation at the Paralympic Games – Detailed Specifications.



TRA 11 - Paralympic Games transport categories

- Provide the services highlighted in the following table that summarises the transport provisions relating to the current IPC accreditation transport codes, as explained in the ACR Annex 2 - Accreditation at the Paralympic Games – Detailed Specifications, with appropriate flexibility where relevant.

Transport Code	Description	Transport Privileges
T1	Allocated vehicle and driver	Allocated vehicle and driver Games stakeholder transport system Public transport systems
T2	Allocated vehicles and drivers	Allocated vehicles and drivers Games stakeholder transport system Public transport systems
T3	Games stakeholder transport system	Games stakeholder transport system; accessible vehicle provision: 1 accessible vehicle for every 3 accredited users requiring an accessible vehicle. Public transport systems
TA	Athletes/NPC transport system	Athletes/NPC transport system Public transport systems
TF	Games officials/IF system	Games officials/IF transport system Public transport systems
TM	Media transport system	Transport system for media Public transport systems
TP	Public transport systems	Public transport systems



- Similar to the Olympic Games, adapt the scope and related level of services in line with the Paralympic transport plan (refer to TRA 02 – Paralympic transport plan) and according to actual needs, taking into consideration local context and data captured during previous editions of the Games.

TRA 12 - Dignitary transport

- Submit to the IOC for approval the plan for dignitaries' movement including Sovereigns, Heads of State (HOS) and Heads of Government (HOG).

TRA 13 - Public transport

- Coordinate with the Host City to allow free access to public transport systems to holders of Olympic and Paralympic accreditation cards where required to fulfil their operational duties.
- The scope of free access to public transport systems for the Olympic Games is to be agreed with the IOC.
- The scope of the free public transport systems for the transition and Paralympic Games period is to be agreed with the IPC.

TRA 14 - Other Olympic/Paralympic cities

- Provide and arrange transfers to, from and between all Olympic and Paralympic Games sites outside the Host City for athletes, team officials, NOCs/NPCs, IFs (whose sport is being hosted in sites outside the Host City), IOC Members, IOC/IPC Athletes' Commissions and the IOC/IPC administration. Such transfers shall be based on operational needs of the relevant stakeholders; for reasons of cost-efficiency, the use of public transport shall be optimised. OCOG vehicles may be used where public transport is not sufficient or cannot be sufficiently expanded.

TRA 15 - Ceremonies services

- Plan and deliver transport services for the Opening and Closing Ceremonies to all stakeholder groups and submit this plan to the IOC for approval. Submit a similar plan to the IPC for approval for the Paralympic Games.

TRA 16 - Road event vehicles

- Provide specialist vehicles and/or motorbikes to the OCOG's Sport team, IFs, OBS crews and photographers involved in road cycling, marathon and race walking. Transport will need to work with Sport and Broadcast to identify the specific vehicle requirements for the road events.

Transport services for NOCs/NPCs, athletes and team officials

TRA 17 - Athletes' and team officials' transport system

- Ensure that the athlete transport system (TA) provides transport services for athletes, team officials and their accompanying baggage and sports equipment, from the opening date to the closing date of the Olympic Villages. These services shall run to and from the Olympic Villages to cover:
 - training and competition services;



- arrival and departure services;
 - Opening and Closing Ceremonies;
 - Olympic Village-related services; and
 - spectating athlete services.
- Operate these services for the period of training and competition, ceasing on completion of the competition of each sport.



TRA 18 - Paralympic Games athlete and team official transport system

- Provide transport services for Paralympic athletes and NPC team officials scaled to the needs of the Paralympic Games, including transfer of special sport equipment among Port of Entry (POE), Paralympic Village and training and competition venues as required.

TRA 19 - Team sport vehicles

- Allocate every team participating in team sports a vehicle with one or several drivers per team to operate on a pre-agreed schedule for their exclusive use to and from training and competition.
- Ensure that the vehicle that transports a team to training/competition, stays during the training/competition for the return journey to assure services, in the event that the session finishes earlier or later than initially planned.



- During the Paralympic Games, ensure that a sufficient number of fully accessible vehicles are allocated to the wheelchair team sports.

TRA 20 - Arrival and departure transfers

- Transfer NOCs/NPCs and their accompanying baggage and sports equipment from/to the official point of arrivals and departures to/from their official OCOG accommodation location (Olympic/Paralympic Villages or additional housing).
- Ensure that arrival and departure transport services operate from the opening date to the closing date of the Olympic/Paralympic Villages.
- Ensure that transport services are also available for Chefs de Mission and accompanying delegates arriving during the pre-opening period for the Delegation Registration Meeting (DRM).
- Transfer NOC/NPC Presidents and Secretaries-General and their accompanying baggage from/to their point of arrival/departure to/from their official accommodation location.

TRA 21 - Victory Ceremony transport for medallists

- When required, arrange dedicated vehicles and drivers for Olympic and Paralympic medallists for transfer to and from the Victory Ceremony. The vehicles allocated to this service at the Paralympic Games shall include a number of accessible vehicles.



TRA 22 - NOC dedicated vehicles

- Allocate each NOC a number of dedicated vehicles based on total team size (refer to Rule 38 of the Olympic Charter) and respect the following parameters:



- The NOC dedicated vehicle allocation formula below includes the vehicle allocations for the use of the Chef de Mission and Deputy Chef de Mission.
- The split of passenger cars and minivans is to be agreed with the IOC.
- The allocation of drivers, if proposed by the OCOG in addition to NOC assistants who can drive the vehicles, is to be agreed with the IOC.



Games of the Olympiad	
NOC delegation size	Total NOC dedicated vehicles (passenger cars and/or minivans)
1-10	1
11-50	2
51-100	3
101 – 200	4
201 – 300	5
301 – 400	6
401 – 500	7
501 +	8



Olympic Winter Games	
NOC delegation size	Total NOC dedicated vehicles (passenger cars and/or minivans)
5 or fewer	1
6 – 20	2
21 – 40	3
41 – 60	5
61 – 80	6
81 – 100	8
101 – 140	9
141 – 160	10
161 +	11



TRA 23 - NPC dedicated vehicles

- Ensure that, if needed, accessible vehicles with space for two or more wheelchairs are made available to NPC delegations as part of their vehicle allocation. Provision of these vehicles should be scoped during the vehicle procurement phase.
- The maximum number of accessible vehicles available to NPCs is shown in the table below:



Paralympic Games (Summer)		
NPC delegation size	Total number of NPC dedicated vehicles (passenger cars, minivans and accessible vehicles)	Maximum number of accessible vehicles allowed in total allocation
1 – 10	1	1
11 – 50	2	1
51 – 100	3	1
101 – 200	4	2
201 – 300	5	2
301 – 400	6	3
401+	7	3



Paralympic Winter Games		
NPC delegation size	Total number of NPC dedicated vehicles (passenger cars, minivans and accessible vehicles)	Maximum number of accessible vehicles allowed in total allocation
5 or fewer	1	1
6 – 20	2	1
21 – 40	3	1
41 – 60	5	1
61 – 80	6	1
81 – 100	8	2
101 - 140	9	2
141 +	10	3

- The split of passenger cars and minivans shall be agreed with the IPC. The number of accessible vehicles allocated to an NPC shall be agreed with the respective NPC.

TRA 24 - NOC/NPC equipment vehicles

- Ensure that an additional equipment van is allocated to NOCs/NPCs with participating athletes in sports having a considerable amount of equipment, as agreed with the IOC or IPC (one per participating team). The equipment vehicles for these sports are in addition to the NOC/NPC team sport vehicles.
- For cycling equipment, choose between the following services:
 - operate special vehicles for equipment transfer;
 - provide additional vehicles with cycle/roof racks to the cycling teams to self-manage; and
 - provide a permit to NOCs/NPCs that may bring their own specialist vehicles to move equipment between the Olympic/Paralympic Village(s) and the competition and training venues.



TRA 25 - Vehicle use policies

- Submit vehicle use policies to the IOC for approval.

TRA 26 - Car pool of accessible vehicles



- Make available, on a bookable basis and in addition to the NPC dedicated vehicles, a pool of accessible vehicles to support any additional or ad hoc events that NPCs may be required to attend. The number of vehicles contained within this pool shall be agreed with the IPC as this number may vary from one Paralympic Games edition to the next.

TRA 27 - Rate card vehicles and VAPPs

- Assist NOCs and NPCs in the hiring of cars and, on request, provide them with a reasonable number of parking permits for those cars for the secure car parks, non-secure car parks or drop-off points (both for a reasonable fee and at the expense of the NOCs and NPCs) and based on the space availability at those specific venues.

Transport services for International Federations

TRA 28 - IF transport system



- Develop an IF transport system (TF) to provide transport services for the Olympic and Paralympic Games period for International Technical Officials (ITOs), National Technical Officials (NTOs) (for the Games of the Olympiad and for the Paralympic Games [Summer] only), judges, jury members, IF staff and their accompanying baggage and sports equipment, with services to include:
 - competition, training and official meetings services (weigh-in, services to uniform centre);
 - arrival and departure services; and
 - Opening and Closing Ceremonies.
- Provide additional IF transport services for arrivals and departures and Opening and Closing Ceremonies for IF Presidents, IF Secretaries-General, IF delegates and IF Executive Board members. Similar systems shall be developed and scaled to the needs of the Paralympic Games.

TRA 29 - IF allocated vehicles

- For both the Olympic and Paralympic Games, allocate each IF whose sport is included on the programme of the respective Games one larger passenger vehicle and driver per sport/discipline.
- In addition, and on a case-by-case basis, allocate each IF whose sport/discipline is included on the programme of the Olympic and Paralympic Games, one passenger vehicle and drivers per sport/discipline.
- Provide the appropriate VAPPs to meet the operational requirements of the IF allocated vehicles and their accredited equipment technicians.

Transport services for the media

TRA 30 - Media transport

- Provide media with adequate and efficient end-to-end transport services connecting to the following locations as appropriate:



- International Broadcast Centre (IBC)/Main Press Centre (MPC);
 - media accommodation;
 - competition venues;
 - training venues (if applicable);
 - Olympic/Paralympic Villages;
 - venue hosting the IOC Executive Board and IOC Session; and
 - arrivals and departures services; and
 - venue hosting the Opening and Closing Ceremonies.
- Ensure that the media transport system (TM) be delivered maximising the use of public transport and/or other existing transport services and complemented by OCOG provided services where required. The plan for the Media transport services shall be submitted to the IOC/IPC for approval.
 - The TM shall be based on a hub and spoke design, with the central point being the IBC/MPC. If applicable, an additional, centrally located media transport hub that offers more efficient transport links from media accommodation to competition venues (instead of going via the IBC/MPC transport hub) may be considered.
 - Ensure the provision of accessible Media Transport System (TM) for media representatives with an impairment.

TRA 31 - OBS transport services

- Provide transport services to OBS for its operational needs, as well as a number of vehicles to be agreed between the OCOG and OBS, in accordance with the BRS Annex 1 - Operational Specifications for Broadcasting Services and Facilities.

TRA 32 - Arrivals and departures, accommodation, venues and IBC/MPC transport service

- Provide services according to the following table:

Service type	Service period	Service hours/considerations
Arrivals and departures	Starts 14 days before Opening Ceremony. Ceases 3 days after Closing Ceremony	According to official points of arrivals and departures operational hours
Accommodation – IBC/MPC	Starts 14 days before Opening Ceremony. Ceases 3 days after Closing Ceremony	24 hours, with variations in frequency. Reduced frequency when lower stakeholder demand expected, overnight, when public transport services are available, during non-competition days and during daytime hours (media expected to travel to/from IBC/MPC at beginning and end of day).
IBC/MPC – Olympic Villages	Starts as per standard operating days of the Olympic Villages Ceases the day after the Closing Ceremony	Operates daily 08:30-21:30 Frequency can be less during pre-competition days.
IBC/MPC – Executive Board and IOC Session	Operates for the period of the Executive Board and IOC Session	Operates according to the Executive Board and IOC Session hours. This may/may not be required - OCOG should discuss with Press Operations and OBS.



Service type	Service period	Service hours/considerations
IBC/MPC – training venues	As per public transport schedules	Training venues shall be covered by public transport and/or other existing transport services.
IBC/MPC – competition and Ceremonies venues	Operates for the 4 days before the start until the end of competition at each respective venue in line with the opening of the Venue Media Centre (VMC) Some venues may require a limited service prior to this (up to 7 days before the first event) based on demand provided by Press Operations area and/or OBS.	Operates according to the competition schedule and the VMC operating hours The VMC generally operates –3/+3 hours from the start and finish of competition. This timeframe could be modified in consultation with the IOC according to the operational needs. Transport services need to operate to allow media to reach the venue 3 hours before competition. Should the VMC remain open longer than 3 hours from the finish of competition, transport services shall be provided until the VMC closes and all media have left the venue. Reduced hours and frequency on non-competition days.
Between competition venues, where appropriate	Operates according to the competition schedules in the venues	Same service hours as the IBC/MPC - competition venue services (above)
Accommodation direct to venues, where appropriate	Operates according to the competitions in the venues being connected	Same service hours as the IBC/MPC – competition venue services (above)

 **TRA 33 - Service requirements for Paralympic Games**

- Provide services to accredited members of the media, according to the following table:

Service type	Service period	Service hours/considerations
Arrivals and departures	Starts 5 days before Opening Ceremony Ceases 2 days after Closing Ceremony	According to official points of arrivals and departures operational hours
Accommodation - IBC/MPC	Starts 5 days before Opening Ceremony Ceases 2 days after Closing Ceremony	24 hours, with variations in frequency
IBC/MPC – Paralympic Village	Starts 5 days before Opening Ceremony Ceases the day after the Closing Ceremony	Operates daily 08:30-21:30
IBC/MPC – training venues	As per public transport schedules (service to be confirmed subject to accessibility of the public transport)	Training venues shall be covered by public transport and other existing transport services subject to accessibility.



Service type	Service period	Service hours/considerations
IBC/MPC – competition and Ceremonies venues	Operates for up to 4 days before the start of competition, in line with the opening of the Venue Media Centres (VMC). Some venues may require a limited service prior to this based on demand provided by Press Operations area and/or OBS.	Operates according to the competition schedule and the VMC operating hours (-2/+2 hours from the start and finish of competition). This timeframe could be modified in consultation with the IPC according to the operational needs. Transport services need to operate to allow media to reach the venue 2 hours before competition and depart until the VMC closes even if this is longer than 2 hrs. Services shall be provided until all media have left the venue.
Between competition venues, where appropriate	Operates according to the competition schedules in the venues	Same service hours as the IBC/MPC - competition venue services (above)
Accommodation direct to venues, where appropriate	Operates according to the competitions in the venues being connected	Same service hours as the IBC/MPC – competition venue services (above)

TRA 34 - Photo pool allocated vehicles

- Provide to the IOC-recognised news agency members of the International Olympic Photo Pool (IOPP) two vehicles per agency (between 6-10 vehicles in total), together with VAPPs for the MPC, all competition and training venues and the Olympic Villages.



TRA 35 - IPC-recognised news agencies and photographer allocated vehicles

- Provide the IPC-recognised news agency members one vehicle per agency (between four to eight vehicles in total), together with VAPPs for the MPC, all competition and training venues and the Paralympic Village.
- In addition, provide vehicles with drivers to IPC official photographers at the Paralympic Games. The official photographers shall be designated by the IPC. The allocation of these cars falls within the IPC administration vehicle pool and is managed by the IPC. The OCOG should plan for two cars for this allocation.

TRA 36 - Media vehicle permits

- Provide permits to OBS, which in turn shall be responsible for distributing them to the RHBs.
- Ensure that VAPPs are made available to press organisations at a reasonable fee through the rate card programme.

TRA 37 - Rate card for vehicles and permits

- Ensure that the cost of rental cars provided in the broadcast and press rate card is competitive with standard local rates.

Transport services for Marketing Partners

TRA 38 - Marketing Partner transport services

- Fulfill the transport requirements for TOP Partners (as per their respective contractual agreement with the IOC) for both their hospitality programmes and their operational needs to include:



- Marketing Partner Coach Programme (MPCP);
 - venue parking, VAPPs;
 - T3 transport system; and
 - allocated vehicles.
- Provide access to the MPCP to entities entitled to such access pursuant to a contract concluded with the IOC (such as some RHBs) and provide all related services to such organisations. The IOC shall advise and confirm the nominated organisations that have contractual rights to the MPCP.

TRA 39 - Marketing Partner Coach Programme (MPCP)

- Ensure that the MPCP respects the following parameters:
 - identify and contract reasonable rates with local transport providers;
 - develop a reasonable and fair payment schedule;
 - establish a plan to identify, secure and assign motor coach companies to serve the hospitality coach needs of Marketing Partners during the Games;
 - provide a detailed training programme for all operators and drivers who will work on the MPCP;
 - establish a programme that provides a pricing choice between one or two drivers per day; and
 - provide parking areas and coordinate VAPPs.
- If the Marketing Partners chose not to participate in the MPCP and privately source their coaches and drivers, the OCOG shall provide training to these drivers.
- Access to the MPCP is provided to the IOC's or OCOG's Marketing Partners or other IOC-nominated and approved organisations. This includes managed coach services, VAPPs, group management at venues for Games stakeholders and priority load zones services and venue access.

TRA 40 - Marketing Partner arrivals and departures

- Make operational transport areas available at the official point of arrival and departures for the Marketing Partners to deliver their hospitality services. This includes staging, parking areas and/or load zones for coaches/mini-coaches. Some operational load zones and parking shall also be required for Marketing Partner operational support vehicles such as cars and/or mini-vans.

TRA 41 - Marketing Partner allocated vehicles and drivers

- Provide each TOP Partner with two allocated vehicles and drivers (or in the event that the contract between the IOC and the relevant TOP Partner specifies another number of vehicles and drivers, the number provided in such contract).
- Provide each Worldwide Paralympic Partner with one allocated vehicle and driver.
- Ensure that the following parameters are respected:
 - these vehicles and drivers are allocated to the TOP Partners for the period of the Olympic Games (respectively for the Worldwide Paralympic Partners for the period of the Paralympic Games). These vehicles and drivers are not assigned to a specific individual;



- each Marketing Partner allocated vehicle is provided with a P2 VAPP (P2 = Olympic family T1/T2 parking access code). These permits do not include access or parking for the Opening or Closing Ceremonies;
- allocated vehicles and drivers shall come equipped with communication devices, maintenance and back-up in the event of mechanical issues; and
- the Marketing Partner and driver shall be provided with all the relevant policies, procedures, fuel cards, Olympic Lane access, etc. as per the Games stakeholder allocated vehicle policies.

TRA 42 - Marketing Partner transport

- Ensure that the following Marketing Partner transport requirements are fulfilled:
 - provide Marketing Partners with routes and access information;
 - identify parking areas at venues for marketing partners' technical vehicles (Back of House [BOH]) and MPCP vehicles (Front of House [FOH]);
 - provide venue permits to Marketing Partners for their technical vehicles, after they have demonstrated plans for their technical needs; and
 - provide Vehicle Access and/or Parking Permits (VAPP) for all venues to Marketing Partners for coaches and support vehicles for hospitality needs.

Transport services for spectators

TRA 43 - Spectator transport

- Coordinate with the Host City and take all necessary measures to ensure that spectators can benefit from reliable, safe and efficient public transport to and from the Olympic/Paralympic venues during the period of the Games.

TRA 44 - Spectator demand, venue capacities and saleable tickets

- Ensure that, prior to the number of tickets being confirmed and made available for sale, the road and public transport system, venues and transport hubs' load zone capacities are checked to verify they can deliver the projected numbers, including the demands of all other Olympic/Paralympic Games stakeholder groups. Include the number of wheelchair tickets available into the transport spectator demand especially for the Paralympic Games when the wheelchair seating capacity increases.



T1/T2/T3 transport services

TRA 45 - T1/T2 drivers

- Provide drivers for T1 and T2 services according to the following requirements:
 - The driver(s) shall be available from the day after the IOC Session to the day after the Closing Ceremony. T3 service shall be made available to the relevant clients from their arrival date until the day T1 and T2 services are operational.
 - A minimum of 10 hours of service a day shall be ensured. Hours of operation shall be extended in case of specific operational needs, to be confirmed by the IOC and the OCOG. If this requirement cannot be met with one driver, then two drivers should be allocated for planning purposes.



- Ensure that the above-mentioned requirements are implemented in accordance with the applicable laws of the Host Country.

TRA 46 - T3 transport system

- Taking into account the specificities of the transport concept, submit the principles for the T3 transport system operations to the IOC for approval. Wherever possible, combine the T3 transport system with other transport services, while maintaining an integrated and effective end-to-end transport service. The details are to be incorporated into the Olympic Family SLA and the Transport Operating Plan.
- Develop and communicate a policy regarding the locations or official 'destinations' that are served by the T3 transport system. As a minimum, T3 services shall operate to official Olympic and Paralympic sites, including:
 - competition venues;
 - training venues;
 - Olympic airport and other points of arrival and departure e.g. main rail station(s);
 - Olympic Family Hotels (OFH);
 - Paralympic Family Hotels (PFH);
 - IBC/MPC;
 - Olympic Villages;
 - Media Village;
 - other T3 stakeholder accommodation sites;
 - Olympic Club (OLC);
 - Paralympic Hospitality Centre (PHC);
 - OCOG headquarters; and
 - Medals Plaza (where applicable, for the Olympic and Paralympic Winter Games).
- Where Olympic and Paralympic Games sites outside the Host City operate their own internal T3 system, a separate T3 destination list is required.
- Submit the final destination lists to the IOC/IPC for approval.



TRA 47 - Paralympic Games T3 transport system approval

- Submit to the IPC for approval the principles of the T3 transport system operations, which provide a minimum of one accessible vehicle for every three T3 accredited users requiring an accessible vehicle. The details shall be incorporated into the Paralympic family SLA and the final Paralympic Transport Operating Plan.

Transport services for other stakeholders

TRA 48 - Observer Programme

- Support the IOC and the IPC Observer Programmes' transport needs by providing vehicles at a reasonable cost, as well as appropriate VAPPs.



TRA 49 - Medical and Scientific Commission



- Provide, in consultation with the IOC, a pool of T2 vehicles (up to 8 for the Games of the Olympiad and up to 7 for the Olympic Winter Games) with drivers and VAPPs, to enable the members of the IOC Medical and Scientific Commission to properly carry out their functions at the Games.

TRA 50 - International Testing Agency (ITA)

- Provide, in consultation with the IOC, a pool of T2 vehicles (up to 4) with drivers and VAPPs, to enable the representatives of the ITA to carry out their functions at the Games.

TRA 51 - Court of Arbitration for Sport (CAS)

- Provide, in consultation with the IOC, a pool of T2 vehicles (up to 10) with drivers and VAPPs, to enable the representatives of CAS to carry out their functions at the Games.

TRA 52 - World Anti-Doping Agency (WADA)

- Provide, in consultation with the IOC, a pool of T2 vehicles (up to 6) with drivers and VAPPs, to enable the representatives of WADA to carry out their functions at the Games.

TRA 53 - IOC administration

- Provide a limited number of T2 vehicles (up to 15) with drivers and VAPPs (for all competition, training and non-competition venues) to the IOC administration for operational needs.
- Provide a limited number of VAPPs to the IOC administration for operational and contingency needs (20 P2, 10 ∞ WHITE P6, 15 CIR).
- Provide 20 P2 VAPPs and access to 20 rate card vehicles to the IOC administration for the hospitality programme.



TRA 54 - IPC administration

- Provide a limited number of vehicles (up to 14), drivers and VAPPs to the IPC administration for operational needs, including at least one minivan and one accessible vehicle. A certain number of vehicles should already be available for the IPC administration during the transition phase for the purpose of supporting and monitoring the OCOG's transition operations between the Olympic and Paralympic Games.
- Provide a limited number of VAPPs to the IPC administration for operational and contingency needs as well as the IPC hospitality programme (20 P2, 10 ∞ WHITE P6, 15 CIR).

TRA 55 - VAPPs for contractors and Marketing Partners' operations

- Provide a reasonable number of VAPPs for the operational/technical vehicles to access the venues, or for operations within the venue perimeter, according to the availability of space at such venues.



Traffic management and information

TRA 56 - Traffic management plan

- Include the traffic management plan in the Olympic/Paralympic transport plan to be submitted to the IOC/IPC for its review and approval. The traffic management plan includes, but is not limited to:
 - regional mobility measures including travel demand programmes to reduce traffic during Games time;
 - traffic command system and authority;
 - travel times;
 - road events and torch relay operations;
 - wayfinding signage; and
 - a layered process of traffic restrictions to minimise traffic movement into the traffic zone within the traffic perimeter of each venue.

TRA 57 - Transport signage

- Ensure that transport signage (public signage, route signage, venue transport signage, signage on vehicles) is incorporated within the overall Olympic and Paralympic Games concept. It needs to be very functional primarily to direct vehicles and Olympic and Paralympic Games stakeholders to where they have to go to ensure efficiency of traffic flow and mobility.

TRA 58 - Transport information

- Develop and provide relevant transport information to Olympic and Paralympic Games stakeholders, as well as to the general public.
- In particular, as part of the Olympic and Paralympic transport plans, ensure that Olympic/Paralympic Games transport users, including the general public, are provided dedicated and specific transport maps for planning and operations. These maps shall, in particular, include the following:
 - Olympic/Paralympic transport network (routes, road and rail);
 - stakeholder-specific system network drawing;
 - dedicated transport facilities (depots, holding areas, etc.);
 - transport areas inside venue perimeters;
 - venue accesses and surrounding road network;
 - airport and other key gateways; and
 - specialised traffic management maps.

Official vehicles

TRA 59 - Vehicle use policies

- Define and communicate the policies and procedures for driving OCOG-allocated vehicles, including type of license required, perimeter where they can be driven and where accreditation is checked and required. These policies are to be included in the stakeholder SLA and the final Transport Operating Plan, and need IOC approval.



TRA 60 - Olympic and Paralympic Winter Games vehicles

- Ensure that all vehicles provided for the Olympic and Paralympic Winter Games allow for safe transport in all weather conditions and that an appropriate number of vehicles are equipped with winter/snow tyres and snow chains, as well as ski racks where needed.

TRA 61 - Fleet operations - fuel

- Provide fuel for Olympic and Paralympic Games stakeholder allocated vehicles.

TRA 62 - Drivers' phones

- Ensure that each OCOG-provided vehicle, with drivers, is equipped with a mobile phone or an appropriate communication device to enable the driver to communicate with their stakeholder, the stakeholder-owner area and the Transport area. The costs of such phones and communications shall be borne by the OCOG and policies of use shall be submitted to the IOC for approval.

TRA 63 - Vehicle and service procurement insurance

- Ensure that there is full comprehensive insurance for the vehicles, registered drivers and passengers.

TRA 64 - Bus and drivers scheduling software


- Implement a database of transport services that contains the details of all the services that can interface with the bus scheduling software to manage and control changes, communication and information and ensure that the transport service levels are respected.



39. Venues

Introduction

Venues are a basic requirement for staging the Olympic and Paralympic Games. The Host City and OCOG must plan, build, renovate and operate venues and infrastructure capable of hosting the Games and fulfilling all operational and sport-related needs, in compliance with health, safety and sustainability best practices.

 The Key Olympic Venues include all competition venues, the Olympic Villages, International Broadcast Centre (IBC), Main Press Centre (MPC), Mountain Media Centre (MMC) and other zone Media Centres when relevant, Ceremony stadium(s) and Medal Plaza(s) (when relevant), Olympic Family Hotel(s) (OFH); accommodation villages (when relevant), Olympic Park(s) and major common domain(s); and airports and other major points of arrival and departure (when relevant). In addition to the Key Olympic Venues, and where appropriate, there may be Paralympic-specific venues (competition and/or non-competition).

For the Venues area, key success factors include:

- a master plan with a strong focus on operational requirements, and on sustainability and legacy, maximising the use of existing venues and of temporary and demountable venues;
- careful consideration given to accessibility;
- a detailed Test Event programme for all competition venues; and
- venue planning foundations and Venues & Infrastructure programme management, including efficient monitoring and reporting processes.

The IOC and the OCOG will cooperate to make the delivery of the Venues operational requirements in the local context as efficient as possible, in particular by:

- allowing greater flexibility to use existing infrastructure and moving competitions outside the Host City and/or Country for reasons of legacy, sustainability, venue sharing and cost-efficiency;
- defining venue capacities according to the local context;
- reducing venue rental periods by optimising the fit-out and bump-in periods needed to prepare the venues for Games-time operations, taking into consideration local market conditions, capacities and Test Events; and
- simplifying venue designs and requirements across several areas, such as venue access and flows, spaces used for workforce, compounds, press areas and lounges, parking spaces, security screening areas, etc., by better matching actual needs as per the data captured during previous editions of the Games.

Venue Development and Venue Management areas collaborate closely with the Sport area to oversee the delivery and management of competition venues (and with other relevant OCOG areas for non-competitions venues). They must also cooperate in a fully aligned and integrated manner with internal stakeholders such as other OCOG areas, the IFs and OBS, as well as external stakeholders such as government authorities and agencies, venue owners, developers and operators.

More information on the topics covered in this section is available in the Olympic Games Guide on Venues and Infrastructure and any cross-referenced documents listed within it.



Operational Requirements

In order to deliver Venues requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan (GDP):

Venue Master Planning in line with long-term needs

VEN 01 - Venue location

- Ensure that sports competitions take place in the Host City of the Olympic Games. Pursuant to the Olympic Charter, the IOC may allow the organisation of preliminary competitions, or even entire sports or disciplines, outside the Host City or outside the Host Country, notably for reasons of legacy, sustainability and cost-efficiency.
- Ensure that the prior approval of the IOC is obtained before any modification of the location and/or key characteristics (capacity, contents/specifications, type of infrastructure (permanent/temporary), construction schedule, etc.) of any Key Olympic Venue, as proposed by the Host City and the Host NOC in their Candidature File, is implemented. In the case of any modification to a competition and/or training venue, the prior approval of the respective IF, the IPC when relevant and the IOC is required. Any change of a Key Olympic Venue must enhance the Candidate City proposals, in particular the legacy and sustainability aspects and/or the cost efficiency of the Games concept.

VEN 02 - Maximum use of existing venues

- In line with Olympic Agenda 2020 recommendation 1, that calls for maximum use of existing facilities and temporary/demountable venues, ensure the following:
 - temporary venues shall be developed in the most cost-effective way, weighing the cost of the technical solution against the revenue-generating potential for the events it will host;
 - new permanent or relocatable venues shall be considered only if a viable business plan is presented detailing proven post-Games demand, funding, sustainability and future operational usage, including operator; and
 - for the specific case of mono-functional venues (i.e. venues whose main usage is limited to one sport/event) no new permanent construction shall be required. Instead, competitions should be moved to the most suitable existing venue, in agreement between the IOC/IPC and the IF(s) concerned, even if located outside the Host City/Country.
- In line with sustainability requirements, ensure that all temporary/demountable/semi-permanent structures are designed for disassembly so that component parts can be reconfigured and/or relocated for other purposes, reused or recycled in accordance with pre-defined targets.

VEN 03 - Venue capacities

- Given that no minimum capacities are specifically required, ensure that venue capacities are determined/finalised according to the local context, in particular considering the ability of local organisers to ensure full stadiums, the capacity of existing venues, the required capacity for legacy post-Games use, the popularity of the sport in the Host City/Region/Country, the inbound/outbound transport capacity as well as the space around the venue and its loading/unloading capacity. A “true cost per seat” analysis shall also be conducted for each venue to help determine the “right”



venue capacity, assessing the estimated costs per seat (i.e. infrastructure costs plus operations costs) versus the anticipated ticketing revenue per seat.

VEN 04 - Olympic and Paralympic Venue Briefs

- On the OCOG's formation, start to develop, for the OCOG's and its delivery partners' own venue planning and design and project management purposes, a specific Olympic and Paralympic Venue Brief⁶ for each Key Olympic Venue and Paralympic venue, based on the generic Olympic and Paralympic Venue Brief provided by the IOC. These Olympic and Paralympic Venue Briefs shall, in particular, reflect the OCOG's requirement to provide venues of an appropriate standard (either permanent or temporary) that meet the sustainability and legacy objectives, and the functional, technical and event operational needs and requirements, of the various Olympic and Paralympic stakeholders and areas (including all the required spaces) and their respective concepts of venue operations.
- Follow the most current IF technical requirements as they relate to competition and training venues for each sport/discipline (e.g. standard Field of Play [FOP] dimensions, standard warm-up space, standard Back-of-House [BOH] requirements for athletes' preparation and IF spaces, including working areas), as defined in relevant sport-specific and venue-specific documentation provided by each IF responsible for the sports on the Olympic and Paralympic programmes, and as consolidated in the generic Olympic and Paralympic Venue Briefs provided by the IOC. Upon proven case of additional benefits from a legacy, sustainability and/or financial stand point for the Host City, the IOC (or IPC in the case of the Paralympic Games) and the respective IF shall approve proposals of venues with flexibility in regard to certain requirements (e.g. roofing specifications, ceiling height, vertical drop, etc.).
- Agree with each relevant IF all technical venue requirements as well as the number and availability of training venues identified for use before and during the Olympic and Paralympic Games.
- Ensure that these Olympic and Paralympic Venue Briefs are updated and referred to on a regular basis.

VEN 05 - Venue readiness

- Ensure that venues are fully safe, in accordance with [Safety](#) section, and operationally ready from the day of the opening of the Olympic Villages.

VEN 06 - Maximum use of shared venues

- The OCOG may suggest an alternative format and schedule of competitions to the respective IF and OBS in order to maximise use of shared venues and allow for a reduction in the overall number of venues required for the Games. Use of modular FOPs is also encouraged.

⁶ For Olympic venues hosting Paralympic events as well, the Olympic and Paralympic Venue Briefs shall cover the transition from an Olympic venue to a Paralympic venue, and the venue requirements for Paralympic events. In this context, these briefs shall be considered a tool to optimise the venue planning and design for a venue to host both Olympic and Paralympic events.



VEN 07 - Planning for the Paralympic Games

- Maximise the use of Olympic sites as Paralympic sites, to minimise costs and logistical complexity. Any exception to this principle should be justified and is subject to the IPC's approval.
- Ensure that the planning for Paralympic venues follows a "60-day event" approach, addressing the needs of both Olympic and Paralympic Games in an integrated manner. This planning shall provide for adequate accessibility levels to cover Paralympic needs and aim for minimum possible change during the transition period.
- Ensure that accessible exits and emergency/safety plans considering the needs of individuals with different forms of impairment are available in all venues/facilities, including accommodation. Given the scope of individuals with an impairment expected to participate in the Paralympic Games, these plans may need to exceed existing domestic provisions or standard regulations.

Venues sustainability, accessibility and legacy

VEN 08 - Venues & Infrastructure sustainability scope and responsibility

- Ensure that all the requirements set out in the HCC - Principles and the HCC - Operational Requirements in relation to sustainability (which encompass environmental, social and economic aspects) are respected and that necessary measures to that effect are taken by the OCOG, delivery partners, contractors and every individual with management responsibility for permanent, demountable and temporary constructions and overlay installations alike, as well as any other Games related new infrastructure

VEN 09 - Venues & Infrastructure sustainability

- Prioritise the use of previously developed or degraded land over green field sites for the development of new venues and infrastructure, where these can provide sustainability benefits for the local community.
- Integrate the potential consequences of climate change as part of the long-term infrastructure planning, including in the selection of venue locations.
- Maintain conservation status for any natural or cultural protected areas utilised for the Olympic and Paralympic Games.
- Use recognised 'green building' standards appropriate to the country/region.
- Optimise environmental performance of Olympic and Paralympic venues (e.g. impacts on air, water, soil, biodiversity, climate and raw materials availability).

Avoid displacement of existing homes and businesses and adverse impacts on indigenous people and land rights; where unavoidable, and consistent with [Protection and Respect of Human Rights](#) section, consult and provide fair compensation and support, in accordance with internationally-recognised standards and all international agreements, laws and regulations applicable in the Host Country.



VEN 10 - Protected natural areas and heritage features

- As a principle, protected natural and/or heritage areas must not be impacted by the construction of Games venues or other Games-related activities.
- If the Candidate City/Host City/OCOG proposes to locate a venue, facility and/or infrastructure in, or in close proximity to, a protected natural and/or heritage area, an independent assessment of environmental (flora, fauna, soil, water, and ecosystem services) and/or cultural heritage (landscape, amenity, built heritage, archaeology) constraints, potential impacts, risks and mitigation requirements shall be undertaken.

VEN 11 - Contaminated land

- Ensure that, if any post-industrial "brown field" sites are intended for Games use, thorough investigation by a recognised third party is carried out to determine the presence of contaminated land and water courses. Effective remediation works shall be undertaken wherever contamination is found, prior to the start of any Games-related works and activities, as required to ensure the health and safety of workers during construction, and of all other Games stakeholders.

VEN 12 - Water quality

- Ensure that the water quality at natural bodies where athletes compete complies with the IF's standard and applicable values, and with national laws and regulations.
- In coordination with relevant authorities, ensure the testing of the quality of the water in relevant competition areas throughout the preparation for the Games and during Games time, using microbial analysis for Escherichia Coli and Enterococci and sanitary inspections. These results must be submitted to the IOC/IPC and IFs at the frequency agreed with the IOC/IPC.

VEN 13 - Venue Sustainability Management Plan (SMP)

- Ensure that sustainability is an integral part of the project execution plan of each Key Olympic Venue (including temporary venues) and Paralympic venues and that such plans include environmental and social requirements, risk analysis and resource requirements.
- All Key Olympic Venues and Paralympic venues shall have a venue SMP to include:
 - a life-cycle assessment that demonstrates that the project is funded and secured by the legacy owners and is financially sustainable; and
 - sustainable design and construction practices with clear and achievable objectives for site selection and land acquisition, waste management, use of resources, optimisation and re-use of materials, recycling and disposal, as well as energy and water consumption.
- Ensure that all venue designs (for permanent, semi-permanent/demountable and temporary structures) are based on what is needed for the Games and post-Games use, and are not unnecessarily oversized or over-specified.

VEN 14 - Accessibility for all stakeholders with impairment

- Ensure that, in cooperation with the OCOG's delivery partners, adequate provisions are made for all stakeholders with impairments, for both the Olympic and Paralympic Games. These provisions



shall respect and promote the principles of equality, dignity and functionality, and shall meet both existing domestic regulations and recognised international accessibility standards.



- For the Paralympic venues, some additional adjustments to the Olympic venues may be required due to the greater number of people with impairments within the various stakeholder groups.
- Develop an accessibility strategy and targeted standards, using the IPC Accessibility Guide as a reference for the targeted standards that will be used for Olympic and Paralympic Games, and submit to the IOC and respectively to the IPC for approval.
- Ensure that the OCOG and delivery partners include provisions for accessibility in their tenders for venue design and construction or renovation (permanent and temporary venues), as well as for service and equipment providers.
- Closely monitor venue construction and venue operational planning at all stages, with regard to the implementation of the approved designs in terms of accessibility.
- Ensure that a mobility service is planned and organised at venues; this service shall be designed to provide assistance with the individual movement of stakeholders with limited mobility. The service should be available from transport load zones, through all areas to which individuals have a right to access within and around the Olympic and Paralympic venues.

VEN 15 - Venues & Infrastructure Games legacy plans

- To help ensure a lasting and tangible Olympic legacy for the Host City, confirm, maintain and update the Venues & Infrastructure Games legacy plans (described in general terms as part of the Games concept in the Candidature Process) for all the venues and infrastructure built for the Games. These plans shall be submitted as an integral part of the legacy plan and include a business plan incorporating a description of:
 - the post-Games use and post-Games owners and operators of Key Olympic Venues and infrastructure;
 - how the planned post-Games use fits into the legacy vision and contributes to the delivery of overall legacy objectives;
 - financial planning and funding model, detailing in particular post-Games retrofit and adaptation costs, expected facility operational maintenance and operating costs and revenues, and the strategy for covering potential operational loss;
 - demonstration of secured funding model;
 - pre-Games and post-Games ownership and responsibility for operations of the venues and infrastructure built for the Games (as determined by the OCOG in collaboration with the delivery partners); and
 - use before the Games related to community engagement and sport participation.
- In order to contribute to post-Olympic use of venues, other facilities and infrastructure:
 - coordinate with the International Masters Games Association (IMGA) to explore the possibility of the Masters Games being organised in the Host City in the years following the Olympic Games; and
 - submit to the IOC progress reports on the discussions and plans established with the IMGA.



Venue planning foundations and Venues & Infrastructure programme management

VEN 16 - Sites and Master List of Sites

- In accordance with the HCC - Principles provide all of the sites (competition, training and non-competition venues as well as other facilities) required to stage the Olympic and Paralympic Games.
- Produce and maintain a Master List of Sites (based on the template provided by the IOC) that provides key information on all sites used for the Olympic and/or Paralympic Games (i.e. including but not limited to Key Olympic Venues) and update this master list throughout the OCOG's entire lifecycle.
- Ensure that, in its initial version to be produced within three months of the OCOG's formation, the Master List of Sites at least includes all Key Olympic Venues.
- Ensure that the Master List of Sites includes the location of the 'Wall of Champions'.
- Ensure that the Master List of Sites serves as a reference and key planning document and is shared with the IOC and IPC on a regular basis.

VEN 17 - Division of responsibilities for venue development

- Following the OCOG's formation, update and afterwards maintain, the matrix detailing the respective roles and responsibilities of the OCOG and of the various delivery partners (city, region, state government agencies and/or private entities), based on the Venue Development Responsibility Matrix provided during the Candidature Phase. In its initial version, the matrix shall include all Key Olympic Venues, and further versions shall be extended to include all sites on the Master List of Sites. This matrix shall serve as a reference document and key planning document to be shared with the IOC on a regular basis.
- Ensure that the Venue Development Responsibility Matrix indicates which organisations are responsible for each phase of the venue development process, for funding, design and delivery, including but not limited to:
 - land acquisition;
 - feasibility studies;
 - environmental approvals and licences;
 - venue design development;
 - tenders;
 - contract awards;
 - design approvals;
 - funding;
 - construction and commissioning of permanent works;
 - installation, maintenance and dismantling of temporary infrastructure and overlay; and
 - venue decommissioning and site reinstatement.



VEN 18 - Venue Use Agreements (VUA)

- Ensure that appropriate VUAs are concluded in relation to all venues used by the OCOG for the purposes of staging the Olympic and Paralympic Games (whether owned by public authorities or by private entities). Such VUAs shall clearly identify all costs and responsibilities in relation to the use and operation of the venue in the period leading up to the Games (including Test Events) and at Games time (venue use areas and times), and ensure that such costs and responsibilities are agreed between the OCOG and the venue owners.
- Produce and submit a template VUA to the IOC for approval. Once approved, this template shall be used by the OCOG for agreements concluded with third parties for the use of the venues for the Games, as well as for Test Events and pre-Games operations and activities.
- Submit the final draft of all VUAs to the IOC for approval and highlight any change to the approved template VUA requested by third parties, before signature.

VEN 19 - Venues & Infrastructure budgets and costs

- Ensure that the permanent works budgets and the temporary infrastructure (including overlay) budgets for venues and infrastructure projects as provided during the Candidature Process are monitored and maintained accurately at all times. Updates of such budgets shall be submitted to the IOC on a regular basis and on the IOC's request.
- Maintain and provide the IOC with the following breakdown:
 - venues and infrastructure (permanent and temporary infrastructure) budgets and costs to fulfil Games needs and requirements; and
 - venues and infrastructure (permanent infrastructure) budgets and costs related to the Host City legacy and development plans.

VEN 20 - Games-time venue design process

- Implement a Games-time venue design development process and system allowing the production and publication of venue design drawings (Computer-aided Design [CAD] drawings) in a scheduled manner. This process and system shall cover at least all Key Olympic Venues and Paralympic venues.
- Ensure that this process is fully integrated with and support the OCOG and external stakeholders' Games planning (such as IPC, IFs, OBS, Marketing Partners, contractors, local regulatory and licensing authorities etc.).
- Ensure that the Games-time venue design development timelines are fully aligned and integrated with both the venue operational planning and the budget development.
- Ensure that the timelines, milestones, contents, specifications and frequency of the Games-time venue design publications are discussed and reviewed with the IOC and IPC.

VEN 21 - Venue delivery and readiness integrated timelines/schedules

- Ensure that venue integrated timelines/schedules are developed and implemented for all Key Olympic Venues and Paralympic venues. These shall include:



- design, licensing and construction for permanent works;
- utilities;
- commissioning of permanent constructions;
- Test Events (including overlay installation and Test Event milestone);
- overlay installation for Games time;
- temporary power installation for Games time;
- technology infrastructure implementation and testing;
- broadcast infrastructure and services implementation and testing;
- major sport equipment and infrastructure/FOP delivery;
- Furniture, Fixtures and Equipment (FFE);
- Look of the Games and signage;
- commissioning of overlay;
- licensing of venues for occupancy; and
- sport access requirements for FOP testing/homologation, athlete training and event hosting for training and Test Events; and
- dismantling of temporary infrastructure, venue decommissioning and site reinstatement.

VEN 22 - Venues & Infrastructure progress reporting

- Report on a regular basis to the IOC on the progress of permanent construction works (venues, facilities and infrastructure projects i.e. utilities and civil works) as well as temporary/overlay installations, by project, and on occasion at the official review meetings with the IOC.

VEN 23 - Venue project document management

- Ensure that all key venue-related documents produced by the OCOG and/or delivery partners that are to be submitted to the IOC, IPC, IFs, OBS and other external stakeholders for review and approval, are available in English. These documents will include, but are not limited to, the following:
 - Venue Master Plan;
 - Master List of Sites;
 - Olympic and Paralympic Venue Briefs;
 - Venue Integrated Roadmap;
 - project fact sheets;
 - project schedules (level 2 and above);
 - project budgets;
 - design documents; and
 - VUAs.
- Ensure that the venue project documents are managed with the appropriate document control process and system.

Other Venues-related requirements

VEN 24 - Venue seating bowl

- Submit the venue seating bowl parameters (such as capacity, design and locations, including



projected space requirements and allocations for all stakeholder groups within the seating bowl) to the IOC for approval, for all events at all competition and Ceremonies venues.

- The venue seating bowl design development and approvals timelines and milestones shall be aligned with VEN 20 - Games-time venue design process.
- Ensure that the venue seating bowl design development and the venue operational planning objectives and activities address in an integrated manner design and operational solutions allowing the OCOG to fulfil the “full stadia” objectives. Submit the venue seating bowl parameters to the IPC for approval, for all Paralympic events at all competition venues and Paralympic Ceremonies venues.

VEN 25 - Lighting (Field of Play [FOP] and broadcast)

- Ensure that up-to-date lighting technology is applied to all critical areas and in particular:
 - FOP areas;
 - mixed zones and press conference rooms;
 - Victory Ceremony areas;
 - sport presentation areas, and
 - in all Key Olympic Venues and Paralympic-specific venues (where required) to meet specific sport- and broadcast-related requirements and to ensure the highest quality for television and photographic coverage.
- Submit proposed lighting solutions for each venue to the IOC and OBS for approval and ensure that the technical standards are agreed with the IOC and OBS. Refer to BRS Annex 3 - Specifications on Broadcast Lighting for complete details on broadcast lighting specifications.
- Submit to the IOC and OBS for approval the list of proposed outdoor FOPs for which the OCOG intends to provide broadcast lighting for night-time competitions.

VEN 26 - OCOG responsibility for Games-time operations

- Ensure, with ultimate responsibility for, the safe and efficient operation of all Games-related activities occurring at each Olympic and Paralympic site included in the Master List of Sites (regardless of whether such site is government or privately owned).

VEN 27 - Venue safety and Venue Permitting Process

- Ensure that all measures related to safety and Venue Permitting Process are taken in line with the operational requirements included in the [Safety](#) section.

VEN 28 - Commercial facilities in the Key Olympic Venues and Paralympic venues

- Ensure that the design and fit-out of any commercial facilities in any Key Olympic Venues and Paralympic venues are in line with the venue branding policy. All commercial facilities' branding and identification shall be submitted for approval to the IOC/IPC and delivered in line with the OCOG and the IOC/IPC principles. All facilities shall conform to applicable laws and regulations (e.g. health and safety).



40. Villages Management

Introduction

The Olympic and Paralympic Villages are “home” for the Games’ most important stakeholders: the athletes.

They should provide safe, comfortable and secure accommodation for all eligible athletes and officials for the duration of the Games. Divided into three areas - Residential Zone (RZ), Olympic Village Plaza (OVP) and Operational Zone (OZ) – the villages should offer suitable working conditions for the NOCs and NPCs to fully support their athletes.

The Villages Management area is responsible for the planning, management and operations of the Olympic and Paralympic Villages.

For this area, key success factors include:

- effective management and oversight of all Village operations;
- convenient village accommodation, capacity and service requirements;
- efficient travel times to competition venues, and to any other official accommodation;
- consistent controlled access for residents, workforce, media and guests;
- a high-level food service that meets the cultural and dietary needs of the athletes; and
- careful consideration given to accessibility.

The IOC, the OCOG and the NOCs will cooperate to make the delivery of the Villages Management operational requirements in the local context as efficient as possible, in particular by:

- supporting the organisers to appropriately scope the size of the Olympic Villages;
- optimising the overall service level according to the actual needs of athletes; and
- minimising unused facilities and services as per the data captured during previous editions of the Games.

Close coordination and cooperation within the OCOG are also essential for the successful delivery of this area. Villages Management will ultimately be responsible for the services involving Accreditation, Ceremonies, Food and Beverage, People Management, Logistics, Finance, Press Operations, Marketing Partner Services, Medical Services, NOC and NPC Services, Protocol, Security, Sport, Technology, Transport, and Cleaning and Waste.

More information on the topics covered in this section is available in the Olympic Games Guide on the Olympic Villages and any cross-referenced documents listed within it.



Operational Requirements

In order to deliver the Villages Management requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

VIL 01 - Olympic and Paralympic Villages accommodation

- Provide one bed for each participating athlete and eligible team official within an Olympic Village and Paralympic Villages, which for reasons of legacy, sustainability and cost-efficiency, can consist of one or several existing, new, temporary or demountable residential and/or hotel facility(ies).
- Ensure that the accommodation of athletes and team officials in the Olympic and Paralympic Villages respects the following requirements:
 - maximum of two persons are accommodated in one bedroom;
 - athletes and team officials are accommodated within 50 km or 60 minutes' drive (under normal road and traffic conditions) to their respective competition venue(s); and
 - all Villages provide comparable types and quality of services to the residents with a view to meeting the needs and numbers of athletes and officials living there while maximising the use of existing facilities in proximity.

VIL 02 - Olympic and Paralympic Villages capacity requirements



- For planning purposes, account for the overall Olympic Villages' capacity for residents as follows:

- 16,000 people at the Games of the Olympiad; and
- 4,900 people at the Olympic Winter Games.



- For planning purposes, account for the overall Paralympic Village(s)' capacity for residents as follows:



- 8,000 people (including 1,900 wheelchair users) at the Paralympic Games; and
- 2,200 people (including 450 wheelchair users) at the Paralympic Winter Games.



- If International Technical Officials (ITO) are accommodated within a specific accommodation zone of the Paralympic Village(s), this zone needs to provide a minimum of 1,000 beds (including 40 for wheelchair users) for the Paralympic Games (Summer) and a minimum of 100 beds (including 10 for wheelchair users) for the Paralympic Winter Games.
- To allow the reduction of required number of beds in the Olympic and Paralympic Villages, implement, in collaboration with the IOC/IPC and NOCs/NPCs, a process for early projection of athletes and team officials' numbers as well as alternative housing solutions and/or incentives.
- At the latest three years prior to both the Games of the Olympiad and the Olympic Winter Games, validate the final Olympic and Paralympic Villages accommodation capacity with the IOC and IPC, taking into consideration any new events that may have been included in the Programme of the Games as well as alternative housing solutions and incentives to allow reduction of required beds.



VIL 03 - Services to residents within the Olympic and Paralympic Villages

- Provide for each NOC and NPC:
 - a single bedroom for the Chef de Mission;
 - bedrooms and bathrooms for athletes and team officials;
 - NOC/NPC team offices;
 - NOC/NPC meeting rooms;
 - NOC/NPC medical rooms; and
 - NOC/NPC workspace/storage space.

The team offices, meeting and medical rooms, as well as workspace and storage spaces can be located in temporary facilities.

- Ensure that the following major operational areas are part of the Olympic and Paralympic Villages and available for residents:
 - transport mall;
 - dining halls;
 - Team Processing Centre;
 - NOC/NPC services centre (including Sport Information Centre (SIC);
 - resident centres;
 - polyclinic; and
 - social and entertainment areas.

VIL 04 - Olympic Villages period of operations

- Comply with the following period of operations:



- the Olympic Villages open 16 days before the Opening Ceremony for the Games of the Olympiad:
 - days 1-6: limited services and access (no athlete access, limited NOC officials access) to be agreed with IOC;
 - remaining days of Village operating period until closing: full services and access;



- the Olympic Villages open 10 days before the Opening Ceremony for the Olympic Winter Games:
 - days 1-4: limited services and access (no athlete access, limited NOC officials access);
 - remaining days of Villages opening period until closing: full services and access; and
- the Olympic Villages close three days after the Closing Ceremony.

- Consult and agree with the IOC regarding any potential reduction of the period of operations for each Village, based on operational needs.

VIL 05 - Olympic and Paralympic Villages services and spaces

- Ensure that the services listed in the table below are available in or nearby the Olympic and Paralympic Villages, maximising the use of existing infrastructures/service providers to meet the needs of athletes and officials living in the Village(s) while minimising the need for additional or temporary infrastructures.



- Use the standard size requirements for the major functions and services listed in the table below as reference for the space planning in the Olympic and Paralympic Villages. The respective sizes can be adjusted in agreement with the IOC/IPC to meet the needs of the athletes/officials within the local context, especially in case of a concept involving multiple Villages.



Standard space requirements	Games of the Olympiad	Olympic Winter Games
Housing		
Single bedroom	9m ²	9m ²
Double (2-person) bedroom	12m ²	12m ²
NOC/NPC office medical/workshop/ storage space		
	Refer to VIL Annex 1 - Specifications on NOC Office Space	
Dining halls		
Main dining hall – seating/ serving	6,000m ²	3,000m ²
Main dining hall – operational/service (back of house)	4,000m ²	2,000m ²
Main dining hall - baggage check area	400m ²	150m ²
Main dining hall – IOC/IPC spaces (excluding storage/offices)	300m ²	150m ²
Main dining hall – WADA	50m ²	40m ²
Main dining hall – total	10,750m ²	5,340m ²
Casual dining hall	3,000m ²	Not applicable
Café	Refer to OVP sub-section below	Refer to OVP sub-section below
Workforce dining	850m ²	600m ²
Other areas in Residential Zone (RZ)		
Polyclinic	3,500 m ²	1,500 m ²
NOC/NPC services centre	1,000m ²	400m ²
Sports Information Centre (SIC)	Desk(s) in NOC services centre that combines information for all sports	A desk in NOC services centre that combines information for all sports)
Chefs de Mission hall	400m ²	200m ²
Resident centres including laundry facilities (in total)	5,000m ²	1,500m ²
Security Command Centre	500m ²	250m ²
Multi-faith centre	500m ²	300m ²
Recreational activities	6,000m ²	1,500m ²
Recreational sports complex	Up to 20,000m ²	5,000m ²
Village communications centre	50m ²	40m ²
Facility services centre	10,000m ²	3,000m ²
Operational Zone (OZ)		
Guest pass centre	600m ²	300m ²



Standard space requirements	Games of the Olympiad	Olympic Winter Games
Team processing centre	10,000m ²	4,000m ²
Transport mall	20,000m ²	10,000m ²
NOC/NPC parking	1,000 car parking spaces	600 car parking spaces
Olympic Village Plaza (OVP)		
General store	200m ²	150m ²
Olympic and Paralympic Games merchandise store	1,000m ²	500m ²
Bank	250m ²	100m ²
Photo store	100m ²	50m ²
Village call centre	100m ²	50m ²
Internet centre	430m ²	200m ²
Hair salon	200m ²	100m ²
Florist	50m ²	50m ²
Dry cleaning	50m ²	25m ²
Café	500m ²	100m ²
Travel agent	50m ²	50m ²
Post office	180m ²	75m ²
Village media centre	200m ²	80m ²

* In case of multiple Villages, a careful study is necessary to secure the right size of parking spaces in each Village.



- Ensure that ticketing office, information office and first aid stations are also available in the OVP.
- For the Paralympic Village(s), these services should be accessible to all residents, including wheelchair users.

VIL 06 - General layout

- Submit the general layout of the Olympic Villages to the IOC for approval, and for the Paralympic Village(s) to the IPC for approval.

VIL 07 - Grooms accommodation

- Provide accommodation for grooms conveniently located in or in close proximity to the equestrian venue and stables, for the same duration that the horses need to be in the Host Country. The accommodation for grooms can be double occupancy bedrooms and should provide adequate bathroom facilities at a ratio of no more than four persons to one bathroom. Grooms' accommodation and food and beverages are provided at the NOC's/NPC's expense.

Residential Zone (RZ)

VIL 08 - Residents' housing technical requirements

- Comply with the following technical requirements:
 - each apartment shall:
 - be lockable (apartments or residential units and bedrooms);
 - have adequate lighting in all rooms; and
 - include tables and chairs within the apartment for athletes and team officials; and



- the following items shall be provided in the bedrooms:

Bedrooms	Comments
Bedside lamps	n/a
Clothes hangers	n/a
Mirrors	n/a
Wastebaskets	n/a
60cm of hanging space for clothes	n/a
Two lockable drawers for each resident	Additional storage space is recommended for athletes' bags and equipment
Beds (shall be at least 2.0m in length and, for wheelchair users, at least 450–500mm in height) to allow easier transfers from a wheelchair to the bed.)	Beds of 2.2m in length shall be made available for up to 30% of the total number of athletes for the Games of the Olympiad and for up to 10 per cent of the total number of athletes for the Olympic Winter Games).
No more than two beds per bedroom to guarantee undisturbed conditions	n/a
Curtains/blinds (to keep the bedrooms as dark as possible for athletes who wish to rest during the day)	n/a



- the following items shall also be provided in the bedrooms for Chefs de Mission:

Chefs de Mission's Bedroom	Comments
Desk and chair	n/a
Refrigerator	n/a
Telephone	Olympic network telephone
International line with internet capabilities shall be available (usage will be at the NOC's cost)	n/a
Television with Olympic feed	n/a
Waste basket	n/a

- For the bathrooms, the ratio of no more than four athletes or team officials per one bathroom (4:1) shall be respected.
- For the Paralympic Village(s), the ratio of no more than three wheelchair users per one accessible bathroom shall be respected. For standard bathrooms, the ratio of 4:1 applies.
- Each bathroom shall include a minimum of:
 - one wash basin;
 - one lavatory; and
 - one shower.
- For the Paralympic Village(s), accessible bathrooms shall also include one shower chair.



VIL 09 - Housekeeping services

- Ensure that the following services are made available in housing:
 - linen change;
 - bins emptied;
 - cleaning of rooms;
 - towel exchange service at resident centres;
 - towel change;
 - cleaning of bathrooms; and
 - cleaning of public areas.
- With a view to ensuring quality of services, the minimum services shall be provided as follows:

Frequency	Services
Daily	Bins emptied Toilet cleaned Toilet paper restocked
Every two days	Towels replaced
Every four days	Linen changed Dusted/vacuumed (if required)

- Ensure that the following services are made available for public areas and functions for residents:
 - regular cleaning;
 - standard housekeeping;
 - dusting; and
 - emptying bins.

VIL 10 - NOC/NPC office space, meeting rooms, doctor's room and other spaces

- Provide the following number of rooms depending on the size of the team, as outlined below:

Delegation Size	Chef de Mission Office	NOC/NPC Office	Meeting Room	Doctor's Room	Massage Room	Workshop/ Storage Space
1-24	1 (12m ² - combined with Chef's bedroom)	1 (12m ²)	Bookable	1 (10m ²)	n/a	15m ²
25-50	1 (8m ²)	1 (12m ²)	Bookable	1 (10m ²)	1 (8m ²)	30m ²
51-100	1 (8m ²)	1 (12m ²)	1 (15m ²)	2 (12m ²)	2 (12m ²)	50m ²
101-200	1 (8m ²)	1 (12m ²)	1 (15m ²)	2 (12m ²)	3 (12m ²)	60m ²
201-300	1 (8m ²)	1 (12m ²)	2 (15m ²)	3 (12m ²)	3 (12m ²)	80m ²
301-450	1 (8m ²)	2 (12m ²)	2 (15m ²)	3 (12m ²)	4 (12m ²)	100m ²
451-600	1 (8m ²)	2 (12m ²)	3 (15m ²)	4 (12m ²)	4 (12m ²)	125m ²
601+	1 (8m ²)	3 (12m ²)	3 (15m ²)	4 (12m ²)	5 (12m ²)	150m ²



- For Olympic and Paralympic Winter Games, provide the following number of rooms depending on the size of the team for Olympic and Paralympic Winter Games:



Delegation Size	Chef de Mission Office	NOC/NPC Office	Meeting Room	Doctor's Room	Massage Room	Storage Space
1-6	1 (12m ² - combined with Chef's bedroom)	Dedicated workstation	Bookable	Bookable	Bookable	10m ²
7-12	1 (12m ² - combined with Chef's bedroom)	1 (12m ²)	Bookable	Bookable	Bookable	20m ²
13-25	1 (8m ²)	1 (12m ²)	Bookable	1 (10m ²)	Bookable	25m ²
26-50	1 (8m ²)	1 (12m ²)	Bookable	1 (10m ²)	1 (8m ²)	40m ²
51-75	1 (8m ²)	1 (12m ²)	1 (15m ²)	1 (10m ²)	1 (8m ²)	50m ²
76-100	1 (8m ²)	1 (12m ²)	1 (15m ²)	2 (10m ²)	2 (8m ²)	60m ²
101-150	1 (8m ²)	2 (12m ²)	1 (15m ²)	2 (10m ²)	2 (8m ²)	70m ²
151-200	1 (8m ²)	2 (12m ²)	1 (15m ²)	2 (10m ²)	3 (8m ²)	80m ²
201+	1 (8m ²)	2 (12m ²)	2 (15m ²)	3 (10m ²)	4 (8m ²)	100m ²

- Provide NOCs/NPCs with the minimum requirements of Furniture, Fixtures and Equipment (FFE) in team offices, meeting rooms, medical space (doctor's rooms and massage rooms) as specified in the VIL Annex 1 - Specifications on NOC Office Space.
- Provide to NOCs/NPCs secure storage space that is:
 - close to respective NOC/NPC housing and offices;
 - lockable; and
 - provided with lighting.
- Give consideration to spaces that can double up as a workshop particularly for cycling, luge, etc. (in which case, electrical outlets and climate control will be provided).
- Provide workshop space, intended for the minor maintenance of equipment, that is:
 - close to respective NOC/NPC housing and offices;
 - lockable (if dedicated to a single NOC/NPC);
 - provided with lighting;
 - provided with electrical power outlets;
 - ventilated;
 - provided with climate control; and
 - compliant with local health and safety regulations.



VIL 11 - Dining hall(s) services and menus

- Provide food services (including hot meals) at the main dining hall according to the competition and training schedule and in consultation with the IOC and IPC.
- Provide “grab’n’go” kiosks to complement the services of the dining facilities, in particular at peak time as well as outside the operating hours. Depending on the grab’n’go services, the size and scope of the dining facilities can be reviewed.
- Present food service menus to the IOC and IPC for approval.

VIL 12 - Election to the IOC Athletes’ Commission and the IPC Athletes Council at the IOC/IPC space

- Provide support to the IOC and IPC on all logistical matters, including the organisation of the election to the IOC Athletes’ Commission and IPC Athletes Council respectively.

Olympic Village Plaza (OVP)

VIL 13 - Additional services in the OVP

- Submit any additional services contemplated by the OCOG that would significantly enhance the residents’ experience to the IOC for approval.

Operational Zone (OZ)

VIL 14 - Athlete and team official accreditation

- Ensure that athletes and team officials are only accredited for the Games and to the Village after the Delegation Registration Meeting (DRM) has been completed by the NOC/NPC Chef de Mission.

VIL 15 - Firearms and ammunition in the Olympic and Paralympic Villages

- Prohibit any sport firearms and ammunition from being allowed in the Olympic and Paralympic Villages.
- Ensure that these items are stored securely in the rifle storage centre in the Villages or at the competition venue.

VIL 16 - Village media centre

- Provide a Village media centre to make a working area available for the media at the Olympic and Paralympic Villages. The size and scope of this media centre may change based on the proximity of the Main Press Centre (MPC).

VIL 17 - Media guest pass quota

- Respect the following media guest pass quotas per village:
 - Games of the Olympiad: 400 rotational passes daily for press and RHBs; and
 - Olympic Winter Games: 200 rotational passes daily for press and RHBs.





- Submit any proposed changes to the media guest pass policy to the IOC for approval.
- A similar guest pass quota will be established by the IPC for the Paralympic Village.

Olympic and Paralympic Villages policies and procedures

VIL 18 - NOC and NPC guarantee deposits

- NOCs/NPCs shall not be required to pay any guarantee deposit with respect to their stay in the Olympic and Paralympic Villages or in any other appropriate accommodations, as the Travel Support Grant balance payment may be used for any damages that may be incurred by the NOCs/NPCs in the Olympic and Paralympic Villages.

VIL 19 - Branding in the Olympic and Paralympic Villages

- Ensure that all proposed items, designs, space layouts, methods of installation and services provided by Marketing Partners (including for clarity, any Paralympic Games-specific Marketing Partner apart from a few authorised exceptions to be communicated in due course), suppliers, contractors and non-commercial institutions related to the use of their spaces and operations comply with Rule 50 of the Olympic Charter and the venue branding policy.
- Submit Marketing Partners' branding designs for the Olympic Villages to the IOC for approval, for the Paralympic Villages to the IPC for approval.

VIL 20 - Proselytising in the Olympic and Paralympic Villages



- Prohibit proselytising by any religious group in any form in the Olympic and Paralympic Villages. Information materials, pre-approved by the IOC/IPC, may be provided through the multi-faith centre.

VIL 21 - Place of mourning in the Olympic Villages





- Establish a place of mourning in the Olympic Villages, preferably in an outdoor area, in agreement with the IOC. The space should allow hosting of a structured event with a large audience if needed.

Paralympic Village(s)

VIL 22 - Paralympic Village(s) transition

- Comply with the following period of operations:
 -  for the Paralympic Games (Summer), a period of 7 - 10 days shall be allocated after the closing of the Olympic Villages for transition to the Paralympic Village(s), which shall include a 72-hour pre-opening period;
 -  for the Paralympic Winter Games, a period of three to four days shall be allocated after the closing of the Olympic Villages for transition to the Paralympic Village(s), which shall include a 48-hour pre-opening period;
 - the Paralympic Village(s) opens seven days before the Opening Ceremony;
 - the Paralympic Village(s) closes three days after the Closing Ceremony.



-  **VIL 23 - International Technical Officials (ITO) accommodation in the Paralympic Village(s)**
- If, for practical and economic reasons, ITOs for the Paralympic Games are accommodated within a dedicated accommodation zone of the Paralympic Village(s), they shall receive the same service levels as athletes and NPC team officials, also taking into account that they may have specific accommodation needs. ITOs shall not have access to the RZ of the Paralympic Village(s), but only to their own zone and the Paralympic Village Plaza. Similarly, athletes and NPC officials shall not have access to the ITO accommodation zone of the Paralympic Village(s).
-  **VIL 24 - Paralympic Village(s) layout**
- Ensure that, in addition to the facilities available during the Olympic Games, the Paralympic Village(s) also contains the orthotic, prosthetic and wheelchair repair centre in the Village Plaza and wheelchair storage facilities in the RZ.
-  **VIL 25 - Paralympic mural**
- Build in the Paralympic Village a commemorative mural and invite all the participants of the Paralympic Games to sign the wall. The IPC shall work together with the OCOG to develop a detailed concept and theme for the mural.
 - While the general design of the Paralympic mural can be similar to that of the Olympic truce mural, it shall be located in an area that is fully accessible and be subject to the IPC's approval.
 - A ceremony to unveil the Paralympic mural shall take place at least one day prior to the start of the Opening Ceremony where delegates from the IPC and other invited guests shall be present. The IPC shall work together with the OCOG to stage this event.
-  **VIL 26 - Service levels in the Paralympic Village(s)**
- Provide Paralympic Village(s) residents with facilities, services and FFE scaled to the needs of the Paralympic Games.




Annexes

The HCC - Operational Requirements are completed by the following annexes.

The annexes with an asterisk (*) are stand-alone documents, which are provided separately.


Accreditation

- ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications (June 2018) *
-  • ACR Annex 2 - Accreditation at the Paralympic Games – Detailed Specifications (June 2018) *

Brand, Identity and Look of the Games

- BIL Annex 1 - Uniform General Rules for OCOG, Olympic Torch Relay and Service Providers (June 2018) *

Ceremonies

- CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games [223](#)
- CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts (June 2018) *
-  • CER Annex 3 - Specifications on Protocol Elements for Ceremonies (June 2018) *

Finance

- FIN Annex 1 - Specifications for OCOG Insurance [230](#)

Media Part 2 – Broadcasting


- BRS Annex 1 - Operational Specifications for Broadcasting Services and Facilities [236](#)
- BRS Annex 2 - Broadcast Master Plan – Timelines [260](#)
- BRS Annex 3 - Specifications on Broadcast Lighting [268](#)

Medical Services


- MED Annex 1 - Specifications on Office Space for the IOC Medical and Scientific Commission, the IPC Medical Committee and the IPC Anti-Doping Committee [273](#)



Olympic/Paralympic Family and Dignitary Services

- OFS Annex 1 - Specifications on services for IOC offices, IOC Session venue and Olympic Club..... [275](#)
-  • OFS Annex 2 - Specifications on services for IPC offices, IPC Governing Board meeting venue and Paralympic Hospitality Centre..... [276](#)

Protocol

- PRT Annex 1 - Olympism and the Olympic Symbol – Principles and Usage Guidelines (October 2017) *
- PRT Annex 2 - Specifications on Protocol..... [277](#)
-  • PRT Annex 3 - Specifications on Paralympic Protocol..... [283](#)

Ticketing

- TNH Annex 1 - Specifications on Client Ticket Portal to be developed when OCOG selects Ticket Service Provider (June 2018) *

Villages Management

- VIL Annex 1 - Specifications on NOC Office Space [290](#)



CER Annex 1

Specifications on Intellectual Property Rights and other Rights in Relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games

I. Introduction

These Specifications on Intellectual Property Rights and other Rights in Relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games constitute an annex to the HCC - Operational Requirements on Ceremonies. They are contractually binding on the Host City, the Host NOC, the Host NPC and the OCOG, and aim to provide a general understanding of the HCC requirements with respect to Intellectual Property Rights and other rights in relation to Ceremonies (as defined in the HCC Principles); together with other Olympic and Paralympic events and activities, including sports presentations for all competition events included in the Programme of the Games and the Olympic Torch Relay (OTR), as directed by the IOC, or the IPC, as relevant. Certain requirements are related to an OCOG's own fulfilment of its obligations (e.g. in respect to performers, collecting societies and others); others concern the clearances of music rights required in the context of broadcasting and which are addressed in the HCC - Operational Requirements on Media, including the relevant annexes thereto; and in other cases these requirements concern the IOC, IOC Controlled Entities, the IPC, IPC Controlled Entities and authorized third parties Games and post-Games uses of any derived content for their institutional purposes.

Note that these specifications are updated from Games to Games and, as a result, their content may vary from the version contained in this annex. Contact the OCOG Legal Department to obtain the latest and updated version of such specifications. These specifications are not exhaustive and more detailed requirements may apply depending on specific circumstances of a particular Games edition, Ceremony or event. The IOC Legal Affairs Department – and, as relevant, the IPC Legal Affairs Department - is available to discuss and assist for any issue arising during implementation of the required specifications.



For the rights related to the Paralympic Games, please refer to Section VIII below.

II. General principles

In conformity with the Olympic Charter and the HCC, all Intellectual Property Rights and all other rights of every kind and nature in all graphic, visual, artistic and creative works, or other content, created, developed or produced by or on behalf of or for the use of the Host City's Candidature Committee, the Host City, the Host NOC or the OCOG with respect to the Olympic Games (the "Games-Related Properties") shall automatically, on the creation thereof, vest in and remain in the full ownership of the IOC throughout the world and to the fullest extent permitted by law and, in respect to intellectual property rights, for the full term of such intellectual property (including all renewals, reversions and extensions thereof) and thereafter in perpetuity. These requirements aim at protecting the integrity of the legacy of the Olympic Games through the Olympic Intellectual Property (and other rights) and the image and reputation of the Games and the Host City; in addition to ensuring the fulfilment of the IOC, the Host City, the Host NOC or the OCOG's corresponding obligations vis-à-vis third parties. This requirement applies in particular to all musical works and performances specifically commissioned in connection with the Olympic Games.

As part of its Intellectual Property Rights and other rights-related requirements, the OCOG must ensure in particular that:



- i. the procedure for designation of the IOC as owner and beneficiary of either the copyright on any Audio-Visual (“AV”) and/or musical works or content specifically commissioned in connection with the Olympic Games or the IOC and all IOC Controlled Entities on any pre-existing works or content licenced or acquired for the purpose of the Olympic Games, occurs to the satisfaction of the IOC as per the IOC’s contractual and legal requirements;
- ii. appropriate legal instruments are executed with all performers and/or participants at the Ceremonies, the OTR and other events organised by the OCOG; and
- iii. the OCOG obtains all required rights and clearances (including, without limitation, with respect to recorded music, live music, musical compositions, arrangements, photos, AV recordings and other content of Ceremonies or other Games-related events and make any required payment in connection therewith, in each case as necessary for the public performance at the venues and their broadcast/making available, and the further use of any recordings produced by Olympic Broadcasting Services (OBS) or third parties authorised by the IOC, together with the IOC and all IOC Controlled Entities’ further uses for their institutional purpose for the promotion of the Olympic Games and the Olympic Movement.

III. Image rights

All persons accredited at the Olympic Games (i.e. holders of an Olympic Identity and Accreditation Card [OIAC], as defined in the HCC) are bound by the terms applicable to such accreditation (i.e. extract from Accreditation Card: “[.]By using this Card, I agree to be filmed, televised, photographed, identified and/or otherwise recorded during the [] Olympic Games by the IOC, [OCOg] and/or third parties authorized by them, and that my captured or recorded image, together with my name, likeness, voice, performance and biographical information, may be used, without further authorization from, payment or compensation to, me or anyone acting on my behalf, in any manner or form, including in any content or format and distributed, exhibited, broadcasted or communicated to the public through any media or technology whether now existing or created in the future, by the IOC, [OCOg] and/or third parties authorized by them during and after the Olympic Games in perpetuity or until expiration of any subsisting copyright, in relation to the celebration and/or direct or indirect promotion of the Olympic Games, the Olympic Movement and the IOC, in a commercial or non-commercial manner [.]”). Such terms must also apply to all persons involved (in any capacity) at all Olympic venues, including in particular all artists taking part in the Ceremonies. If, for any reason, artists have access to Olympic venues without being holders of an OIAC, the OCOG is responsible for ensuring that these persons undertake to be bound by similar requirements (e.g. by signing some other document and/or contract to such effect).

IV. Commissioned works

The IOC must be designated as the owner and beneficiary of all Intellectual Property Rights (including, without limitation, copyright and related rights) and other rights in and to all works or content commissioned in connection with the Ceremonies (and other events when applicable). Where applicable, the OCOG must also ensure that all necessary consents or authorisations by the different contributors to the commissioned works or content (hereinafter the “Artists”), with regard to their image/publicityrights, have been secured for the benefit of the IOC and all IOC Controlled Entities , and others members of the Olympic Movement.

The OCOG shall further ensure that all Artists and other persons (either physical or legal) involved in the creation of the commissioned works in connection with the Ceremonies have confirmed in writing that (i) the creation of such works and all results and proceeds thereof are specially commissioned by the IOC and shall be considered a "work made for hire", and (ii) such persons have full power to, and will, without any restriction whatsoever, enter into a rights assignment(s), in the form and substance requested by the IOC, before they start working on any projects. Further agreement(s) with the Artists,



participants or their representatives, shall be executed at any time on request of the IOC as necessary to secure the full assignment of all intellectual property and other rights including copyright, to the IOC.

V. Pre-existing works

For all pre-existing works or contents used in the Ceremonies (and other events when applicable), the OCOG should either acquired or at least obtain from the relevant rights owner and provide to the IOC and all IOC Controlled Entities, an irrevocable, sub-licensable, royalty-free license, without any limitation of time, territory, format or technology, whether known or thereafter developed, including their, reproduction, translation, adaptation, public performance, communication to the public and making available, distribution and broadcast, (together with the image and likeness of all performers), within the framework of the Ceremonies and/or the Games (and other events when applicable), as well as for the purpose of promoting the Olympic Games, the IOC, any IOC Controlled Entity and the Olympic Movement in general and any similar purposes (such as commemorative books, films, programmes, volumes, videos, Digital Video Discs [DVD], audio albums or other media compilations), and the further use by the IOC and all IOC Controlled Entities' further uses for their institutional purpose for the promotion of the Olympic Games and the Olympic Movement.

VI. National anthems

The IOC has commissioned arrangements of the national anthems of most NOCs participating in the Games (the "IOC Arrangements") and has secured the necessary rights for allowing the OCOGs to use such IOC Arrangements in the context of the Olympic Games and Paralympic Games at no cost.

The OCOG will be responsible for the re-arrangement and re-recording of national anthems of participating countries for which no IOC Arrangement is available or which have demonstrated legitimate reasons preventing the use of the IOC Arrangement of their national anthem during the Games. In such cases, the OCOG will be responsible for securing the rights to the original compositions and for obtaining full assignment of the rights to their re-arrangement and re-recording (where such re-arrangement and re-recording is necessary), including the lyrics, in the name of the IOC to ensure that the IOC, any IOC Controlled Entity, as well as the IPC (and their respective successors, assigns, designees) will have the irrevocable right to exploit this new arrangement throughout the world, on all media and in perpetuity, including in the staging of the Olympic Games, Paralympic Games or Youth Olympic Games and of any other IOC or IPC-sanctioned event or release and in all broadcasts, recordings (whether audio, AV or visual), transmissions and depictions thereof. All agreements and contractual documentation related to the re-arrangements and re-recording of national anthems by the OCOG shall be submitted to the IOC for prior written approval.

VII. Other general requirements

For any event taking place at an Olympic venue other than Ceremonies (including, as the case may be, concerts performed before or after Victory Ceremonies), all rights should be cleared as defined in the present specifications. In particular, the OCOG must at least ensure: (i) that the right to publicly perform, broadcast, communicate to the public and make available the relevant content, are guaranteed to the IOC, the IOC Controlled Entity and its Rights-Holding Broadcasters (RHB); and (ii) the right for the IOC and all IOC Controlled Entities to use, free-of-charge, the performances worldwide for their institutional purposes and for their promotion of the Olympic Games and the Olympic Movement is guaranteed. In addition, Artists should undertake not to use their performance, work or creation in any way, in particular for the promotion of any third party or third party's products or services, without the prior written approval of the IOC.

In no event an Artist shall be allowed to use, or authorise the use of, any Olympic Properties, in particular in connection with their name, performance, creation or work for promotional or commercial purposes,



without the prior written approval of the IOC (additional confidentiality undertakings may be required from the Artist in the context of the secrecy surrounding the Ceremonies in general). Furthermore, all Artists should provide the usual guarantees applicable to works subject to Intellectual Property Rights (e.g. the work is original and does not infringe any third parties' rights, waiver from any exclusivity agreement or from a collection societies, etc.) and should undertake not to cause or permit anything susceptible to bring the Olympic Movement into disrepute, or which is in contradiction with the Olympic Charter.

The OCOG must provide, with sufficient anticipation prior to any use, to the IOC with a complete and detailed status of the clearance of rights with respect to each and every creation/performance/work used in or in connection with the Ceremonies, including without limitation (i) the reports on music to be used during any such event (in accordance with the "IOC Music Reporting Instructions– Cue Sheet Template" and any other similar or related guidelines); (ii) the detailed list of signed legal instruments (with their corresponding physical supports) for any graphic, visual, artistic and creative works, or other content, created, developed or produced by or on behalf of or for the use of during the events. Such information shall be duly audited and validated by the OCOG's concerned functional areas (i.e. Ceremonies, Legal, etc.), and additionally by a trustful and qualified external entity with the necessary expertise in the corresponding domaine, prior to any such event.

All templates of any legal instrument regarding the Artists and/or in relation to the Ceremonies, must be submitted for the IOC for prior approval, no later than eighteen (18) months prior to the Games and before any hiring is made. Any changes to the IOC-approved contract templates should be submitted to the IOC for prior written approval.



VIII. Requirements for Paralympic-related proprietary rights in relation to the ceremonies and other events of the Paralympic Games

The OCOG shall ensure that the Paralympic-related proprietary rights in relation to the ceremonies and other events of the Paralympic Games are afforded a level of protection similar to the protection afforded to the IOC's rights and Games-related Properties pursuant to the HCC Principles and CER Annex 1. This requirement includes in particular the obligation for the OCOG to ensure that measures are taken pursuant to the previous paragraphs of CER Annex 1 to cover the protection of Paralympic-related proprietary rights and in particular, without limitation, to ensure the IPC's ownership of commissioned works, the acquiring or obtaining of a license for the IPC's benefit regarding pre-existing works, the securing of image rights and the clearance of rights, in connection with the Paralympic ceremonies and other events where applicable and as per the previous paragraphs of CER Annex 1.



IOC music reporting instructions – cue sheet template

<i>[EDITION OF THE GAMES]</i>											
MUSIC CUE SHEET											
Event:											
Date:											
Location:											
(1) Cue no.	(2) Segment	(3) Music cue title	(4) Writer(s)/ arranger(s)	(5) Publisher(s)	(6) Performer(s)	(7) Record company	(8) Music origin code	(9) Music use- code	(10) Music cue duration	(11) Year	(12) Notes



Guidance notes for cue sheet completion for Ceremonies

1. **Cue no.** – For the sake of clarity, give a number to each of the music cues.
2. **Segments** – Identify to which segment/part of the event programme the music cue corresponds.
3. **Music cue title** – All music cues must be named. For specially commissioned score music, the terms "**Opening music**" and "**Closing music**" may be used where applicable.

For non-score pre-existing music, the full title of the music should be given. Always use the **Music origin codes** stated below under 9.

4. **Writer(s)/arranger(s)** - Give the full name(s) in the following format: **First name, Middle name** (if applicable) **and Last name**. The name should be followed by a bracketed indicator of the individual's role using the following codes:

Composer (C)

Author (A)

Composer/author (CA)

Arranger (AR) - **N.B. This is only required when the music is an arrangement of a non-copyright work.**

Should the work be **out of copyright and in the public domain**, document it as '**PD**'

CAE no. is a unique code indicating the identity of a composer, author or publisher. Add this number where available.

5. **Publisher(s)** - Give the full name(s) of the music publisher(s). Where the work is not published, indicate with the designation "**Unpublished**" in the column.
CAE no. – Refer to Note 4 (above)
6. **Performer(s)** - Full details to be given.
7. **Record company** – Provide the name of the recording company.
8. **Music origin code** - These are codes used to indicate the source of the music, as follows:
P - Live performance
C - Commercial record/Compact Disc [CD]/Digital format (e.g. MP3, Wav file, etc.)
X - Specially commissioned score



9. **Music use code** - These codes are used to identify featured and background usages. The **Use-codes*** are:

MT:	Main Title
VI:	Visual Instrumental: when an instrumentalist is on camera performing the song
VV:	Visual Vocal: when a vocalist is on camera singing the song
VD:	Visual Dance: when a dancer is on camera dancing to the song
VS:	Visual Source: when you can see the source of the music cue (e.g. you can see the radio that the music is supposed to be coming from)
BV:	Background Vocal: when there is a visual or non-visual vocal source (e.g. a song playing at a club during a scene); when a song is performed and the lyrics are audible to the listening audience, even though there may be some dialogue in the foreground of the scene
BI:	Background Instrumental: the performance of a work (or works) used as dramatic underscore to a scene where the music is not the focus of audience attention yet nonetheless is used to set the mood of the scene
OT:	Open Title: start/opener title theme
ET:	End Title: end/closer title theme

10. **Music cue duration** - This should be the **exact length of the music cue** expressed in minutes and seconds. Half-seconds should be rounded up to the nearest whole second.
11. **Year** – Provide the year when the recording was produced (if available).
12. **Notes** – Provide any additional/relevant information (i.e. contract’s status, limitations of use, etc.).

* * * * *



FIN Annex 1

Specifications for OCOG Insurance

Introduction

In accordance with the HCC - Principles, the OCOG is responsible for procuring and maintaining, at its expense, all the necessary insurance policies required to comply with the laws of the Host Country applicable to its activities (e.g. Employer's Liability and Employment Practices Liability) and with the requirements set forth below in respect of all risks associated with the planning, organising, financing, staging and host broadcasting of the Olympic and Paralympic Games (including Test Events).

I. Key insurance policies to be procured by the OCOG

The OCOG shall procure and maintain the insurance policies described in this section in accordance with the compulsory insurance terms and conditions (refer to section II. Terms and Conditions Applicable to OCOG's Insurance Policies and Risks). The list below is not exhaustive and the IOC reserves the right to require the OCOG to procure and maintain other types of insurance policies depending on the outcome of the OCOG's risk assessment (as further described in the HCC - Operational Requirements - Games Management).

1. Third party liability insurances

a) Public or general liability

- This policy shall be written on an "occurrence" basis, or on a "claims-made" basis and for a duration of a minimum of two years after the dissolution of the OCOG or more if it is required by the law. This policy must at least cover the following risks: bodily injury, property damage (to any property that is leased, rented, and/or in the care, custody, or control of the OCOG), personal injury, pure financial loss, advertising liability, premises and operations liability, products and completed operations, loss adjustment expenses, pollution liability, contractual liability and independent contractor operations. This insurance must also include cover for acts of terrorism.
- Inception date: from the creation of the OCOG.
- Limit: USD 10 million when the OCOG is formed and increasing to (i) at least USD 250 million, if it is on a "claims-made" basis, or (ii) at least USD 100 million, if it is on an "occurrence" basis. The latter limits should be in force by the date of the first Test Event.

b) Product and completed operations liability

- To cover claims arising in connection with the sale of products specifically bearing the OCOG's emblem or other OCOG's trademarks or products otherwise licensed or authorised by the OCOG.
- Inception date: from the date the OCOG's products are for sale or otherwise distributed.
- Limit: is part of the limit of the public or general liability (refer to point 1. Public or general liability above).



c) Professional liability

- To cover costs related to the defence and indemnification of claims in connection with actual or alleged negligent acts/omissions of the OCOG in the planning, organising and staging of the Olympic and Paralympic Games. This policy shall include cyber liability.
- Inception date: within 6 months of the creation of the OCOG.
- Limit per claim and in the annual aggregate: at least USD 10 million for the first two years, increasing to (i) at least USD 100 million, if it is written on a “claims-made” basis, or (ii) at least USD 30 million if it is written on an “occurrence” basis. The latter limits should be in force at least four years before the Opening Ceremony.

Depending on the local market, each of the three covers indicated above can be procured on a stand-alone basis or written globally within the same insurance policy.

In addition, they should be written with a worldwide territorial definition.

d) Directors and Officers liability (D&O) insurance

- To cover claims arising from the actions of the directors and officers of the OCOG. It is payable to the directors and officers of a company, or to the organisation itself, as indemnification (reimbursement) for losses or advancement of defence costs arising out of criminal and regulatory investigations/trials as well.
- Inception date: within six months of the creation of the OCOG.
- Limit per claim: no less than USD 5 million.

e) Medical malpractice insurance

- To cover claims arising from the medical activities of all of the OCOG’s medical workforce (including the staff at Olympic and Paralympic competition and non-competition venues and at the OCOG Polyclinic(s)) to the extent that such workforce is not already covered by other means (hospital insurance cover and/or by the Host Country’s health system or provider).
- The OCOG, in cooperation with the local health authorities, must ensure that all medical staff working in designated hospitals are covered by medical malpractice insurance (hospital’s insurance cover and/or by the Host Country’s health system or provider).
- Inception date: three months before the first Test Event.
- Limit: according to local laws and regulations but, in no event, less than USD 25 million, per occurrence and on aggregate, during the Olympic and Paralympic Games.

2. Medical treatment and repatriation insurance

- To cover the medical expenses relating to all injuries and illnesses that require treatment before the accredited person is able to return home, including repatriation. However, if medical treatment is delivered at no cost by the government health service and this level of service is agreed as suitable by the IOC, medical insurance is not required. In such cases, repatriation has to be covered on a stand-alone basis.



- To mitigate the financial costs for the OCOG, the IOC and the OCOG shall collaborate to identify and as much as possible avoid, situations of double insurance between insurances to be subscribed by the OCOG pursuant to the Host City Contract and existing insurance coverage subscribed by the IOC and IOC Controlled Entities.
- Inception date: three months prior the first Test Event.
- Limits: (i) medical treatment, gradually increasing with the number of people to cover. No limit per person, annual limit of no less than USD 7.5 million; (ii) repatriation has to be covered at real cost.

3. Property insurance

- To cover damages to all property owned, leased or in the care, custody and control of the OCOG, or for which the OCOG is contractually responsible, including subsequent financial loss of income. Subject to local market conditions, a mutual waiver of subrogation between the IOC and its affiliates on one side and the OCOG on the other side has to be mentioned in the policy(ies).
- Inception date: immediately after the OCOG leases, rents, buys buildings or property.
- Limit: the value of the relevant property.

4. Construction all risk insurance

- To cover risks related to the OCOG's responsibility for specific construction projects (including equipment and overlay).
- Inception date: one month prior the beginning of construction projects.
- Limit: value of the construction(s) including taxes and fees.

5. Motor liability

a) Automobile/motor liability

- To provide defence and indemnification against claims for bodily injury and property damage for all registered and non-registered vehicles used on-road or off-road (e.g. golf carts, snow mobiles, motorcycles, All Terrain Vehicles [ATV]s, forklifts) by the OCOG, during its entire lifecycle. Non registered vehicles can also be included in the public or general liability policy.
- Inception date: when the OCOG assumes the responsibility of vehicles.
- Limits: (i) USD 5 million per occurrence for liability towards third parties, including the driver and the persons being transported; (ii) an excess limit of USD 10 million per occurrence as an underlying schedule of the public/general liability policy or as a stand-alone insurance contract.

b) Watercraft liability insurance

- To cover claims for bodily injury and property damage arising from the use of any watercraft vehicle owned, rented, borrowed, chartered or leased by the OCOG.
- Inception date: one month prior to the first Test Event where watercrafts will be utilised for the Games of the Olympiad.





- Limit: USD 5 million combined single limits for bodily injury and property damage per occurrence and in the annual aggregate minimum limits. This insurance cover may be included within the public or general liability policy where permitted by law.

c) Aircraft liability insurance

- To cover claims for bodily injury and property damage arising from the use of any aircraft owned, rented, borrowed, chartered or leased by the OCOG. Policy includes use of drones if provided and/or regulated exclusively by local/government supplier.
- Inception date: at the latest on the first day prior to the use of the aircraft.
- In case the policy is placed by the owner of the aircraft, the OCOG must ensure that the relevant contract with the owner includes a waiver of recourse/subrogation against the OCOG, the IOC and IOC Controlled Entities.
- Limit: limit will depend on the size of the aircraft but no less than USD 25 million combined single limits for bodily injury and property damage in the annual aggregate.

6. Personal accident including permanent disability

- To provide compensation in the event of death or disability of accredited persons following an accident occurring in connection with their activities at the Olympic and Paralympic Games (including terrorism).
- To mitigate the financial costs for the OCOG, the IOC and the OCOG shall collaborate to identify and as much as possible avoid, situations of double insurance between insurances to be subscribed by the OCOG pursuant to the Host City Contract and existing insurance coverage subscribed by the IOC and IOC Controlled Entities.
- Limit: subject to laws and practice in the Host Country but at least USD 80,000 in case of death or if the percentage of disability is higher than 59 per cent, otherwise pro rata of that amount if the disability percentage is comprised between 1 - 59 per cent.

7. Crime, fidelity and fraud

- To cover the loss arising from theft and robbery of assets or fraud (crime).
- Limit: dependent on the risk exposure.

II. Terms and conditions applicable to OCOG's insurance policies and risks

The following terms and conditions shall apply to all insurance and risks described in the present annex. The OCOG is responsible to take any necessary measures so that these terms and conditions are respected at all times.

1. Notification to the IOC and IPC

- The insurance policies mentioned in section I. Key insurance policies to be procured by the OCOG above, including the extent and level of coverage, shall be submitted to the IOC and IPC for its prior written approval, prior to any contract being entered into between the OCOG and the relevant insurer. The approval of the IOC and IPC shall not relieve the Host City, the Host NOC and NPC or the OCOG of their responsibilities under the HCC or this annex.



2. Insurance certificates

- The OCOG must provide to the IOC written proof in English of each insurance policy in place (copy of the insurance policy or certificates of insurance) when the relevant insurance policy is placed.

3. Alternative risk coverage mechanisms

- Certain OCOG insurance policy requirements listed in section I. Key insurance policies to be procured by the OCOG above may be waived in whole or in part, with the prior written consent of the IOC and the IPC, if the OCOG demonstrates to the IOC's and IPC's satisfaction that the concerned requirements are already provided and/or that the relevant risks are already covered by private or public third parties, in particular in case of any medical/health public system in force in the Host Country.
- The OCOG may, with the prior written consent of the IOC and the IPC, decide to cover the risks described in section I. Key insurance policies to be procured by the OCOG, paragraphs f) and g) above, through other means than insurance policies (e.g. self-financing). In such case, the OCOG must inform the IOC and the IPC of all measures and arrangements to be implemented by, or on behalf of the OCOG, to cover these risks and, on request of the IOC and the IPC, take all necessary measures to further address these risks to the satisfaction of the IOC and the IPC.

4. Deductibles

- Any policy with a deductible or self-insured retention, along with the amount and descriptive condition, is subject to the approval of the IOC and the IPC. In addition, the IOC and the IPC reserves the right to require a security deposit to be posted in cash, letter of credit, or guarantee of a third party, acceptable to the IOC and the IPC, equal to the amount of any deductible or self-insured retention on a per policy basis. Should any guarantee be used, the OCOG is required to immediately restore the guarantee to the original amount.

5. Non-cancellation provision

- Insurance coverage must contain a non-cancellation provision. The OCOG's insurance arrangements should be in full force and effect from the date the OCOG is formed to execute the Olympic and Paralympic Games operations through to its dissolution. Should, for any reason, a policy be cancelled or the cover be restricted, the IOC and the IPC shall be informed as soon as practically possible.

6. Insurers

- All insurance policies must be underwritten by insurers who are licensed, admitted, authorised and/or approved to underwrite the specific line of insurance in the Host Country and have a minimum A.M. Best's Rating of A- VII. The approval of any policy or underwriting insurer shall be obtained from the IOC and the IPC.

7. Additional insureds

- The OCOG shall designate and maintain, at a minimum, the following entities as additional named insureds in all liability insurance policies listed in section I. Key insurance policies to be procured by the OCOG a) above:



- the IOC, as well as Olympic Broadcasting Services SA (OBS), Olympic Channel Services SA (OCS) and all other IOC Controlled Entities, including their respective subsidiaries (as defined in the HCC); the IPC, the Agitos Foundation and all other IPC Controlled Entities⁷; and
 - the Host NOC and NPC.
- All such additional insureds must be considered as third parties one towards the other (cross liability).

8. Failure to procure

- Should the OCOG fail to procure or maintain the policies of insurance required herein, then the OCOG grants to the IOC and the IPC the right to procure, or to have any IOC or IPC Controlled Entity or any third party procure on its behalf, any insurance policies at the OCOG's sole cost and expense. It is agreed and understood between the parties that the right granted to the IOC and to the IPC to procure said coverage on behalf of the OCOG or if the OCOG fails to comply with the procurement and/or maintenance of the policies of insurance required herein, does not impose any obligation (legal, financial or otherwise) on the IOC or the IPC to do so. The failure or refusal of the IOC or the IPC to procure or maintain said policies on behalf of the OCOG does not waive, diminish or reduce the indemnification requirements of the OCOG to the IOC or to the IPC. If the IOC or the IPC does procure and effect (bind) coverage for the OCOG, the latter shall be responsible for reimbursing the IOC or the IPC any premium, all fees and expenses invoiced to the IOC/IPC (or any third party acting on the IOC's/IPC behalf) by the IOC's IPC's insurance broker or the insurance company underwriting the insurance policies related to the placement of the OCOG's insurance contracts.

⁷ IPC Controlled Entities means the Agitos Foundation, the IPC Academy and any other entity existing at the time of the executive of the HCC or subsequently thereto, owned and/or directly controlled by the IPC, including all their subsidiaries and affiliates



BRS Annex 1

Operational Specifications for Broadcasting Services and Facilities

In order to deliver broadcasting services in line with the HCC - Operational Requirements and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Planning Phase

01. Broadcast master plan timelines and milestones

- Ensure strict adherence and timely progress to the broadcast master plan timelines (refer to BRS Annex 2 - Broadcast Master Plan – Timelines).

02. Venue planning process

- Manage the venue planning process related to broadcasting through the Broadcast Services area, including procedures, meetings, workshops and surveys, in full consultation and coordination with OBS.
- Make all original source Computer-aided Design (CAD), 3-D rendering files for the International Broadcast Centre (IBC) and venues (in English) available to OBS. These CAD files shall detail the various infrastructure requirements of OBS and RHBs for the Games broadcast. Develop and provide detailed CAD management procedures in agreement with OBS.
- Design all broadcast-related facilities and venue overlays based on information, specifications and guidance provided by OBS. These designs, both interim and final, shall be approved by OBS prior to implementation.
- Provide OBS with information about local health and safety regulations and requirements related to the IBC, the venues and OBS Warehouse. Specifically this must cover the construction and interior layout of the IBC. For the venues, it should address the broadcast compounds, announcer positions, camera platforms, specialty equipment (cable cam towers, 4 point systems, etc.) and food and beverage facilities.

03. Operational planning of venues

- Implement a consistent approach across venues and sports to operational venue planning including policies and procedures, provided in a timely manner, in conjunction with various OCOG areas and consistent with previous Games.
- Manage all broadcast-related venue operations processes, procedures and meetings in full consultation with OBS and submit any broadcast-related decisions to OBS for prior approval including Look of the Games.

04. Development of the competition schedule with OBS

- Coordinate the details and development of the competition schedule with OBS and relevant areas.



05. Venue access for OBS and RHB

- Establish a standard procedure to provide OBS and RHB personnel and vehicles with access to venues during the Planning Phase, based on operational needs.

06. Broadcaster meetings/briefings

- Participate in briefings/meetings with RHBs in which the OCOG and OBS update their plans for the Games and provide relevant information as needed by OBS.

07. Delivery of technology information/services

- Develop broadcast related information systems (real time results, timing data feeds, Commentator Information System [CIS], Olympic Data Feed [ODF], graphical virtual enhancement elements and any other technology information/services, subject to OBS specifications. Results, timing data feeds shall be integrated with OBS, to ensure reliability of the television graphics interface.

Games Operations Phase facilities and services - International Broadcast Centre (IBC)/Mountain Broadcast Centre (MBC) or secondary facility

08. Building/venue capabilities

- Provide an existing exhibition centre-type facility, new construction or temporary building in finished conditions that can be retrofitted, in a convenient location close to the competition venues and with proper access to public services (transport, accommodation, restaurants, etc.). A minimum of 10m of circulation space should surround the building.
- Submit any proposal for such buildings (either to be constructed or existing) to OBS for prior approval and ensure that the building complies with OBS's IBC building specifications, including those for the surrounding area.
- For the Olympic Winter Games, ensure that the proposed MBC or secondary facility also complies with OBS's specifications, including the operational needs for the surrounding area.



09. IBC/MBC requirements

- Ensure and provide:
 - general air conditioning/heating for broadcast operations use;
 - access to domestic/technical power;
 - existing floor space - levelled and graded (concrete and carpet);
 - cleaning/janitor services;
 - health and safety policies;
 - security services;
 - waste containers and removal of waste;
 - 24/7 user-pay food and beverage services for media;
 - clear ceiling height from the floor to the lowest of any services (clean headroom) to be a minimum of 9 metres, for a net area between 7,000 and 10,000 m² for the Games of the Olympiad and 4,000 and 7,000 m² for the Olympic Winter Games, where services include Heating, Ventilation and Air Conditioning (HVAC) ducts, cable trays and any other protruding





structural elements; for all other areas the clean headroom should be at least five metres.

- Games of the Olympiad – gross area of approximately 75,000m², with a net space of at least 55,000m², fully clean and conveniently shaped for the internal fit-out of broadcast facilities;
- Olympic Winter Games – gross area of approximately 43,000m², with a net space of at least 35,000m², clean and conveniently shaped for the internal fit-out of broadcast facilities; and
- for Olympic Winter Games, if an MBC/secondary facility is needed – gross area of approximately 9,000m², with a minimum net space of at least 5,000m², clean and conveniently shaped for the internal fit-out of broadcast facilities; gross area to include the internal fit-out of broadcast facilities for both OBS and the RHBs, as well as the necessary common areas for people circulation, welfare etc; minimum clean headroom in the facility should be five metres.

- Further details on these requirements are provided in the specifications that follow.

10. Possession, handover and services



- Take full possession of the facility and hand it over to OBS, allowing sufficient time for fit-out and overlay. Provide power, HVAC following OBS specifications, health and safety and security services as per the fit-out plan approved by OBS. The timing of this handover will depend on the type of facility but should be a minimum of 10 months before the Games of the Olympiad and no less than seven months before the Olympic Winter Games.



- Ensure that the MBC is made available no less than three months before the Olympic Winter Games. Any later dates shall be approved in writing by the IOC. Both facilities should also be considered as the IBC/MBC for the Paralympic Games unless otherwise agreed with the IOC and IPC.



- Ensure that the following minimum periods are allowed for move-out and retrofitting from the date of the Closing Ceremony of the Paralympic Games:



- a minimum period of two-and-a-half months for the Games of the Olympiad; and
- a minimum period of one-and-a-half months for the Olympic Winter Games.

11. OCOG facilities and services

- Provide space that is dedicated to OCOG-provided facilities and services within the IBC and MBC, including common services and other areas such as telecommunications and power rooms. The OCOG shall define and deliver these areas and provide specifications to ensure that OBS can properly plan the entire facility.
- Provide OBS with all architectural and installation drawings of the building, for final approval of the space planning within the building.

12. Compound/satellite farm

- Provide space immediately adjacent to the main IBC and MBC buildings for compound operations/satellite farm, with unobstructed access to the satellite horizon, clear of any Radio Frequency (RF) interference, and ensure the delivery of the following:
 - technical and domestic power supply, backup (twin packs and Uninterruptible Power Supply (UPS) and distribution;



- at least two cable paths from compound/satellite farm to the interior of IBC and MBC with geographical diversity and secure above-ground cable path implementations (e.g. cable bridges and cable trays); when inside the IBC/MBC, the cable trays should be geographically diverse (and for the sole usage of telecommunication cables) until the designated area inside OBS technical rooms;
- cabins and temporary facilities similar to the broadcast compound:
 - o Games of the Olympiad – 6,000m² minimum;
 - o Olympic Winter Games – 4,000m² minimum; and
 - o MBC or secondary facility (for Olympic Winter Games only) – 1,000m² minimum.



The size and space requirements are dependent on the layout and specifications, according to each Games edition, OBS will minimise them wherever possible.

13. Loading dock

- Provide space within or adjacent to the building to provide the necessary truck staging areas, as well as loading docks for deliveries (pre-Games) and services (pre-Games/Games time/tear-down).

14. OBS Motorpool space

- Set up an OBS Motorpool office as the working and dispatching centre, from which light motor vehicles and their drivers are dispatched to support the transport operational needs of all OBS related user groups.
- Provide parking facilities for the Motorpool within or adjacent to the IBC/MBC structure (or where OBS deems necessary), with nearby office spaces (cabins if proper offices are not available). Detailed specifications about the main Motorpool and the satellite Motorpool(s) (if applicable) will be provided by OBS, .

15. Logistics services

- Provide complete logistics services to OBS and RHBs during the construction, load-in, Games time and load-out periods. These logistics services shall include management, personnel, Materials Handling Equipment (MHE)/service vehicles (forklifts, small delivery vehicles, pallet jacks, scissor lifts, golf buggies, etc.) and cartage.
- Provide a waste management plan in line with the OCOG sustainability strategy and sourcing and resource management plan.

16. Parking facilities and drop off areas

- Provide sufficient parking facilities for the exclusive use of OBS and RHBs (P5 parking code as specified in ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications) within or adjacent to the IBC and MBC structure (no more than 250m from the entrance). The specific minimum number of spaces shall be:



- Games of the Olympiad – 800 spaces;
- Olympic Winter Games – 600 spaces; and
- MBC (for Olympic Winter Games only) – 150 spaces.



The size and space requirements are dependent on the layout and specifications, according to each Games edition, OBS will minimise the requirements wherever possible.

- Provide an Electronic News Gathering (ENG) drop-off area, conveniently located near the IBC main entry (no more than 50m from the entrance), allowing easy access for equipment and personnel.

17. IBC/MBC security and access control

- Ensure and provide:
 - 24-hour site security (including compound/satellite farm, Guest Pass Office(s), parking and any other areas considered part of the IBC);
 - fencing/perimeter control, including agreed numbers of gates and doors for vehicles and pedestrians. Fences should also be capable of supporting cable as a means of a cable path;
- Security services/access control/asset protection shall be available from the day of handover to OBS, prior to the beginning of the OBS fit-out works, until after fit-out dismantling and the return of the building by OBS.

18. Cleaning and recycling operations

- Ensure and provide:
 - deep cleaning before delivery of each area and, after delivery, daily cleaning, trash collection and vacuuming in common areas (lobby, stairs, corridors, lifts, etc.) and private areas (OBS and RHB spaces);
 - all necessary waste and recycling containers (including food waste) and waste bins in all broadcast areas;
 - daily removal of all waste (packaging waste, plastic banding, wooden pallets, cables, etc.) from OBS and RHB installation throughout all phases to tear down;
 - regular cleaning of all toilets and all broadcast areas outside the building (satellite farm, motor pool, television tower/studios, guest pass office, temporary toilets, staging area, etc.); and
 - for Olympic Winter Games, the OCOG shall provide snow removal services on vehicle and pedestrian areas and accesses, including cabin roofs and temporary buildings located outside the IBC.



19. HVAC

- Provide and operate an HVAC system that ensures appropriate working environment throughout the building, from the construction/fit-out phase through to tear-down. The HVAC system shall include water chillers, air handling units, exhaust fans, sound attenuators, fire dampers, grills and registers in finished spaces, horizontal high-level thermally insulated ductwork covering all the RHB and OBS areas, piping and Building Management Systems (BMS) control and monitoring systems.
- Provide redundancy of N+1 in Air Handling Units (AHU), chillers and pumps.
- Provide humidity control between 40-50 per cent relative humidity.
- Provide secure access for modifications to the horizontal ducting system for the required vertical extensions, if needed.



- Provide and operate an HVAC system that is sufficient to service the common areas of the building and all of OBS and RHB areas with or without ceilings, keeping temperature levels between 19-23° C and operating at less than 35 dB(a). If required, OBS shall extend the HVAC ductwork vertically to reach certain parts of the fit-out areas. Such vertical extensions will be part of the fit-out works. The horizontal ductwork, delivered as part of the IBC building, shall have evenly and densely installed spigots 400mm in diameter, with balancing dampers and be apart 3-4m, in order to be used for the purpose of this vertical extension.
- Guarantee the following noise levels inside the building before the delivery of spaces to OBS for fit-out (regardless of noise origin and taking into account any backup generator noise):
 - meet the maximum noise level requirements of NR-30, measured under the following conditions:
 - within the empty space available for the fit-out works, from measuring points spread across the entire empty area; and
 - when the spaces are ready to be delivered for the fit-out phase and with the HVAC fully operational, as per the Games operational needs.

20. Fire services and egress

- Ensure, provide and operate the fire prevention infrastructure as per the local code (fire/smoke detection, extinguishers, emergency announcement systems, etc.).
- Develop, in consultation with OBS, an integrated fire and major emergencies strategy compliant with local regulations. The strategy shall be made available before the design of the fit-out areas.
- Ensure that fire prevention services are provided, from the construction phase until tear-down, and are enhanced at Games time to include a 24-hour fire brigade on-site and central fire detection panel with amplifying panel. A sprinkler system, dry where required, shall be provided within the building. No low-level sprinkler system should be required for lower-level fit-out rooms.
- Coordinate with the fire authorities for any code variances for OBS constructed spaces due to the specialist nature of their intended use (broadcasting).

21. Power distribution for broadcast applications and operations

- Provide and operate all power and power distribution for all necessary loads for the broadcasting applications and operations for both OBS and the RHBs, including HVAC power. Such power shall be supplied from the grid with full redundancy (e.g. main and synchronised backup medium voltage power from geographically independent substations, with diverse cabling and automatic sub-second transfer switching).
- Ensure that IBC power usage requirements can be considered the vector of three discreet constituents:
 - the power required to support broadcasters' operations (available for distribution to RHBs and OBS);
 - the power required for the HVAC of the broadcast areas (HVAC power); and
 - the power required to support the general IBC building services (house power).



- Ensure that, regardless of total building power load, a minimum of 10 MVA is available for distribution to RHBs and OBS as per their requests for the Games of the Olympiad and 6 MVA for Olympic Winter Games. The OCOG will also be responsible for calculating all other power required for HVAC and other general IBC building services as part of the house power load.
- Ensure that the full power for broadcast loads described previously, including HVAC power, is locally backed up by standby twin pack generators. Generators and interconnection switchgear sets shall be able and configured for automatic and manual synchronised engagement and disengagement with the grid power. All medium to low voltage transformers shall be available with N+1 or N-1 redundancy. By-passable isolation transformers are required for all the technical power distribution.
- Deliver power for the use of OBS and the RHBs in a number of strategically placed power rooms via a number of demarcation panels, provided by the OCOG and in accordance with the specifications provided by OBS. Specifications regarding the location of the power rooms and the configuration of the demarcation panels shall be provided by OBS.
- Provide UPS for the OBS technical loads.
- Ensure that the backup generator operating procedures are implemented as determined by OBS.
- Ensure that a refuelling plan than can support continuous operations for the whole IBC in the case that the stand-by generators will operate for very long periods even covering the whole duration of the Games, should there be such a need.
- Ensure that power supply and delivery for the MBC (for the Olympic Winter Games only) is designed, implemented and operated following the same principles as the IBC, but scaled according to size.



22. Cable paths and infrastructure

- Provide all infrastructures to cable and cable paths (i.e. information technology, telecommunications, CATV, cable path to the main press conference room in the Main Press Centre [MPC]).
- Ensure the provision of a secondary grid, fit for purpose, as specified by OBS.
- Deliver the necessary cable path designs, infrastructure and installations, under the overall coordination and approval of OBS.

23. General telecommunications specifications

- Provide the general telecommunications services for RHBs operational needs through the Directory of Services (DOS), at users' cost.
- Ensure appropriate mobile phone and operational radio coverage throughout the IBC, via an appropriate in-building antennae system or equivalent.

24. Broadcast telecommunications fibres

- Provide all the optical fibre strands (the "Broadcast Telecommunications Fibres Network") required by OBS for the establishment of the broadcast telecommunications network to service the different



- competition and non-competition venues.
- Deliver the fibres as dedicated fibre cables to the demarcation points. The demarcation points for each venue will be identified by OBS and shall be provided by the OCOG.
 - Install, terminate, test and make available the fibres in full accordance with the technical and operational specifications provided by OBS. Provide maintenance and repair in the event of fault after the handover to OBS.
 - Ensure that each venue is accessed by at least two fully geographically diverse and fully redundant set of fibre optic cables installed in underground and geographically diverse conduits from origin to destination. The connections between each venue and the IBC/MBC and between the IBC and MBC are implemented by at least two geographically independent and redundant sets of cables that follow fully geographically diverse paths from origin to destination. The individual fibre strands that are used as part of the broadcast telecommunications network are only spliced and not patched and are installed in underground conduits, following international telecommunication practices.
 - For venues that are in fibre cable distances that exceed the 120 km, in any of the two fibre paths, provide an equivalent active transport solution of adequate bandwidth for the transfer of all the OBS and RHBs' broadcast feeds and data between that venue and the IBC, in a resilient and redundant manner, following OBS recommendations and specifications.
 - The Broadcast Contribution Network shall be fully operational during the final stages of planning and delivery, to dates agreed with OBS and throughout the entire operational phase.

25. Information Technology (IT) requirement

- Provide the following technology equipment
 - for all OBS areas (including Warehouse, IBC and competition and non-competition venues): OCOG must provide all technology (computers, printers, copiers, CIS, Info workstations and Info printers, telephones, internet connections(wired and wireless), etc.) including installation, operation and maintenance [these services are for OBS users only] and also some light provisions for future technologies
 - for common areas in the IBC: OCOG provides Info kiosks (Info work stations + printer), CATV, Video wall and Free-Wi-Fi
 - for common areas in the venues: OCOG provides CATV in the mixed zones that must include all OBS feeds for that particular venue and free Wi-Fi in the commentary tribunes and the mixed zones.

The needs of technology equipment will be based on previous Games allocation considering actual usage of the allocated equipment.

26. Look of the Games/signage

- Provide external and internal Look of the Games elements and wayfinding signage, including maps of internal flow, room designations, etc. The Look of the Games elements shall be in line with the overall Look of the Games strategy and promote a sustainable and cost-efficient approach.
- Ensure that the IBC is treated as a non-competition venue with a similar amount, size and quality of Look as other venues and incorporating specific OBS/RHB Look elements as specified by OBS.



- Ensure that Look includes any necessary painting of OBS office space, RHB studios, corridors, daily briefing room, IBC lobby, etc., based on OBS recommendations.
- Should OBS choose to develop an OBS specific Look of the Games, the production will be at OBS cost.

27. Furniture, Fittings and Equipment (FFE)

- Provide all FFE for common circulation areas, break out areas, restaurants, OCOG-provided areas and all OBS offices and technical areas, in accordance with OBS specifications and operational needs for all its offices and technical areas.
- Make FFE available to RHBs through the DOS (at users' cost).

28. Guest Pass Office requirements

- Provide a tent or office space, located as close as possible to the IBC entrance, to serve as a Guest Pass Office. If multiple Guest Pass Offices are needed (i.e. if there are multiple entrances) additional facilities (tent, space, etc.) will be needed. These areas shall be easily accessible for accredited and non-accredited personnel (including ramps for wheelchair access) as well as access for vehicles without Vehicle Access and/or Parking Permits (VAPP).
- Provide facilities, infrastructure and technology to suitably equip the office(s) including furniture and telecommunications equipment, power, lighting, air conditioning, heating, phones, wayfinding signage, internet access, local networking, computers, printers, CATV, security

29. Food service facilities

- Provide all of the food service facilities required, including coffee points in the IBC building (broadcast), food courts (press and broadcast) and à la carte restaurants, during the Planning and Games operations phases:
 - Early food and beverage services should be available from the building hand-over date to OBS and shall increase progressively based on broadcaster presence.
 - Post-Games food and beverage services should decrease progressively, according to occupancy numbers, until the end of decommissioning.
- Ensure that RHBs have the right to bring food and beverages for daily consumption into the IBC and MBC. RHBs have the right to have their own pre-cooked food delivered into their own IBC space at their own expense and following OCOG's delivery procedures.
- Submit a food service plan to OBS for approval.

30. OBS dedicated commissary at the IBC

- For the OBS dedicated commissary, provide all electro-mechanical infrastructure for the kitchen and dining area including main power panel, based build HVAC, kitchen ventilation and exhaust, water connection points and drainage points where required, construction lighting and construction power.



31. Integration of Building Management Systems (BMS)

- Provide all maintenance, facility and safety management of the building and its services, including the use of integrated BMS to monitor and control mechanical (including detailed environmental conditions in IBC areas), electrical (including grid power status and backup power status and operations), plumbing systems, safety systems etc.

32. Lighting

- Provide, from the beginning of the fit-out period, lighting to common areas and general overhead lighting for all areas reserved for the fit-out works, the building services areas and the IBC compound/satellite farm area and parking facilities. Areas without ceilings are covered by the OCOG's general lighting. General lighting should be a minimum of 400 lux.

33. Plumbing

- Provide water supply piping and soil/waste piping to locations such as restrooms, kitchens and other possible wet spaces including all IBC break areas, satellite farm and Motorpool.

34. Portable facilities

- Provide cabins, trailers, structures and partitioning complete with power, heating and air conditioning (19-23° C), etc.
- Provide office facilities in the compound/satellite farm and areas around the IBC and MBC to manage compound/satellite farm, motor pool operation and provide any overflow closed space facilities for OBS and RHBs.

35. Facilities and services in IBC and MBC

- Provide common facilities and services, including in particular:
 - banking services, Automated Teller Machine (ATM);
 - customs broker;
 - information desk, providing both Olympic Games-related and general information;
 - medical services (doctors and nurses), first aid, ambulance on stand-by;
 - news stand;
 - shipping and receiving services;
 - technology support;
 - telecommunications support;
 - transport information desk;
 - postal and courier services;
 - pharmacy;
 - restaurants/bars;
 - laundry service;
 - OCOG rate card office;
 - coffee shops; and
 - convenience store.



- Ensure that the start of operation for these facilities and services, and their rates, are approved by OBS. The minimum service levels shall be based on the expected RHB presence in the facility, with adjustments where necessary.



- Agree IBC (and MBC for the Olympic Winter Games) and MPC common service levels between OBS and the OCOG Press area.

36. CATV



- Provide CATV distribution infrastructure, the required equipment, monitors and installation for all common and other required areas within IBC and MBC (the MBC is for Olympic Winter Games only) to ensure those in the common areas can properly watch the broadcast coverage of the Games.

37. Daily briefing

- Provide sufficient space, power, furniture and podium for OBS to host daily briefings with broadcasters and cable paths to the IBC suitable for broadcast cabling.

Games operations phase – venues (competition and non-competition)

38. Broadcast compound space

- Ensure that each venue contains a broadcast compound to host OBS technical facilities and, within reasonable limits, unilateral RHBs' production vehicles. Such a compound should include the services and facilities consistent with levels at previous Games and in particular should have the following features:
 - delivery of the necessary power supply, including backup equipment (twin-pack generators and UPS) and other facilities and services;
 - compound space located as close to the Field of Play (FOP) as possible, to be fenced and able to accommodate the broadcast mobile units, trailers, generators, food and beverage and other facilities required for the Games broadcast;
 - the compound should be established within the overall Back of House (BOH) area of the venue and in close proximity to the areas of camera deployment within the venue and with short and easy access to those same locations;
 - space inside the compound should be sufficiently graded (hard standing, level, paved with proper drainage) to ensure proper pedestrian pathways and vehicle pathways;
 - mobile units and other facilities shall have easy access into and out of the compound;
 - operational vehicles shall have access 24/7 to the compound area; and
 - dependent on the venue, the generic size range shall be 2,000m² to 10,000m² (note: size could increase if the compound areas are shared with multiple venues).
- Further OBS requirements regarding the compound space include the following:
 - OBS mobile technical and production vehicles and other technical facilities including the Technical Operations Centre (TOC) where all video and audio interface with unilateral production facilities at the venue and where audio and video is distributed to the OCOG, including the handover of CATV, as well as services such as the splits for IF and sports presentation;



- RHB mobile technical, production vehicles and office trailers;
- OBS office space;
- food and beverage;
- storage;
- generators;
- restrooms, some of which are wheelchair accessible;
- Olympic Winter Games – heated facilities;
- number of toilets (ratio) as required by local legislation for both men and women;
- proper fencing;
- lighting;
- anti-lightning protection;
- security/24-hour access control;
- sanitation (sewage, grey water and potable water connections for food and beverage and toilets);
- trash containers and removal; and
- snow removal when necessary.



- On OBS request based on specific operational needs, secondary compounds may also be required at selected venues (i.e. outside race venues - marathon, walks, cycling road, etc. for the Games of the Olympiad; and alpine and nordic venues for Olympic Winter Games).

39. Provision of containers/cabins/trailers/tents

- Provide containers/cabins/trailers/tents to serve as offices, technical facilities, food and beverage facilities (dining and kitchen) and storage for OBS and RHBs as per OBS specifications.
- Provide weather protection covers for the Outside Broadcast (OB) vans for protection from the elements.
- Provide air conditioning and/or heating as per OBS specifications.

40. Furniture, Fixtures and Equipment (FFE)

- Provide FFE for all OBS offices, meeting rooms, dining and technical areas including printers, copiers and computers.
- Make available FFE to RHBs through the DOS (at users' cost).

41. Commentary Control Rooms (CCR)

- Provide a room, container or cabin in close proximity or adjacent to the commentary positions along with required FFE to serve as the CCR at each venue. These facilities shall all be secure, enclosed and acoustically insulated.
- Provide the CCR with the necessary power (from the same distribution for all broadcast loads - domestic with backup, technical and UPS), lighting, heating and air conditioning (19-23°C), and demarcation point. The size ranges of the CCRs shall be from 30-110m² depending on the venue.



42. Broadcast Information Office (BIO)

- Provide a room, container, cabin or tent in close proximity to the commentary positions (often adjacent to the CCR) to serve as the BIO. The BIO shall be secure and enclosed and shall require power, lighting, heating and air conditioning, FFE, CIS, wayfinding signage and INFO.
- The size ranges of the BIO shall be from 30-110 m² depending on the venue.

43. Technical and domestic power

- Supply and operate:
 - technical and domestic power with full-time back-up generators (twin-packs) for 100 per cent load, and UPS for critical equipment (OB vans, TOCs, CCRs), safety ground, technical power with filtering and common technical ground within the venue perimeter, or outside the venue perimeter, as long as this is used for the live television coverage in that venue;
 - Integrated power distribution to all broadcast areas, disconnect panels, power distribution boards, outlets, etc. as specified by OBS;
 - provision of fuel, refuelling and usage costs for backup generators (twin-packs); and
 - anti-lightning protection for the full compound area and any other exposed broadcast equipment in the venue.
- Supply and operate:
 - technical power: provided to all broadcast operations that require the utmost reliability (i.e. production and technical facilities, equipment racks, flash units, robotic cameras, uplink equipment, CCR, etc.);
 - domestic power: used for container/trailer/cabin office air conditioning, utility lighting, heating, food and beverage (both kitchen and dining facilities), concessions and various ancillary services; and
 - food and beverage domestic power connectors, to be agreed with OBS and be consistently applied across all venues.
- Provide and operate power in particular for the following facilities:
 - compound;
 - camera platforms/positions;
 - CCR;
 - commentary positions;
 - BIO;
 - mixed zones;
 - occasional presentation positions;
 - announce positions;
 - data and timing hub;
 - RF receive point;
 - specialty and robotic cameras; and
 - beauty camera locations.



44. Facilities and parking space requirements

- Provide sufficient parking space (P5) for OBS and RHBs, to be managed and allocated by OBS, to comply with the following:
 - The parking facilities shall be as close as possible to the venue/compound (no more than 250m from the media entry), accessible only by vehicles with appropriate access devices (VAPPs) .
 - The size and space requirements are dependent on the layout and specifications, according to each Games edition, but with the understanding that OBS will minimise the requirements wherever possible (previous Games actual use can be used for planning purposes). Parking can be located either outside or within the security perimeter, based on the distance to venue media entrance.
- Define and locate ENG drop-off points at each venue.
- If the distance between the security perimeter and the venue media entrance is extensive an ENG drop off point should be made available in front of the venue media entrance, inside the security perimeter.

45. Heating and air conditioning

- Supply heating and air conditioning to all broadcast areas identified by OBS in order to heat and cool these areas to 22-24° C.
- Provide heating for outdoor commentary cabin/booths for the Olympic Winter Games.



46. Cleaning

- Ensure and provide:
 - daily cleaning of all broadcast offices, cabins, temporary tents, technical rooms, waste containers and restroom facilities inside the compound;
 - all necessary waste and recycling containers (including food waste) and waste bins at an agreed point inside the broadcast compound;
 - daily removal of all waste (including packaging waste, cables, etc.) from OBS and RHB installation through all phases to tear-down;
 - regular cleaning of all toilets and all broadcast areas outside the broadcast compound: BIO, CCR, commentary positions (including windows), mixed zones, camera platforms, secondary compounds, etc. and
 - for Olympic Winter Games, the OCOG will provide snow-removal services on vehicle and pedestrian areas and accesses, including container/trailer roofs, camera positions/platforms and mixed zone.



47. Venues security and access control

- Ensure and provide:
 - 24-hour site security for the broadcast compound;
 - fencing/perimeter controls, including agreed numbers of gates and doors for vehicles and pedestrians. Fences should also be capable of supporting cables as a means of a cable path;



- access protection/control to all broadcast areas within the venue (i.e. compound, commentary positions, CCR, BIO, mixed zones, interview areas, camera positions/platforms), including proper access control for the venue during high-demand events:
- internal roaming/control points including all broadcast facilities throughout the venue and along courses (e.g. marathon, race walks, etc.).

48. Lighting

- Provide lighting of the highest quality at each competition venue for television and photographic coverage, to comply with the detailed specifications set out in the BRS Annex 3 - Specifications on Broadcast Lighting (applicable to both the Games of the Olympiad and the Olympic Winter Games).

49. Cable infrastructure

- Provide all broadcast cable infrastructure including poles, bridges, ducts, conduits, hooks, fences, messenger wire, trays, underground diverse conduits connecting TOC to metropolitan fibre networks, troughs, piping, culverts, core drilling, protection, maintenance, etc., as per OBS's specifications and approval, and delivered to all broadcast areas (compounds, offices, camera platforms/positions, microphone areas, etc.).
- Ensure that cable infrastructure is in place by the date specified by OBS's Games-time timelines for venue pre-cabling found in Annex 2:



- For some mountain venues, cable paths may be required to be installed during summer.

50. Beverage services

- Supply beverage services (soft drinks, water and coffee) to the broadcast compound, commentary positions, CCR and BIO.

51. Information technology operations

- Provide CIS and Info with individual printers for OBS broadcast areas, including production/technical facilities, offices, commentary positions, CCR and BIO.
- Provide the number of terminals depending on the size of venue, ranging from 10 – 30 CIS and Info terminals each – not including CIS for commentary positions.
- Provide computers and printers for all OBS venue spaces (Broadcast compound, BIO, CCR, etc.).

52. Olympic Data Feed (ODF) delivery to OBS areas

- Deliver the results and timing data feeds and/or ODF to OBS areas, as per OBS's specifications. In order to provide television graphic interface, the feed shall be delivered to mobile units and/or other areas, as specified by OBS. The services shall be delivered with appropriate redundancy including diverse cabling etc.



53. Telecommunications devices and services

- Provide the necessary telecommunications devices and services, including long-distance as if required (landlines, mobile, two-way radios) for communication during Games time. Provide landlines for venue operational offices and mobile phones for key venue management personnel, two-way radios, for OBS staff to communicate between the OBS crews and with the OCOG staff.

54. Public address feed delivery to OBS areas

- Deliver the public address feed to OBS areas to provide for the integration of the public address system into television audio. The system shall be balanced and adequately zoned so as not to interfere with the commentary positions, broadcast coverage (including announce positions) or mixed zones.

55. Commentary positions

- Provide commentary positions, built in accordance with BRS Annex 2 - Broadcast Master Plan – Timelines, to allow for appropriate setup and testing before the Games.



- Ensure that the commentary positions located at each venue have the best sightline to the FOP, with easy access to the CCR. Outdoor positions for the Games of the Olympiad shall be protected from sun and rain; for the Olympic Winter Games, they shall be enclosed.

- Provide protection devices as necessary to avoid glare etc.
- Ensure that commentary positions are equipped, constructed and serviced with:
 - a table and three chairs;
 - CIS terminal, where applicable with UPS;
 - desk lamp, when applicable;
 - power outlets for CIS, lamps, television monitors, etc;
 - beverage service;
 - waste removal and general cleaning;
 - telephones (by request);
 - cabling for all OCOG provided services; and
 - sun shades for all commentary position monitors.



- Ensure that commentary positions are sized and arranged as follows:
 - 2.0m x 2.0m (for all positions unless otherwise specified by OBS, except for at Olympic Winter Games outdoor venues);
 - 2.0m x 2.5m (for Olympic Winter Games outdoor venues);
 - the positions must be in cabins, to provide enclosed, acoustically isolated booths. Cabins may also be required for the outdoor venues for the Games of the Olympiad;
 - positions separated from each other by clear Plexiglas or plastic screen;
 - selected positions may also be equipped with a camera and require additional space;
 - adjacent positions may be combined to create customised shapes/sizes; and
 - account for a division of the commentary position for one or two persons.



56. Broadcaster seats

- Provide a small number of broadcaster seats located adjacent to the commentary positions, providing RHBs with the opportunity to work with or assist the commentators during the competition.

57. Camera positions/platforms

- Provide locations and infrastructure/construction for OBS/RHB cameras that provide clear sightlines and are reserved exclusively for the broadcasters, for which construction and seat removal may be required. The size normally required is 1.8m x 1.8m per position. Dedicated unilateral camera positions should be provided with power.
- Positions may be within venues, along courses or located outside venues (beauty cameras, RF receive points, etc.).
- Provide infrastructure for specialty camera (rail, cable, vertical) installation, including support structures, anchor points and rigging.
- Provide foundations demonstrably suitable for the forces imposed by OBS installations, scissor lifts, cherry pickers, cranes, etc. for certain broadcast positions that require maximum height. Provide geo-tech studies and all necessary permits and authorisations.
- Provide appropriately certified documentation for constructions by the OCOG for OBS use.
- Ensure that the required platforms are stable, constructed in accordance with OBS specifications, without vibration and separate from the temporary stands, with the necessary non-restrictive safety rails and meet all health and safety standards. OBS camera platforms shall be freestanding and physically separate from RHB camera platforms.


58. Mixed zone

- Provide an interview area at venues where athletes “mix” with the media to conduct interviews. These areas shall be located immediately adjacent to the FOP and have a venue backdrop. Television lighting power and Look of the Games barriers are required.
- Provide barriers/dividers to separate individual broadcasters; broadcast and press; and broadcast/press from the athletes as per actual use in previous Games.
- Ensure lighting for all booked positions and for mixed zones located in the FOP. For complete detail, refer to BRS Annex 3 – Specifications on Broadcast Lighting.
- Supply a sufficient number of television monitors with the CATV feed, as defined by OBS for broadcasters unable to view competition at selected venues.
- Television monitors require sun protection so that they can be viewed in sunny weather and rain protection for wet weather.
- For the Olympic Winter Games, provide rubber matting on all flooring to stop RHBs slipping on snow/ice while carrying heavy equipment.





59. Announce/Occasional Presentation Positions (OPP) /studios

- At each venue, provide an area for broadcasters to conduct presentations by their commentators with a view of the FOP. Positions should be adjacent to the commentary area and require lighting and power. The size and any potential construction requirements will be defined in line with actual use in previous Games.
-  • Announce platforms are typically 4m x 4m platforms. These positions, with a FOP view, are usually adjacent to the commentary positions in enclosed venues or on top of commentary booths in Winter outdoor venues.
- Occasional Presentation Positions (OPP) are similar to announce positions but include a lighting kit and have a slightly smaller footprint (2m x 4m).
- For indoor venues, studios could be converted from existing suites in the venue and are not necessarily adjacent to the commentary positions.



60. Water, sewage, drainage

- Provide drinkable water delivery and connections, appropriate waste water, sewage removal and drainage to agreed locations (normally to the external wall of the kitchen tent/s) in the broadcast compound.
- Provide connections, with agreed and consistent types across all venues connectors, to all toilets, OBS and RHBs food and beverage facilities within the compound.

61. Logistics service/support vehicles

- Provide dedicated and/or bookable service vehicles (4-wheel drive pickup trucks, cargo vans, snow cats, snowmobiles, 4-wheel gators, golf carts, quads of varying types which OBS shall define for operational needs, All Terrain Vehicles [ATV] etc.) for equipment load-in/load-out, movement and television coverage. Additional scissor lifts, cherry pickers, etc. shall be required for installations and cabling. The OCOG shall also provide MHE, a limited amount of which shall be dedicated to OBS, and logistics support for broadcast deliveries to the venues.
- Provide access and relevant logistical support for refuelling across all venues and sites, in and around the host cities.

62. Heliports

-  • For the Games of the Olympiad, provide one helipad near the sailing venue, two helipads within close proximity to the outside race courses (marathon, race walk, cycling road, etc.). Additionally, OBS may require airport parking space for OBS' fixed-wing aircraft.
-  • For Olympic Winter Games, provide one helipad at the mountain cluster and one helipad in the proximity of the IBC/warehouse.
- These facilities are required for equipment movement during set-up and competition with 24-hour access.



63. Look of the Games

- Design the Look of each venue taking into consideration broadcast needs (this includes the Look elements required in and around the FOP, as well as the Look elements required for other specific broadcast areas). Announce positions, ComCam positions and mixed zone should be considered to ensure their backdrop contains Look elements
- Provide the Look of the Games in close coordination with OBS.
- Submit the venue application plans for review and validation by OBS within the framework of the IOC approval process.

64. Sports presentation requirements

- Ensure that the use of theatrical lighting/audio is integrated with venue planning and coordinated with OBS and RHBs, taking into consideration the requirements for broadcast.
- Submit the lighting plans to OBS as per BRS Annex 2 – Broadcast Master Plan – Timelines and refer to BRS Annex 3 – Specifications on Broadcast Lighting for complete details on lighting specifications.

Games operations phase – other facilities and services

65. Warehouse/field shop

- Provide warehouse/field shop facilities for OBS, close to most of the Olympic venues and/or IBC, to store, assemble, test and stage equipment, as well as ship and receive goods. The facilities should include both internal and external space and respect the following specifications:
 - maintenance provisions shall be in place for all aspects of services that are contained in the facility for the entire period to support electrical issues, plumbing, building maintenance, IT, MHE, etc.;
 - space to be located within a shared OCOG facility with direct and separate access, complete with loading docks and an external yard according to OBS specifications (loading, parking space) and centrally located to the venues and IBC; loading docks to be equipped with levellers
 - design as a warehouse with a high roof and a single large open space that can be designed and fitted out to function as a warehouse and a field shop (including storage areas, offices, workshop areas, break areas dining facilities, changing rooms and sufficient toilets);
 - equip with normal utilities and services including HVAC at normal working levels (18-23° C) and with humidity control to properly store various sensitive broadcast equipment;
 - minimum size both for the Games of the Olympiad and the Olympic Winter Games: approximately 9,000m²; and
 - security (access control and asset protection) must be provided at least to the level required by the OCOG to comply with any "clean site" conditions, including Closed Circuit Television (CCTV) surveillance cameras for the entire area and 24/7 guard patrolling, with enhancements as may be requested by OBS for the protection of OBS assets.





- Additional requirements for this facility include:
 - technical and domestic power and distribution (with backup generator and UPS);
 - warehouse shelving and racking;
 - lighting;
 - perimeter fencing;
 - internal movable fencing that separates various areas inside the warehouse;
 - gypsum walls for all offices and technical areas where required;
 - service vehicles (forklifts, scissor lifts, trucks, golf carts, etc.);
 - all FFE required;
 - required telecommunications (service, usage and equipment for telephony, internet and broadcast telecommunications, i.e. video fibres, Wi-Fi, cabling), etc.;
 - IT equipment (such as computers, printers, Local Area Network [LAN])
 - cleaning services, waste management and recycling provided at various levels from the time of occupation of the building; and
 - parking and outdoor available space for storage containers.
- Conduct a full risk assessment of the facility based on the final construction drawings and following the completion of construction, and ensure that all permits are provided in accordance with applicable regulations and local law.
- Ensure that the fit-out of the building includes all health and safety elements necessary under applicable regulations and in compliance with the specifications communicated by OBS (wayfinding signage, emergency exits, fire suppression - extinguishers only etc.).
- Deliver the facility according to OBS timelines and based on detailed specifications provided by OBS.

66. Accreditation

- Provide pre-Games, Games time and post-Games (including transition) accreditation, supplementary devices (including those for high-demand events etc.) and any other access passes and devices necessary for personnel and vehicles to access the controlled venues (based on the supplementary device numbers, types and specification needs provided by OBS) as defined in ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications). The following elements shall be respected:
 - For RHBs accredited under the code RT, all accreditations, numbers and categories for RHBs shall be coordinated by OBS with the totals based on previous Games and RHB contracts.
 - Accreditations for personnel of RHBs, including contractors, suppliers, drivers, etc. shall be included in the RT allocation.
 - Host broadcaster: OBS staff shall be accredited under the code of “HB”. For planning purposes, a sufficient number of accreditations including those for support staff, shall be set aside.

67. Transport

- Provide media transport according to the transport-related requirements included in this document (see [Transport](#) section).



68. OBS transport services

- Provide Direct and Dedicated Services (DDS), to be used exclusively by OBS, to transport OBS personnel from their accommodation to venues and the IBC. The service level, developed based on OBS’s requirements and recommended policies, is dependent on the layout and specifications, according to each Games; OBS will minimise the requirements wherever possible (previous Games actual use can be used for planning purposes).
 - Service scheduling for competition days: two services at the start of each shift (from accommodation to venues) and also at the end of each shift (from venues to accommodation).
 - Service scheduling for non-competition days: one service from accommodation to venues and one service from venues to the accommodation provided each day according to the OBS crew daily working schedule.
 - On all days, schedules may change and require longer service hours. In these instances, the OCOG shall be flexible and work with OBS to ensure the required service parameters are met.
- Provide an agreed number of contingency buses for the DDS services. These may also, by request, be used for Ceremonies or arrivals and departures services. The dates of DDS operations shall follow the transport media system dates (-14 days/+3 days).
- A separate DDS Service Level Agreement (SLA) shall be produced by the OCOG for OBS final approval, following the same deadlines of the media transport planning.

69. OBS allocated vehicles

- Provide OBS with a number of vehicles for its exclusive use to enable smooth operations. The vehicle types and numbers are to be agreed between the OCOG and OBS, and should be consistent with previous Games provision.
- The estimated/planned vehicle numbers are listed in the table below and will be adjusted based on actual use of previous Games and local context:



Games of the Olympiad	275 – 325 vehicles
Olympic Winter Games	150 – 200 vehicles
Paralympic Games (Summer)	Approximately 70 - 80 vehicles
Paralympic Winter Games	Approximately 30 - 40 vehicles

- Produce VAPPs and provide to OBS for distribution to OBS and RHBS, based on previous Games provision, allocated in the following three primary categories: IBC, ENG and ACT (All Competition and Training venues). There may be additional and specific VAPPs required for Ceremonies, deliveries, compound access, etc.

70. Permits/licences

- Provide all working, construction, installation (including temporary) and occupancy permits at venues and the IBC (including health related and all the associated necessary permits required for food services).



71. Work permits/visas

- Ensure RHBs and OBS receive necessary planning and Games-time personnel work permits and visas, to be issued in an expedited and simplified manner, for a period beginning no later than one year before the Games and continuing until at least one year after the Games (in accordance with the HCC - Principles).
- Coordinate with the relevant authorities and obtain their guarantee that the application of labour laws and regulations of the Host Country for accredited persons will not prevent or hinder the performance by such accredited persons while performing their Olympic functions, in accordance with the specific needs and requirements of such functions.
- Provide assurances that foreign broadcasting companies may employ local personnel, outside the Olympic Identity and Accreditation Card (OIAC) validity period, without constituting a permanent establishment in the country within the meaning of the Host Country tax legislation.



72. Rooms for broadcasters' production teams

- Ensure the availability of 14,800 rooms for the Games of the Olympiad and 10,000 rooms for the Olympic Winter Games, for broadcasters' production teams.
- Within this allocation, provide the following rooms to accommodate OBS staff:
 - Games of the Olympiad – 4,000 to 4,500 single rooms with private (en suite) full bathroom; and
 - Olympic Winter Games – 2,500 to 3,000 single rooms with private (en suite) full bathroom.

73. TV studio building

- Provide a fully constructed and operational facility to house a number of RHB mid-sized studios (e.g. 50 to 100 m² each) and ensure that the following parameters are respected:
 - The design of such facility shall be based on specifications provided by OBS, with the final design and location approved by OBS before construction.
 - The number of RHB studios should not exceed 20. A multi-story construction shall be acceptable as long as the view provided is adequate for all studios and that elevators and vertical material lifting devices are provided.
 - The TV studio building shall have a back-of-house fenced area (compound, including cabins and tents) and be provided with a similar level of security and access as any internal venue location.
 - Power and HVAC shall be provided, in line with the venue/compound OBS standards. The OCOG shall also provide standard compound operational services (cleaning, janitor, etc.), as well as telephone, data circuits and CIS.
 - The TV studio building shall be accompanied by a number of stand-up positions with a similar view to the individual studios, either in close proximity to the TV studio building or as an integral part of the building; the back-of-house compound shall be shared. Stand-up positions shall be open but with a canopy, as well as lighting and power. An RF platform shall be provided as part of the roof of the building.



- The TV studio building should be erected in a location that allows for an unobstructed view towards an area of Olympic or Host City interest. A location close or adjacent to the IBC, inside the Olympic Park, or facing an iconic area of the Host City is preferred.
- Provide assistance with securing public space and relevant permits for OBS to setup/construct additional studio facilities in order for broadcasters to better showcase the Host City/Country.

74. Frequency coordination

- Organise and coordinate with the relevant authorities regarding the Games-time frequency allocations and coordination for cameras, microphones, air-to-ground communications, microwaves, satellites and general two-way communications.
- Provide assurances that adequate frequency spectrum is available for use by OBS and the RHBs during the Games, by provision of a frequency allocation simulation using data from the previous Games edition to ensure adequacy of available spectrum that will allow for a state-of-the art broadcast of the Games. This simulation should also include actual accurate frequency scan results from the venue locations.
- Using the simulation, provide a detailed plan to OBS for acquisition of the required frequency spectrum in cooperation with the relevant authorities, and if needed, existing spectrum licence owners that they may release radio spectrum temporarily for the needs of the Games.
- Accommodate OBS radio frequency requests, ensuring that OBS and RHB requests are satisfied and appropriately managed.
- Provide and operate a frequency request management system, capturing OBS and RHB frequency requests and facilitating approval processes.
- Provide accurate and timely feedback to OBS and RHBs regarding the progress of their frequency requests during the approval process.
- During Games time, provide and operate a frequency management system with responses to OBS and RHBs with frequency conflicts from both approved and non-approved sources including on-site attendance and local frequency scans.

75. Music rights clearance

- Provide clearance of musical rights for music to be used as part of International Television and Radio (ITVR) signals, such clearance to be provided in a timely manner so that RHBs can manage clearance in their own territories.

76. Graphics standards manuals and elements

- Provide manuals containing the various OCOG graphic specifications and requirements, in quantities defined by OBS.

77. Vendor Certification Programme (VCP)

- Ensure the availability of a VCP for OBS, RHBs and RHB vendors if required.



78. Venue rehearsals

- Conduct a full test of all systems during the rehearsal of the venue to include participation by Sports and Sports Presentation areas.
- Agree with OBS and all other stakeholders, during the Planning Phase, on the dates for the full dress rehearsals for all venues.

79. Filming policies and procedures in Host City and Co-Host Cities

- Submit generic filming policies and any required generic licences, or procedures to obtain licences, for OBS and RHB filming in the Host City and Co-Host Cities, to OBS for review and approval. This shall include assistance with licences and parking agreements for any state, local authority and selected private premises.



BRS Annex 2

Broadcast Master Plan – Timelines

Planning Phase timelines: key deliverables/milestones

	Responsibilities		
	IOC	OCOG	OBS
Seven years out: HCC signed by IOC and OCOG	X	X	
Six years out: Contacts initiated between OBS and the OCOG at G-72 months		X	X
<ul style="list-style-type: none"> OBS reviews OCOG's general Games plan: confirming IBC, optimisation of venues and resources (G –72 months) 		X	X
<ul style="list-style-type: none"> Initial brief on IBC (MMC) conducted (G –72 months) 			

Five years out	Responsibilities		
	IOC	OCOG	OBS
<ul style="list-style-type: none"> OBS begins negotiations for major elements required for the Directory of Services (DOS) (Part A – OBS) including broadcast telecommunications, furniture and for other key contracts required for production such as mobile units and production teams/crews and technical equipment, etc. (G–60 months) 		X	X
<ul style="list-style-type: none"> OCOG preliminary IBC plans (to incorporate basic broadcast requirements) (G–54 months) 		X	
<ul style="list-style-type: none"> OCOG and OBS agree contract (G–54 months) 		X	X
<ul style="list-style-type: none"> OCOG and OBS agree formal coordination structure/procedure with OBS. (G–54 months) 		X	X



Planning Phase timelines: key deliverables/milestones (continued)

Four years out	Responsibilities		
	IOC	OCOG	OBS
• OCOG Preliminary Venue Plans (to incorporate basic broadcast requirements) G-48 months. Update of IBC preliminary plan, v2.0		X	
• Health and safety guidelines need to be provided with the beginning of the venues planning phase (G-48 months) concerning construction, fit-out, bump in, operations, transitions and dismantling.		X	
• OBS continues negotiations for major elements required for the DOS (Part A – OBS) including broadcast telecommunications, furniture and for other key contracts required for production such as mobile units and production teams/crews and technical equipment, etc. (G-48 months)		X	X
• OCOG/OBS CAD revisions procedures agreed and in place (G-48 months)		X	X
• OBS conducts initial venue surveys and reviews (G-46 months)		X	X
• First Venue Survey Report produced by OBS and confirmed by the OCOG (G-44 months)		X	X
• OBS Preliminary Production Plan in place (G-44 months)			X
• OCOG provides block plans of accredited seating. Working group is established. (G-42 months)	X	X	X
• Preparations for first World Broadcaster Briefing (WBB). The following items must be developed and included as OBS and OCOG deliverables a minimum of eight weeks in advance of the WBB; (G-38 months):		X	X
– initial detailed venue plans; compound locations/sizes, commentary positions, mixed zones, multilateral camera positions (G-38 months)		X	X
– Draft IBC Master Plan in detail to allow for RHBs space allocation and first version of IBC fit-out and operations plan (G-38 months)		X	X
– an introduction to logistics, accommodation, accreditation, transport (G-38 months)		X	
– technology - IT (CIS, Info, RF) and telecommunications (G-38 months)		X	
– initial power, lighting plans (G-38 months)		X	X
– other general information (G-38 months)		X	X



Planning Phase timelines: key deliverables/milestones (continued)

Three years out	Responsibilities		
	IOC	OCOG	OBS
OCOG gathering source/pricing information in order to prepare/develop their respective parts of the DOS (elements of Part A, all of Part B). OCOG to supply necessary information for the DOS (G-36 months)		X	
• OBS conducts first World Broadcaster Briefing (G-36 months)		X	X
• OBS starts unilateral meetings and surveys with RHBs /G-36 months)		X	X
• Broadcast telecommunications contribution fibres master plan compiled and presented by the OCOG to be approved by OBS (G-36 months)		X	X
• OCOG provides first draft of competition schedule (daily competition schedule w. medals.) to OBS for review (G-33 months)	X	X	X
• OCOG provides the session competition schedule to OBS for review (G-30 months)	X	X	X
• OBS/RHBs initial estimation of broadcast accommodation requirements (G-28 months)		X	X
• OBS finalises negotiations for major elements required for the DOS (Part A – OBS) including broadcast telecommunications, furniture and for other key contracts required for production such as mobile units and production teams/crews and technical equipment, etc. (G-28 months)			X
• Preparations for first World Broadcaster Meeting (WBM). The following items must be developed and/or updated and included as OBS and OCOG deliverables a minimum of eight weeks in advance of the WBM; (G-26 months):		X	X
– Venue Plan (including detailed CADs/overlays) for compounds, commentary positions, mixed zones, camera positions, cable paths (G-30 months)		X	X
– Rate Card, Part A (OBS+OCOG) G-28; Part B (OCOG) (G-26 months)		X	X
– IBC Master Plan, including detailed executive designs (for new building) and updated operational plan or detailed gap works descriptions (for an existing building) (Winter: including MBC) (G-26 months)		X	X
– detailed logistics plans (accommodation, accreditation, transport) (G-26 months)		X	
– IT (CIS, Info), telecommunications, RF spectrum allocation and management plan (G-26 months)		X	
– power system design (IBC and venues) (G-26 months)		X	X
– broadcast lighting plan for all venues (G-26 months)		X	X
– specifications for FFE (G-26 months)		X	





Three years out	Responsibilities		
	IOC	OCOG	OBS
- specifications for Materials Handling Equipment (MHE) (G-26 months)		X	
- other general information (G-26 months)		X	X

Planning Phase timelines: key deliverables/milestones (continued)

2 years out - kick off for RHBs planning	Responsibilities		
	IOC	OCOG	OBS
• OBS conducts first WBM (G-24 months)			X
• High Level Design (HLD) of the cable containment solution for the Broadcast Contribution Network. Cable containment proposed specifications and layout from the venue perimeter to TOCs and CCRs. Dependency on OBS broadcast compound design and CCR location. OCOG shall align with OBS for the meeting point of the telecommunications backbone network at the venue perimeter. HLD approved by OBS (G-24 months)		X	X
• OCOG provides initial creative concept of Opening Ceremony to OBS (G-24 months)		X	
• First draft of broadcast brand guidelines for RHBs provided; these guidelines include final design of pictograms, pantones, draft of Look of the Games(G-24 months)		X	
• Service Level Agreement (SLA) (for both TM and DDS): OCOG submits PSLA draft to IOC/OBS for discussion/review (to OBS only for DDS PSLA) (G-24 months)		X	
• OCOG provides final competition event schedule to OBS for review (G-20 months)	X	X	X
• SLA (for both TM and DDS): OCOG submits Preliminary SLA final to IOC (to OBS only for DDS PSLA) (G-18 months)		X	
• Final design of Look of the Games including Field of Play (FOP) (G-18 months)		X	X
• Air space rules and regulations for helicopter coverage (G-18 months)		X	
• IF/sport presentation/Omega camera splits plus additional cameras (video adjudication and sport presentation) (G-18 months)		X	X
• OCOG provides final venue operational policies and procedures to OBS (G-16 months)		X	X
• Warehouse to be delivered to OBS for the Games of the Olympiad (G-16 months) and for Olympic Winter Games G-9 months)		X	
• OBS and RHBs confirm and secure their accommodation requirements (G-16 months)		X	X
• Broadcaster final unilateral requirements submitted to OBS (G-15 months)			X





2 years out - kick off for RHBs planning	Responsibilities		
	IOC	OCOG	OBS
• Final broadcast Games-time timelines (G-14 months)		X	X
• Final Broadcast Brand Guidelines for RHBs delivered (G-14 months)	X	X	
• OCOG to provide final cable path designs to OBS for review for all venues (G-14 months)		X	X

Planning Phase timelines: key deliverables/milestones (continued)

1 Year Out	Responsibilities		
	IOC	OCOG	OBS
• Detailed Design (DD) of cable containment solution for the Broadcast Contribution Network. Cable containment proposed specifications and layout from the venue perimeter to TOCs and CCRs. OCOG shall align with OBS for the meeting point of the telecommunications backbone network at the venue perimeter. Detailed design approved by OBS. (G-12 months)		X	
• First complete draft version of the Detailed Competition Activity Schedule (DCAS) for all sports is developed and provided to OBS for review (G-12 months)	X	X	
• SLA (for both TM and DDS): OCOG submits DSLA draft to IOC/OBS for discussion review (to OBS for DDS DSLA) (G-12 months)		X	
• OBS submits final unilateral broadcast requirements to OCOG (G-12 months)		X	X
• OCOG to provide OBS with preliminary script for Ceremonies (G-12 months)		X	
• Final WBM (G-12 months)			X
• OBS IBC fit-out construction starts; OCOG to provide fit-out related services (G-12 months)			X
• OCOG provides final accreditation and zoning plans to OBS (G-12 months)		X	
• Final sports presentation scripts and running order (G-12 months)		X	
• OCOG provides final supplemental device access control plans to OBS (G-10 months)	X	X	X



G- 9 months (minimum)	Responsibilities		
	IOC	OCOG	OBS
<ul style="list-style-type: none"> OCOG to provide certain services at the IBC (HVAC, power, IT, telecommunications, etc) related to the OBS move to their offices at the IBC at G-9 months 		X	X
<ul style="list-style-type: none"> Telecommunications video transmission – solution implemented (G-9 months) 		X	X
<ul style="list-style-type: none"> SLA (for both TM and DDS): OCOG submits final Detailed SLA to IOC (to OBS for DDS DSLA) (G-8 months) 		X	
<ul style="list-style-type: none"> Creation of a monitoring taskforce for Games time engineering, facilities and service deliverables. Taskforce to include all relevant stakeholders (OBS, Atos Origin, Omega, OCOG Technology and Venue Development areas) 	X	X	X



Broadcast Games-time timelines

As per agreed timelines, all items shall be delivered, installed and functional at venue level throughout the venue operational phase.

Games-time timelines: OCOG key deliverables	Responsibilities		
	IOC	OCOG	OBS
<ul style="list-style-type: none"> OCOG provides final I DCAS to OBS for review (G-6 months) 	X	X	
<ul style="list-style-type: none"> Delivery of the cable containment solution for the Broadcast Contribution Network from the venue perimeter to TOCs and CCRs. For the TOCs, the cable containment solution shall be entirely underground and with full geographical diversity and redundancy until the TOC location (1m apart). For the CCR, the solution will consist of underground and cable trays above ground and always with full geographical diversity and redundancy until the CCR location. (G-5 months) 		X	
<ul style="list-style-type: none"> OBS MBC Fit-out starts. OCOG to provide fit-out related services (G-5 months)(winter only) 		X	
<ul style="list-style-type: none"> Provide Media Transport Guide to OBS (G-4 months) 		X	
<ul style="list-style-type: none"> Venues exclusive use with all permits and licenses available (including RF) 		X	
<ul style="list-style-type: none"> Compound and venue security, access control and fencing installed. 		X	
<ul style="list-style-type: none"> Pre-cable paths and other cable paths available and accessible 		X	
<ul style="list-style-type: none"> Domestic and technical power available 		X	
<ul style="list-style-type: none"> Venue temporary buildings installed/operational (TOCs, offices, CCRs, BIOs, commentary positions), including shades, kitchens, dining tents, toilets, etc. 		X	
<ul style="list-style-type: none"> Venue IT (Voice + Data, CIS, INFO) installed/available including terminals/other equipment. 		X	
<ul style="list-style-type: none"> Venue trash removal/janitor services (Winter: snow removal) 		X	
<ul style="list-style-type: none"> Venues camera platforms built, powered and available. 		X	
<ul style="list-style-type: none"> Venues public address, results/timing feeds, FOP lighting, mixed zone lighting + Look of the Games installed/ready. 		X	
<ul style="list-style-type: none"> Media transport and broadcast parking available. 		X	



From a minimum of eight weeks out until the start of the Games of the Olympiad, and from a minimum of twelve to eight weeks until the start of the Olympic Winter Games) and continuing through the Games, all items must be delivered, installed and functional at venue level through the venue operations phase.



Games-time timelines: OBS key deliverables	Responsibilities		
	IOC	OCOG	OBS
• IBC operations start (Winter – MBC)		X	
• All IBC common facilities and services to be provided and operational (G-1 month)		X	
• Install, terminate, test and make available the Broadcast Contribution Network fibres in full accordance with the technical and operational specifications provided by OBS. Provide maintenance and repair in the event of fault after the handover to OBS. Handover to OBS is (G-3).		X	
• Venue cabling (OBS and RHBs)		X	X
• TOC installation and test at venues		X	X
• Technical equipment installation at venues			X
• Look of the Games installations			X
• RHB installations			X
• OBS mobile units arrival at venues			X
• OBS crew deployment			X
• Rehearsals		X	X



BRS Annex 3

Specifications on Broadcast Lighting

General

The requirements listed below will be further specified by Olympic Broadcasting Services (OBS) to the OCOG based on the concrete environment of the OCOG and further information supplied by the OCOG, or on the basis of other factors such as result of Test Events, or outcome of detailed lighting surveys.

The broadcast lighting at each competition venue must be of the highest quality for television and photographic coverage.

The following information outlines only certain generic broadcast lighting requirements. There are ongoing advancements in the art and science behind high-end broadcasting (of the nature required for the Olympic Games) and also the implementation of lighting for high-end sports competition. Thus it is almost impossible to fully project all of the exact requirements in terms of proper lighting for the best possible television coverage several years before the actual events take place. This does not, however, alter the significant importance that high-quality lighting has in ensuring the best possible live broadcast of the Olympic Games. The OCOG, in close cooperation with OBS, should take all necessary measures to ensure that the lighting at each competition venue is of the highest quality for television and photographic coverage. Thus, the provided specifications should be used as guidelines and guaranteed minimums whereas the final aim should always remain the best possible television coverage of the Olympic Games.

OBS reserves the right to instruct and approve final changes to installed lighting during live camera rehearsals or other suitable times required by the OBS.

Technical specifications and placement for lighting will also depend on the specific sports competition and venue itself and are to be established in consultation with the IF, OBS and Press Operations (photographers).

Additional theatrical lighting that may be required for some sports, events and Ceremonies will need to be fully agreed with OBS.

The lighting design must take into consideration the sport/discipline to be covered and the desired effect on the television production and photographic coverage without disturbing the sport/discipline activity.

Special care must be taken to match colour temperature in the case of venues where there is a mix of artificial light and daylight.

All indoor venues will need to be blacked out and no natural light shall be allowed to enter the venues.

These requirements and specifications cover the Field of Play (FOP), all areas in general where competition takes place or is initiated, temporarily adjourned or completed such as the athletes' entrance and exit routes (start houses, kiss-and-cry, etc.), the run-off area around the FOP, the spectators' area, the mixed zone, the occasional presentation positions, Victory Ceremonies area, venue dress and media conference rooms/areas.



Venue lighting designs that meet the OBS specifications provide a starting point for the proper creation of appropriate broadcast lighting plans. It is important that these designs are provided to OBS and subsequently reviewed before approval by OBS. After installation and commissioning, live Games-time OBS camera tests will then serve as the final and conclusive confirmation of the broadcast lighting.

FOP lighting

- The FOP broadcast lighting should approximate a television studio environment.
- FOP includes all the areas where the competition takes place. For television lighting purposes the FOP may extend beyond the area defined by the OCOG. Generally the 'lighting' FOP extends to either 1.0m or 2.0m outside the official marked competition area.
- The specification incorporates the production requirements of OBS and the Rights Holding Broadcasters (RHB). These are informed by extensive experience of delivering television coverage for past Olympic Games, the lighting requirements and specifications of IF and also other organisations with expertise in Lighting and Lighting for Television Coverage (e.g. Illumination Engineering Society of North America [IESNA], CIE [*Commission internationale de l'éclairage*/International Commission on Illumination], the European Broadcasting Union [EBU] etc.)
- All lighting performance criteria are the minimum required during the Olympic Games.
- The lighting shall remain unchanged throughout the Olympic Games competition schedule. No adjustments of any nature by the OCOG or the lighting designers or any other party are permitted.
- Light source: all lamps (bulbs) and/or LED light sources shall have a [correlated] colour temperature (Tk) of 5600 K and have a CIE Colour Rendering Index (CRI) Ra of ≥ 90 ; low wattage lamps are preferred. With the rapid development of television technologies, other metrics of colour quality for television (e.g. Television Lighting Consistency Index [TLCI]) should also be considered as an alternative to CRI which was originally developed for the human eye.
- Design calculation and measurements: Light levels (vertical illuminance) calculated to the cameras at 1.5m above the FOP; light levels (horizontal illuminance) on the FOP surface; all calculated/measured on a 2.0m grid.
- Minimum illuminance (light level): The minimum light level (vertical illuminance) at any point of the FOP is to be not less than 1,600 lux towards the main cameras and $\geq 1,200$ lux towards the four directions facing the sides of the FOP. In the special case of high speed cameras (High Speed Slow Motion [HSSM]), the vertical illuminance should be approximately 2,000 lux.
- High-definition television demands highly uniform light over the FOP surface and across the virtual vertical planes to the cameras.
- A maximum to minimum ratio not to exceed 1.5:1.
- A ratio of average horizontal to average vertical not to exceed 2:1.
- A minimum ratio of 4:1 vertical between the FOP and audience areas.
- A uniform colour temperature (example 5600 K) from all sources.
- A colour rendering index greater than 90 from all sources.
- Coefficient of Variation (CV) should be between 0.13 and 0.15.



- Uniform Gradient (UG) should be between 1.5 and 2.
- Good modelling with a suitable contrast between the subject and the background. In the case of flying athletes, the FOP and all the requirements that pertain, its lighting design should be considered as inclusive of the body of the flying athlete.
- Lens Flare and Glare: lighting equipment is to be positioned to ensure that the direct glare and reflected glare (“skip light”) off the ice or a polished floor towards the cameras is eliminated; and the reflected glare off the snow towards the cameras is minimised. The designed Glare Rating (GR) to be ≤ 40 for the cameras.
- Reflections of polished or icy FOPs: the luminaires (FOP and other lights within camera shot) are to be located such that their reflected image is not within the ice sheet or the polished floor with respect to the main cameras. Non-FOP lights should be suitably screened.
- If a stationary camera is within a zone made by horizontal lines 25° either side of the horizontal aiming angle of the luminaire and either:
 - the vertical angle between a horizontal plane through the luminaire and the camera lens is $< 25^\circ$; or
 - the luminaire is aimed $> 40^\circ$, then the luminaire shall be constructed, or fitted, with a glare-controlling device, such that the light-emitting area of the lamp is shielded from the camera’s field of view or fitted with barn-doors, louvres or similarly acceptable devices.
- Flicker-free or ‘tungsten-type’ technology for super slow motion of at least 600 frames-per-second along with Colour Rating Index (CRI) > 90 is mandatory for lighting of the FOPs in all venues, both indoor and outdoor. This should normally be achieved by the use of electronic ballasts or other high speed power supply systems for all sport fixtures, LED lighting or an equivalent alternative solution.
- Back-up of lighting: in the event of a power failure, primarily for athlete safety reasons, the IOC requires that the OCOG provide at least 50 per cent of the lighting backed up by an alternative source of power. OBS, in addition, requires the 50 per cent to be uniformly distributed across the FOP.
- Lighting operation: full live competition lighting available from two-and-a-half hours ($2\frac{1}{2}$ hours) before the start of competition, to be fully operational until 2 hours after competition.

Luminaries and aiming logic

- The luminaire (floodlight) elevation aiming angle (away from downward vertical) shall be $\leq 65^\circ$.
- Light should reach any point of the FOP from at least three directions.
- There is to be a clear path between any luminaire and any point of the total FOP – no structure or material (flags, banners, video boards etc.) to obstruct the light path.

Lighting for television coverage areas outside the FOP

- There should be at least two lighting control settings (corresponding to different zones) at each venue as a minimum requirement that will allow for significant flexibility during final adjustments. The FOP would be the first zone and the first 20 rows would normally be the second of these separate control zones.



- Spectator area: the average illuminance level, towards the cameras, over the first 12 rows shall be ≥ 25 per cent and ≤ 30 per cent of the FOP; and reduce uniformly beyond the 12th row to a minimum of 10 per cent at the last row.
- Run-off area (just around the FOP): the light levels outside the FOP or corral or FOP-surround shall reduce uniformly.
- Flags of nations, protocol and medallists' flags: the flags are to be illuminated.
- Start house; finish area; athlete FOP entrance/exit; warm-up area; kiss and cry; heat box; leader box; coaches' area; gun check; ski check; mixed zone; occasional presentation positions; studios, stand-ups and announcement positions; presentation platforms; medals dais; medallists' processional route and media interview/press conference room:
 - In general the requirement is for a minimum vertical illuminance $\geq 1,000$ lux towards the camera(s) but not less than the background. If cameras have to be placed a long distance from the covered objects/people (e.g. Press Conference Rooms) higher illumination will be required ($\geq 1,400$ lux). Details to be further defined by OBS for each specific venue.
 - The lighting to be operational at the same times as the FOP lighting.
- The lighting requirements for these areas may be adequately (and preferably) met by the venue FOP lighting (except back-of-house areas). Where this cannot be achieved the following are the requirements for additional lighting:
 - Luminaires shall be constructed or fitted with purpose-made glare controlling devices – snoot, louvre, barn door etc., and located/aimed such that the flashed area cannot be seen from anywhere on the competition area of the FOP; and such that to the main cameras, the luminaires shall appear to be “off”.
 - Luminaires should be fixed to the ceiling or building or to a truss suspended from the building in some way. Lights should not be mounted on floor-mounted 'light-stands'.
 - The lamps shall have the same colour temperature (Tk) and shall match, or be colour-corrected to, the Tk of the FOP and be within the International Engineering Consortium (IEC) and manufacturer's tolerances. They have a CRI (Ra8) of ≥ 90 and be from the same manufacturer and from the same production batch.
 - Low wattage lamps should be preferred
 - Incandescent lamps (tungsten halogen), if used, shall not be dimmed – run only at 100 per cent.
 - The lighting of these areas shall be pre-planned and fixed before the first day of competition. Additional portable or temporary lighting (stands, etc.) shall not be brought in and used during the duration of competition days.

Sports presentation lighting

Sports presentation lighting should not affect television coverage lighting, as specified herein. If transitions are required between television coverage lighting and some special sports presentation lighting, then these transitions should be undertaken out of the live coverage schedule and should not affect it.



Other lighting-related issues

Indoor venues

- Look of the Games elements should be suitably illuminated.
- Decorative lighting shall, as a general rule, not be the primary colours of light (Red/Green/Blue - RGB) when used over large areas (wash) or when used as a dominant saturated source.

Outdoor venues

- Shadows on the FOP should be avoided, day or night – in particular at or near the finish line.
- To alleviate shadow issues, lights may be required to be operational during outdoor daytime competition.
- Late afternoon finish or bad weather may require lighting of the finish line area at some daytime venues.
- Spill and obtrusive light – the choice of equipment, glare control and aiming logic shall meet the following:
 - Spill light control – light should be contained within the venue
 - Luminaire beam distribution at 10 per cent of maximum intensity in the vertical plane above the aiming angle (top of the 'field angle') shall be:
 - 10° below the horizontal; and
 - 100,000 cd.
- Luminaires should be fitted with louvres or other intensity limiting devices to restrict spill and obtrusive light.
- Apart from aerial sports, in principle the luminaires should be designed and installed such that there is no light projected above the horizontal.

Broadcast work areas

Additionally, safety/security/work lighting in all broadcast compounds and the Satellite Farms is required.



MED Annex 1

Specifications on Office Space for the IOC Medical and Scientific Commission, the IPC Medical Committee and IPC Anti-Doping Committee

IOC Medical and Scientific Commission

Offices and meetings rooms

The OCOG should provide offices for the IOC Medical and Scientific Commission base of operations in the Olympic Family Hotel (OFH) at the IOC expense, as well as in the Olympic Village Polyclinic, at the OCOG expense. The OCOG shall liaise with the IOC Medical and Scientific Director for full details of these office facilities

The proposed facilities in the OFH, including prices and locations, shall be submitted to the IOC for approval before entering into any contractual agreement.

- Requirements for IOC Medical and Scientific Commission offices in the OFH are as follows:
 - closed office for the Chairman of the IOC Medical and Scientific Commission, secure with Audio-visual (AV) privacy;
 - closed office for the IOC Medical and Scientific Director, secure with AV privacy;
 - office for the OCOG Chief Medical Officer;
 - working area for the IOC Medical and Scientific Commission secretariat; and
 - meeting room large enough to accommodate 20 persons.
- Requirements for IOC Medical and Scientific Commission offices in the Olympic Village Polyclinic are as follows:
 - office for the injury and illness surveillance to be located in quiet area; the room must include office desks to accommodate six persons of whom three will need workstations/computers with full access to both the electronic medical record system and the internet. Equipment to include Wi-Fi, a printer/scanner, and a television connected to the OBS stream;
 - meeting room near the entrance of the Polyclinic, easily visible to team doctors, large enough to accommodate six persons, with Wi-Fi and fax;
 - one room for the safeguarding officers near the entrance to the Polyclinic, easily visible to athletes and others;and
 - one office/reception with telephone and Wi-Fi and three work stations equipped with computers with full access to internet and printer.



Meeting rooms for NOC team doctors, physiotherapists and IF Medical Commission chairpersons



A meeting room should be scheduled for the NOC team doctors' and physiotherapists' meeting, to be held in the afternoon on the day before the Opening Ceremony and then repeated on the last Friday of the Games. This requires meeting space for approximately 400 individuals for the Games of the Olympiad, 200 for the Olympic Winter Games and 50 for the Paralympic Games, with appropriate language services and AV equipment required. This meeting room should be located in the Olympic Villages, for the convenience of the NOC team doctors and physiotherapists.

The IF Medical Commission chairpersons need to be provided with the necessary accreditation to access the Olympic Villages for these meetings and also for the education programme workshops.

Educational programme workshops

A meeting room, located in the Olympic Village Polyclinic, should be scheduled on a daily basis for workshops within the IOC Medical and Scientific Commission educational programme for NOC medical staff. Workshops require seating space for 30-40 individuals with an area for practical demonstration (sufficient space to allow for a minimum of three treatment plinths and adequate circulation space).

Ideally this room should be in a quiet area of the Polyclinic (an open area or corridor are not sufficient to provide a suitable learning environment).

Powerpoint projector and screen are required. Use of adjacent office facilities is required (for printing attendance certificates, etc.). For further detail, refer to the Olympic Games Guide on Olympic Family and Dignitary Services.



IPC Medical Commission and IPC Anti-Doping Committee

Offices and meetings rooms

The OCOG should provide offices for the IPC Medical Committee and the IPC Anti-Doping Committee in the Paralympic Village Polyclinic. The OCOG shall liaise with the IPC Medical Director and the IPC Anti-Doping Director for full details of these office facilities. The proposed facilities shall be submitted to the IPC for approval; they should include:



- two closed offices for the IPC Medical Director and the IPC Anti-Doping Director, each with a meeting table and four chairs;
- two closed offices for eight persons each for Paralympic Games (Summer) and five persons each for Paralympic Winter Games;
- one closed office for the IPC Medical Manager;
- one closed office for the IPC Anti-Doping Management Team for 3 persons; and
- one meeting room large enough to accommodate 15 persons.

All offices and meetings rooms should allow confidential discussions by ensuring AV privacy. Additionally, each office should provide Wi-Fi connection, be equipped with a working station connected to a printer/scanner and a television connected to the OBS stream. The working stations provided at the offices of the IPC Medical and Scientific Director, the IPC Medical Commission and the IPC Medical Manager should provide full access to the Electronic Medical Record system.



OFS Annex 1

Specifications on services for IOC offices, IOC Session venue and Olympic Club

The OCOG shall ensure that services listed in the table below will provided for:

- the Olympic Family offices if located outside the Olympic Family Hotel (OFH);
- the IOC Session venue if located outside the OFH, and
- the Olympic Club (OLC).

– assistance in research and contracting the appropriate space;
– assistance in obtaining the necessary permits (health, safety and operating permits);
– connection to general utilities (electricity, water, sewage, gas, air- conditioning, heating);
– connection to technology services (telecommunications, internet);
– cleaning/snow removal of the access roads to the site;
– waste collection services from the site perimeter;
– access control services and any addition to the 24/7 site's security infrastructure and operations in order to comply with the OCOG's/Host Country's security authorities' overall Games security plan, if necessary;
– parking/traffic management infrastructure and operations to accommodate the site's transport/access needs;
– wayfinding signage to access the site; and
– any other services to support the IOC operations as part of the OCOG's overall operating plans as agreed between the IOC and the OCOG.



OFS Annex 2



Specifications on services for IPC offices, IPC Governing Board meeting venue and Paralympic Hospitality Centre

The OCOG shall ensure that services listed in the table below will provided for:

- the Paralympic Family offices if located outside the PFH;
- the IPC Governing Board meeting venue if located outside the PFH, and
- the Paralympic Hospitality Centre.

– assistance in research and contracting of the appropriate space;
– assistance in obtaining the necessary permits (health, safety and operating permits);
– connection to general utilities (electricity, water, sewage, gas, air- conditioning, heating);
– connection to technology services (telecommunications, internet);
– cleaning/snow removal of the access roads to the IPC offices site;
– waste collection services from the IPC offices site perimeter;
– access control services and any addition to the 24/7 office space security infrastructure and operations in order to comply with the OCOG's/Host Country's security authorities' overall Games security plan, if necessary;
– parking/traffic management infrastructure and operations to accommodate the site's transport/access needs;
– accessible pathways to IPC offices, Paralympic Hospitality Centre and IPC Governing Board meeting venue
– wayfinding signage to access the site; and
– any other services to support the IPC operations as part of the OCOG's overall operating plans as agreed between the IPC and the OCOG.



PRT Annex 2

Specifications on Olympic Protocol

1. Flags and national emblems

All flags need to be produced according to IOC, NOC and IF specifications regarding colour, design and orientation. The quality of the material of the flag has to be appropriate for its use.

At Olympic venues, the OCOG Protocol area ensures that the flags displayed are accurate and reflect the specifications in the IOC Protocol Guide. The protocol area also manages issues such as damaged flags.

There are three flag sets for each venue:

- protocol set;
- participating NOC set; and
- Victory Ceremony set.

The details related to the use of sets and the display of flags are described in the IOC Protocol Guide.

All flags shall be displayed from the official opening of the Olympic Villages until the end of the Olympic Games. At the Olympic Family Hotel (OFH), flags shall be displayed from the official opening of the IOC offices.

Flag proportions

A standard 2:3 ratio (2 height x 3 length, e.g. 1.5m x 2.25m) is applied as the standard ratio for flags during the Olympic Games. All NOCs have consented to this proportion to comply with the Olympic Protocol. Any variation to this rule needs to be submitted to the IOC for approval.

Olympic flag

The Olympic Charter states that “the Olympic flag has a white background, with no border. The Olympic symbol in its five colours is located in its centre”.

At the Opening Ceremony of the Olympic Games, the Olympic flag is presented and raised in the stadium. At the Closing Ceremony, it is lowered in the stadium.

The Olympic flag is “handed over” during the Closing Ceremony from the current Host City Mayor to the Mayor of the next Host City. The flag remains the property of the IOC in trust to the city of the Olympic Games.

Protocol set of flags

The Protocol set of flags is composed of the following flags in order of precedence:

- Olympic flag;
- flag of the host nation; and
- flag of the OCOG/Local Organising Committee (LOC) or city (depending on circumstances).



Opening and Closing Ceremonies

During the athletes' parade at the Olympic Games Opening Ceremony:

- Greek flag;
- flag of each country in alphabetical order according to the language of the Host City with the IOC protocol order exceptions; and
- flag of the host nation.

The OCOG shall submit the order of flags to the IOC for its approval.

At the Olympic Stadium and Olympic Villages

- Olympic flag;
- United Nations (UN) flag;
- flag of the host nation
- OCOG flag;
- Greek flag; and
- national flags in alphabetical order according to the language of the Host City, with the IOC protocol order exceptions, followed by the flag of the host nation.

The OCOG shall submit the order of flags to the IOC for its approval.

Competition and training venues

During sports competitions, the flags are displayed as follows:

- Olympic flag;
- IF flag;
- flag of the host nation; and
- OCOG flag.

At the competition venues, only the flags of NOCs qualified to compete at that venue shall be displayed, in line with the protocol set. They shall be displayed from left to right in alphabetical order according to the language of the Host City, with the IOC protocol order exceptions. As host the flag of the host nation shall fly last in the set of participating NOC flags.

The OCOG shall submit the order of flags to the IOC for its approval.

NOCs flags are not displayed at training venues.

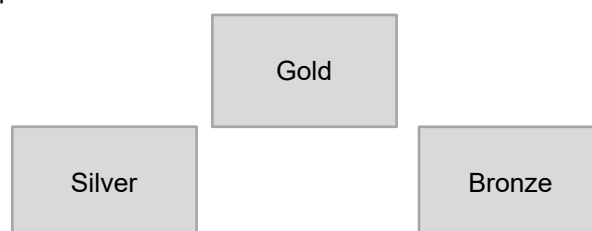


Olympic Family Hotels (OFH), Olympic Medals Plaza (where applicable, Winter Games), Main Press Centre (MPC), International Broadcast Centre (IBC) and airport

- Olympic flag;
- flag of the host nation; and
- OCOG flag.

Victory Ceremonies

For the Victory Ceremonies, all national flags, at both indoor and outdoor locations, are raised in their horizontal format. Flags shall be raised in the following formation when viewed from the athletes' position on the Victory Ceremonies podium.



If a tie occurs in an Olympic medal event, at the Victory Ceremony two flags may be flown from the same pole during Victory Ceremonies. The flags will be hung in the order provided by the sports results team. Two flags shall not be flown from the same pole under any other circumstances. Hanging details are specified in CER Annex 2 – Specifications on Victory Ceremony Staging and Announcement Scripts.

Opening Ceremony of the IOC Session

A protocol set of flags shall be placed on the stage, if possible behind or next to the podium where the official speeches are held.

Other IOC events

The OCOG shall provide the Olympic flag at IOC events, which includes the Executive Board (EB) meeting and the IOC Session.

2. Medals, diplomas, pins and commemorative gifts

The medals and diplomas distributed to athletes shall adhere to specific guidelines relating to their production, approval and distribution.

Individual sports

For the individual events, the first prize shall be a silver gilt medal and a diploma, the second prize a silver medal and a diploma, and the third prize a bronze medal and a diploma. Competitors placed fourth, fifth, sixth, seventh and eighth shall also receive a diploma, but no medal. In the case of a tie for a first, second or third place, each competitor is entitled to a medal and a diploma.



Team sports

For team sports, and for team events in other sports, each athlete member of the winning team is entitled to a silver gilt medal and a diploma, each such member of the second team to a silver medal and a diploma, and each such member of the third team to a bronze medal and a diploma. Prior to the Olympic Games and after consultation with the IFs concerned, the IOC EB shall decide the extent to which such athlete members shall include those athletes who have not taken part in at least one match or competition during such Olympic Games. The members of a team placed fourth, fifth, sixth, seventh and eighth shall receive a diploma.

If an Olympic athlete is disqualified (individual or team sport), his/her medal(s) and diploma(s) shall be returned to the IOC.

IOC copyright for medals

The OCOG shall ensure that a valid assignment of all rights, including Intellectual Property Rights (IPR) on the medals, designs, molds and other related elements, is made in favour of the IOC, which shall automatically be the recognised owner of such rights, including copyright. If the law of the country requires that an assignment shall be made in writing, the OCOG is obliged to draw up the necessary document and to submit it for signature to the IOC, who shall thereon be the sole holder of such rights as the OCOG will cease to exist soon after the Games.

Requirements for producing medals

Size

The medals shall be at least minimum 70 mm - maximum 120 mm in diameter and minimum 3 mm - maximum 10 mm thick.

Weight

The weight of each medal shall be 500-800 grams.

Material

The medals for first and second places shall be of silver of at least 925-1000 grade; the medal for first place shall be gilded with at least 6 g of pure gold. The medals shall be easily recognisable as gold, silver and bronze. The medals shall be of the same "finish", whether matte or highly polished.

The medals shall be protected by a stable, high-quality and long-lasting coating offering effective protection against abnormal wear and tear and in particular against corrosion, tarnish, flaking and/or peeling, discoloration and chipping.

A certificate attesting that tests have been duly carried out, prior to the production of the medals, to prove the efficiency of the coating of the medals against, but not limited to, the above listed defects shall be provided to the IOC at any time, on request of the IOC, including after Games times as necessary.

Mould

In principle, the medals shall be round in shape.

Ribbon

Each medal shall be provided with a ribbon to give the athletes the possibility to wear the medal around the neck. The ribbon could be decorated with the emblem and OCOG Look of the Games elements.

Special attention should be made in the production of the ribbon to ensure that it is resistant over time. Consideration should be given to using "double-stitching", high quality ribbon and ensuring the closing



mechanism, holding the medal in place, is re-enforced and secure.

Design

The same design applies for all medals. The design of the medals shall be in line with the vision and Look elements of the OCOG, reflecting its cultural and aesthetic elements but at the same time respecting and expressing the values of the Olympic Movement. The lines shall be simple and clean, and the text (engraved or in relief) shall be appropriate for the dimension.

Themes

Each medal shall include the following elements:



For the Games of the Olympiad:

- Front side (obverse):
 - Nike standing in the Panathinaiko Stadium; and
 - full name of the Games edition (Games of the (number) Olympiad).
- Back side:
 - name of the sport (or discipline as appropriate) and event; and
 - OCOG emblem.



For the Olympic Winter Games:

- Front side:
 - Olympic emblem; and
 - full name of the Games edition (number) Olympic Winter Games.
- Back side:
 - name of the sport (or discipline as appropriate) and event; and
 - OCOG emblem.

Before going into production, the text to be engraved on medals needs to be approved by the IOC.

Box

A box for the medals shall be produced by the OCOG. The design of the box shall be coordinated with the design of the medal.

It shall include a space for the medallist pin (produced and provided by the IOC at its own cost); the medallist pin will be placed by the OCOG in the corresponding medal box.

The design of the box shall be approved by the IOC.

The OCOG shall include in the box of each medal a card advising on how to preserve the medal. A one-year warranty, starting from the end of the edition of the Olympic Games concerned, shall be also included to ensure that damaged medals and boxes are replaced at the manufacturer's cost, in the event of any defect resulting from a manufacturing issue or any pre-existing condition before delivery by the manufacturer.

The IOC shall have the opportunity to carry out quality controls with the manufacturer throughout the various stages of medal production should it be needed.

Requirements for producing victory diplomas

Material/shape

The diploma shall be printed on a card of at least 4-ply quality. The format shall be "landscape".



Design

The look of the diploma shall be in-line with Look elements of the OCOG, simple and clear to read.

Text

The text shall include the following elements:

- Olympic symbol and edition of the Games;
- emblem of the Olympic Games;
- French, English and host nation official language (if neither French nor English);
- athlete's family name, followed by given name;
- name of the NOC that the athlete represents;
- sport, discipline and event name;
- signature and title of:
 - IOC President - lower left-hand side;
 - OCOG President - lower right-hand side;
- for 1st place - Olympic Champion and Gold medallist;
- for 2nd place - Silver medallist;
- for 3rd place - Bronze medallist; and
- positions from 4th to 8th place shall be indicated by - 4th place, 5th place, 6th place, 7th place and 8th place respectively.

Requirements for commemorative gifts

Commemorative gifts are presented to athletes during Victory Ceremonies. The selected commemorative gift shall be appealing to nations around the world. Sustainability needs to be a key consideration when designing and manufacturing this item. The packaging shall protect the gift on all segments of its journey. There cannot be commercial insignia on the gift.



For Olympic Winter Games, a collector edition of the mascot is presented for the Venue Ceremony, when the commemorative gift is presented during the Victory Ceremonies at the Medals Plaza (where applicable) and during Victory Ceremonies taking place at competition venues and during the Closing Ceremony. The mascot is also made available, after the Victory Ceremony, to the athletes who do not experience the Venue Ceremony.



PRT Annex 3

Specifications on Paralympic Protocol

1. Protocol order at the Paralympic Games Opening and Closing Ceremonies

The protocol order at the Paralympic Games Opening and Closing Ceremonies shall be the following, being understood that artistic segments may be interspersed between protocol elements:

- **Opening Ceremony**
 - Head of State (HOS) entry;
 - playing the national anthem and hoisting the Host Country's flag;
 - parade the athletes;
 - official speeches;
 - opening the Games;
 - raising the Paralympic flag and playing the Paralympic anthem;
 - swearing the oaths; and
 - lighting the Paralympic flame.

- **Closing Ceremony):**
 - HOS entry;
 - playing the national anthem and hoisting the Host Country's flag;
 - entry of nations' flags;
 - presenting the Whang Youn Dai Achievement Award;
 - introducing newly elected members of the IPC Athletes' Council and flower presentation to the volunteers;
 - lowering the Paralympic flag;
 - flag handover ceremony;
 - playing the national anthem and hoisting the national flag of the next Host Country (of the Games of the same nature);
 - next Host City artistic segment;
 - official speeches; and
 - extinguishing the Paralympic flame.

2. Flags and national emblems

All flags need to be produced according to IPC, NPC and IF specifications regarding colour, design and orientation. The quality of the material of the flag has to be appropriate for its use.

At Paralympic venues, the OCOG Protocol area ensures that the flags displayed are accurate and reflect the specifications in the Guide on Paralympic Protocol and Paralympic Family Services. The Protocol area also manages issues such as damaged flags.



There are three flag sets for each venue:

- Protocol set
- participating NPC set; and
- Victory Ceremony set

The details related to the use of sets and the displays of flags are described in the Guide on Paralympic Protocol and Paralympic Family Services.

The Protocol set and participating NPC flags shall be displayed from the official opening of the Paralympic Village until the end of the Paralympic Games. At the Paralympic Family Hotel (PFH) only the Protocol set of flags shall be displayed from the official opening of the IPC offices.

Flag proportions

A standard 2:3 ratio (2 height x 3 length, e.g. 1.5m x 2.25m) is applied as the standard ratio for flags during the Paralympic Games. NPC flags are traditionally produced in many different sizes and shapes. However, the flag protocol dictates that when massed in a display, all flags should be identical in size, to avoid that some flags could stand out more than others, against the Paralympic Spirit which promotes equality and mutual respect amongst nations. Any variation to this rule needs to be submitted to the IPC for approval.

Paralympic flag

As stipulated in the IPC Brand Book “The Paralympic flag shows the Paralympic symbol centred on a white background”.

At the Opening Ceremony of the Paralympic Games, the Paralympic flag is presented and raised in the stadium. At the Closing Ceremony, it is lowered in the stadium.

The Paralympic flag is “handed over” during the Closing Ceremony from the current Host City Mayor to the Mayor of the next Host City. The flag remains the property of the IPC in trust to the city of the Paralympic Games.

Protocol set of flags

The Protocol set of flags is composed of the following flags in order of precedence:

- Paralympic flag
- flag of the host nation; and
- flag of the OCOG/Local Organising Committee (LOC) or city (depending on circumstances)

Opening and Closing Ceremonies

During the athletes’ parade at the Paralympic Games Opening Ceremony:

- flag of each country in alphabetical order according to the language of the Host City with the IPC protocol order exceptions; and
- flag of the host nation.

The OCOG shall submit the order of flags to the IPC for its approval.



At the Olympic Stadium and Paralympic Villages

- Paralympic flag
- United Nations (UN) flag;
- flag of the host nation;
- OCOG flag; and
- national flags of the participating NPCs in alphabetical order according to the language of the Host City, with the IPC protocol order exceptions, followed by the flag of the host nation.

The OCOG shall submit the order of flags to the IPC for its approval.

Competition and training venues

During sport competitions, the flags are displayed as follows:

- Paralympic flag;
- IF flag;
- flag of the host nation; and
- OCOG flag

At the competition venues, only the flags of NPCs qualified to compete at that venue shall be displayed, in line with the protocol set. They shall be displayed from left to right in alphabetical order according to the language of the Host City, with the IPC protocol order exceptions. As host the flag of the host nation shall fly last in the set of participating NPC flags.

In the specific cases where the IPC functions as the IF, the Paralympic flag will take the place of the IF flag.

The OCOG shall submit the order of flags to the IPC for its approval.

NPC flags are not displayed at training venues.



Paralympic Family Hotel (PFH), Paralympic Medals Plaza (where applicable, Winter Games only), Main Press Centre (MPC), International Broadcast Centre (IBC) and official airport(s)

- Paralympic flag;
- flag of the host nation; and
- OCOG flag.



Victory Ceremonies

For the Victory Ceremonies, all national flags, at both indoor and outdoor locations, are raised in their horizontal format. Flags shall be raised in the following formation when viewed from the athletes' position on the Victory Ceremonies podium.



If a tie occurs in a Paralympic medal event, at the Victory Ceremony two flags may be flown from the same pole during Victory Ceremonies. The flags will be hung in alphabetical order (protocol name of the country) according to the language of the Host City, with the IPC protocol order exceptions from top to bottom. Two flags should not be flown from the same pole under any other circumstances. The only exception is for those sports that award two bronze medals as part of the competition format according to the respective IF regulations.

IPC Governing Board meeting

A protocol set of flags shall be placed in the meeting room.

3. Medals, diplomas, pins and commemorative gifts

The medals and diplomas distributed to athletes shall adhere to specific guidelines relating to their production, approval and distribution.

If a Paralympic athlete is disqualified (individual or team sport), his/her medal(s) and diploma(s) shall be returned to the IPC.

Individual sports

For the individual events, the first prize shall be a silver gilt medal and a diploma, the second prize a silver medal and a diploma, and the third prize a bronze medal and a diploma. Competitors placed fourth, fifth, sixth, seventh and eighth shall also receive a diploma, but no medal. In the case of a tie for a first, second or third place, each competitor is entitled to a medal and a diploma.

Team sports

For team sports, and for team events in other sports, each athlete member of the winning team is entitled to a silver gilt medal and a diploma, each such member of the second team to a silver medal and a diploma, and each such member of the third team to a bronze medal and a diploma. Prior to the Paralympic Games and after consultation with the IFs concerned, the IPC Executive Office shall decide the extent to which such athlete members shall include those athletes who have not taken part in at least one match or competition during such Paralympic Games. The members of a team placed fourth, fifth, sixth, seventh and eighth shall receive a diploma.



IPC copyright for medals

The OCOG shall ensure that a valid assignment of all rights, including Intellectual Property Rights (IPR) on the medals, designs, moulds and other related elements, is made in favour of the IPC, which shall automatically be the recognised owner of such rights, including copyright. If the law of the country requires that an assignment shall be made in writing, the OCOG is obliged to draw up the necessary document and to submit it for signature to the IPC, which shall thereon be the sole holder of such rights as the OCOG will cease to exist soon after the Games.

Requirements for producing medals

Size

The medals shall be at least minimum 70 mm/maximum 120 mm in diameter and minimum 3 mm/maximum 10 mm thick.

Weight

The weight of each medal shall be 500-800 grams.

Material

The medals for first and second places shall be of silver of at least 925-1000 grade; the medal for first place shall be gilded with at least 6g of pure gold. The medals shall be easily recognisable as gold, silver and bronze. The medals shall be of the same “finish”, whether matte or highly polished.

The medals shall be protected by a stable, high-quality and long-lasting coating offering an effective protection against abnormal wear and tear and in particular against corrosion, tarnish, flaking and/or peeling, discoloration and chipping.

A certificate attesting that tests have been duly carried out, prior to the production of the medals, to prove the efficiency of the coating of the medals against, but not limited to, the above listed defects shall be provided to the IPC at any time, on request of the IPC, including after Games times as necessary.

Mould

In principle, the medals should be round in shape.

Ribbon

Each medal shall be provided with a ribbon to give the athletes the possibility to wear the medal around the neck. The ribbon could be decorated with the emblem and OCOG Look of the Games elements. The Paralympic symbol should be featured on the ribbon.

Special attention should be given to the production of the ribbon to ensure that it is resistant over time. It is recommended to use “double-stitching” and high quality ribbon. Also the closing mechanism, holding the medal in place, should be reinforced and secure.

Design

The same design applies for all medals. The design of the medals should be in line with the Paralympic vision and the Paralympic look elements of the OCOG, reflecting its cultural and aesthetic elements but at the same time respecting and expressing the values of the Paralympic Movement. The lines shall be simple and clean, and the text (engraved or in relief) shall be appropriate for the dimension. Tactile elements should make the medal appealing for persons with visual impairments. The medals are decorated on both sides. It is important that the medal looks unique and distinct from the medals produced for the Olympic Games and previous Paralympic Games.



Themes

Each medal should include the following elements:

- Paralympic symbol (front side)
- OCOG Games emblem (back side)
- design elements (front and back side)
- name of sport or discipline as appropriate (back side or outer frame around the medal)
- official name of the Paralympic (Winter) Games in English and the official language of the host nation (front or back side)
- tactile elements to make the medal appealing for persons with visual impairment (front or back side) e.g., name of Host City and year in Braille

Before going into production, all medals' engraving text should be approved by the IPC.

Box

A box for the medals shall be produced by the OCOG. The design of the box shall be coordinated with the design of the medal and approved by the IPC.

It shall include a space for the medallist pin (produced and provided by the IPC at its own cost); the medallist pin will be placed by the OCOG in the corresponding medal box.

The OCOG shall include in the box of each medal a card advising on how to preserve the medal. A one-year warranty, starting from the end of the edition of the Paralympic Games concerned, shall be also included to ensure that damaged medals and boxes are replaced at the manufacturer's cost, in the event of any defect resulting from a manufacturing issue or any pre-existing condition before delivery by the manufacturer.

The IPC shall have the opportunity to carry out quality controls with the manufacturer throughout the various stages of medal production should it be needed.

Requirements for producing victory diplomas

Material/shape

The diplomas are printed on a card of at least 250g/qm or 4-pl quality. The format should be "landscape".

Design

The look of the diploma should be in line with the Paralympic (Winter) Games Look elements, simple and clear to read.

Text

The text shall include the following elements:

- Paralympic symbol and official name of the Paralympic Games
- Emblem of the Paralympic Games
- English and official language of the host nation
- Athlete's family name, followed by given name (e.g., Craven Philip)
- Name of the NPC that the athlete represents



- Sport, discipline and event name
- Signatures and title of
 - IPC President – lower left hand side
 - OCOG President – lower right hand side
- For 1st place – Paralympic Champion and Gold medallist
- For 2nd place – Silver medallist
- For 3rd place – Bronze medallist
- Positions from 4th – 8th place should be indicated by 4th place, 5th place, 6th place, 7th place and 8th place respectively

Requirements for commemorative gifts

Commemorative gifts are presented to athletes during Victory Ceremonies. The selection of the commemorative gift should take into consideration that athletes with upper limb impairments should be able to grasp the gift in a manageable way. Also, the gift shall be appealing to nations around the world. Sustainability needs to be a key consideration when designing and manufacturing this item. The packaging shall protect the gift on all segments of its journey. There cannot be commercial insignia on the gift.



VIL Annex 1

Specifications on NOC Office Space

Team office (team size 1 – 24)

To ensure NOCs can operate correctly, the OCOG must provide NOCs with the minimum requirements of Furniture, Fixtures and Equipment (FFE) including:

- desk and chair;
- table and four chairs;
- recycling bins;
- one computer with access to Info system;
- Telephone Olympic Network (free of charge)*;
- internet connection;
- climate control;
- one printer
- television with Olympic feed; and
- limited number of office consumables.

* The Olympic network telephone must have the capability for international, local and Internet connections (usage will be at cost to the NOC).

Team office (team size 25+)

The minimum requirements of FFE for team offices (team size 25+) include:

- desk and chair;
- four-drawer filing cabinet;
- climate control;
- television with Olympic feed;
- internet connection;
- Telephone Olympic network (free of charge)*;
- one computer with access to info system;
- recycling bins;
- lockable cabinet;
- coat rack;
- copier machine;
- one printer;
- limited amount of office consumables.

* The Olympic network telephone must have the capability for international, local and Internet connections (usage will be at cost to the NOC).

Meeting room

Meeting rooms should be equipped with:

- one conference table;
- eight folding chairs;
- blackboard or whiteboard with markers and eraser set;
- coat rack;
- recycling bins; and
- climate control.



Medical space

Each doctor's room and massage room should be equipped as follows:

Doctor's room	Massage room
- disposable paper cups	- disposable paper cups
- small refrigerator/freezer	- storage unit for ice
- climate control	- climate control
- at least 6 electrical power sockets	- at least 4 electrical power sockets
- enough direct light (ceiling)	- enough direct light (ceiling)
- wash basin (nearby)	- wash basin (nearby)
- pillows, blankets and towels	- pillows, blankets and towels
- disposable covers	- disposable covers
- trolley	- trolley
- examination table	- massage table
- movable partition	- movable partition
- chairs	- chairs
- locking drug cabinet	- large lockable cupboard to store tapes, bandages, dressings, etc.
- waste bins - standard and for recyclables	- waste bins – standard and for recyclables
- waste receptacle – hazardous	
- sharps disposable container	
- desk with drawers – lockable	

Medical spaces must be lockable and private. They should be provided with laundry services for towels, linens and blankets as well as with housekeeping and waste removal and the safe handling of medical waste and sharps. Ice machines must be readily available, usually at the Resident Centre and Polyclinic.

