



International
Olympic
Committee

OLYMPIC HOST CONTRACT OPERATIONAL REQUIREMENTS

October 2022 (with addendum)





OLYMPIC HOST CONTRACT – OPERATIONAL REQUIREMENTS

October 2022 (with addendum)

Addendum to the Olympic Host Contract – Operational Requirements – October 2022

The IOC is fully committed to contribute to the global efforts to address climate change and our climate ambition remains unchanged.

In order to increase transparency and emphasize the importance of reducing emissions, the IOC is changing the way that it refers to its commitment.

In recent years, the IOC has used the concept of 'climate positivity' to refer to its climate commitment. This term has now been replaced with the wording presented in this addendum, which better reflects our focus on reducing emissions. We believe that this is the most efficient approach to tackling climate change.

This document was first published in October 2022. It has been modified in August 2023 as follows to reflect the above change.

1. Sustainability, Impact and Legacy

Introduction

...

For the Sustainability, Impact and Legacy area, key success factors include:

- ...ensuring that the ~~climate-positive Games action~~ **OCOG's climate commitment** is positioned as a strategic priority for the OCOG and is fully integrated throughout the planning and staging of the Games;
- ...

SIL 14 - Greenhouse Gas (GHG) Inventory and Climate Action Plan

- In collaboration with the IOC and Host Country Authorities, establish a baseline GHG Inventory for the Games project, encompassing both direct and indirect emissions, using the [IOC's Carbon Footprint Methodology for the Olympic Games](#). This shall update the initial estimated footprint calculated pre-election.
- In collaboration with the IOC and Host Country Authorities develop and publish a detailed Climate Action Plan that will ~~ensure the Games are Climate Positive and~~ outlines the following:
 - the actions to ~~deliver climate positive Games (i.e. avoid, minimise, compensate (more than 100% of residual emissions) and influence~~ **minimize direct and indirect Games related carbon emissions;**
 - **the actions aiming at removing more carbon from the atmosphere than what the Games project emits;**
 - **the actions to encourage stakeholders to take climate action;**
 - the measuring and monitoring system to track GHG emissions;
 - any climate adaptation measures put in place for the Games;
 - the breakdown and details of baseline GHG emissions and revised GHG emissions. ~~and compensation plans/details.~~

23. Food and Beverage

FNB 04 - Provision of sustainable food and beverages

- In collaboration with the IOC and Host Country Authorities, develop and publish a Food Vision for the Games. This shall elaborate on the following themes:
 - ...;
 - environmental impact (to support ~~climate-positive Games obligation~~ **the commitment to minimise the Games carbon footprint**);
 -

26. Transport

TRA 01 - Olympic and Paralympic Transport Plan

- Develop and submit to the IOC and IPC for approval an Olympic and Paralympic Transport Plan that provides effective end-to-end service for all Games stakeholders and supports the OCOG's commitment to ~~climate positive Games~~ **minimise the Games carbon footprint**. The period between the end of Olympic operations and the start of Paralympic operations shall be also considered and planned.



27. Energy

Introduction

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 such projects~~ provide ~~lasting, low/zero greenhouse gas emissions~~ **low-carbon benefits** and ~~lasting benefits~~ as part of ~~delivering climate positive Games~~ **the OCOG's commitment to encourage stakeholders to take climate action.**

NRG 02 - Games Energy Council

- Ensure that the Host 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 and Paralympic venues. This Games Energy Council shall have the appropriate level of authority to define Games-related energy infrastructure projects, readiness beyond Business As Usual (BAU) 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 **carbon reduction and** legacy purposes ~~and sustainability opportunities, thereby contributing to the OCOG's commitment to encourage stakeholders to take climate action including contributing to climate positive Games.~~ This should be reflected in the Games-wide Governance Framework.

28. Technology

Introduction

...

Therefore, for an OCOG, the delivery of reliable, secure and seamless technology infrastructure and services is essential to:

- deliver a **more** sustainable and ~~climate-positive~~ **low-carbon** Games;
- ensure that technology solutions, critical for the success of the Games, are selected with a view to limiting risks and costs;

Erratum

VEN 09 - Protected natural areas and heritage features

- If the Host/OCOG proposes to locate a venue, facility and/or infrastructure ~~in, or~~ close to a protected natural and/or cultural heritage area, an independent assessment of environmental (flora, fauna, soil, water and ecosystem services) and/or cultural heritage (landscape, amenity, built heritage and archaeology) constraints, potential impacts, risks and mitigation requirements shall be undertaken and submitted to the IOC for approval.



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ACRONYMS

Acronym	Expanded acronym
AAA	Accommodation Allocation Agreement
AAF	Adverse Analytical Finding
ADRV	Anti-Doping Rules Violation
AF&F	Athletes' Friends and Family
AHU	Air Handling Unit
AIMS	Alliance of Independent Recognised Members of Sport
AIOWF	Association of International Olympic Winter Sports Federations
ANOC	Association of National Olympic Committees
ARISF	Association of IOC Recognised International Sport Federations
ASOIF	Association of Summer Olympic International Federations
ATM	Automated Teller Machine
ATO	Additional Team Official
ATV	All Terrain Vehicle
AV	Audio-visual
B2B	Business to Business
BAU	Business as Usual
BCO	Blood Collection Officer
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
CDRM	Complaints and Dispute Resolution Mechanism
CEO	Chief Executive Officer
CIE	<i>Commission internationale de l'éclairage</i> /International Commission on Illumination
CIS	Commentator Information System
CITES	Convention on International Trade in Endangered Species
CMO	Chief Medical Officer
CRAC	Computer Room Air Conditioning
CRI	Colour Rendering Index
CRM	Customer Relationship Management
CT	Computed Tomography
CTA	Centralised Technical Area
CV	Coefficient of Variation
D&O	Directors and Officers
DCA	Digital Cooperation Agreement
DCAS	Detailed Competition Activity Schedule



Acronym	Expanded acronym
DCCC	Doping Control Coordination Centre
DCO	Doping Control Officer
DD	Detailed Design
DDA	Different Discipline Athletes
DDP	Domestic Dignitary Programme
DDS	Direct and Dedicated Services
DIC	Difference in Conditions
DIL	Difference in Limits
DOS	Directory of Services
DPM	Delivery Partners Meeting
DRP	Delegation Registration Process
DSL	Detailed Service Level Agreement
DVD	Digital Video Disc
EB	Executive Board
EDE	Event Delivery Entity
EDP	Event Delivery Plan
EMR	Electronic Medical Record
EMS	Emergency Medical Services
ENG	Electronic News Gathering
EOP	Event Operations Plan
ET	End Title
FAO	Food and Agricultural Organisation
FCC	Functional Coordination Centre
FDRM	Final Delegation Registration Meeting
FFE	Furniture, Fixtures and Equipment
FOH	Front of House
FOP	Field of Play
FX	Foreign Exchange
GHG	Greenhouse Gas
GIS	Games Information System
GR	Glare Rating
H&S	Health and Safety
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
IDP	International Dignitary Programme
IEC	International Electrotechnical Commission
IF	International Federation
IMGA	International Masters Games Association
IOC	International Olympic Committee
IOPP	International Olympic Photo Pool
IOR	Infrastructure and Operations Roadmap
IP	Intellectual Property



Acronym	Expanded acronym
IPC	International Paralympic Committee
IPP	Internationally Protected Person
IPR	Intellectual Property Rights
ISTI	International Standard for Testing and Investigations
ISO	International Organisation for Standardization
ISPPPI	International Standard for the Protection of Privacy and Personal Information
IT	Information Technology
ITA	International Testing Agency
ITO	International Technical Official
ITVR	International Television and Radio
IUCN	International Union for Conservation of Nature
JIU	Joint Integrity Unit
JMPA	Joint Marketing Programme Agreement
JSF	Joint Steering Forum
KOP	Kit of Parts
KPI	Key Performance Indicator
LAN	Local Area Network
LED	Light Emitting Diode
LOC	Local Organising Committee
MBC	Mountain Broadcast Centre
MEOP	Model Event Operations Plan
MDC	Main Distribution Centre
MHE	Materials Handling Equipment
MMC	Mountain Media Centre
MOC	Main Operations Centre
MOOG	Mobile Operators Olympic Group
MOU	Memorandum of Understanding
MPA	Marketing Plan Agreement
MPC	Main Press Centre
MPCP	Marketing Partner Coach Programme
MRH	Media Rights-Holder
MRI	Magnetic Resonance Imaging
MS	Master Schedule
MT	Main Title
MV	Medium Volage
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
OBS	Olympic Broadcasting Services
OCOG	Organising Committee for the Olympic and Paralympic Games
OCS	Olympic Channel Services SA
ODF	Olympic Data Feed



Acronym	Expanded acronym
OECD	Organisation for Economic Cooperation and Development
OFA	Olympic Family Assistant
OFCH	Olympic Foundation for Culture and Heritage
OFH	Olympic Family Hotel
OHC	Olympic Host Contract
OIAC	Olympic Identity and Accreditation Card
OIS	Olympic Information Service
OPC	OCOG-produced Content
OPP	Occasional Presentation Position
ORIS	Olympic Results and Information Services
ORN	Olympic Route Network
OTR	Olympic Torch Relay
OVEP	Olympic Values Education Programme
OVP	Olympic Village Plaza
OZ	Operational Zone
P&P	Policies and Procedures
PA	Public Address
PCC	Protocol Coordination Centre
PFA	Paralympic Family Assistant
PFH	Paralympic Family Hotel
PHC	Paralympic Hospitality Centre
PIAC	Paralympic Identity and Accreditation Card
PJMPA	Paralympic Joint Marketing Programme Agreement
POE	Port of Entry
PoP	Point of Presence
PP	Presenting Partner
PQ	Power Quality
PR	Public Relations
PRN	Paralympic Route Network
PRIS	Paralympic Results and Information Services
PSA	Pedestrian Screening Area
PSLA	Principle Service Level Agreement
PTR	Paralympic Torch Relay
PVC	Pre-Valid Card
PVP	Paralympic Village Plaza
RADIO	Risk, Action, Decision, Issue, Opportunity
RF	Radio Frequency
RGB	Red/Green/Blue
RIC	Remote Interpretation Centre
RO	Responsible Organisation
RSI	Reote Simultaneous Interpretation
RTDS	Real-time Data System
RZ	Residential Zone
SBAM	Sports Based Allocation Matrix
SBWG	Seating Bowl Working Group
SDA	Same Discipline Athlete



Acronym	Expanded acronym
SDP	Sport Delivery Plan
SEO	Search Engine Optimisation
SGH	Stakeholder Group Hotel
SI	Simultaneous Interpretation
SIC	Sports Information Centre
SLA	Service Level Agreement
SME	Subject Matter Expert
SMP	Sustainability Management Plan
SMS	Sustainability Management System
SRS	Ski Racing Suppliers Association
SSOT	Single Source of Truth
T&C	Terms and Conditions
T&S	Timing and Scoring
TEAP	Technology Equipment Allocation Process
TEOP	Test Event Operations Plan
TER	Telecommunications Equipment Room
TLCI	Television Lighting Consistency Index
TOC	Technical Operations Centre
TOC	Technology Operations Centre
TOP	The Olympic Programme
TPC	Team Processing Centre
TSG	Travel Support Grant
TSP	Ticketing System and Service Provider
UAC	Uniform Accreditation Centre
UAS	Unmanned Aerial System
UG	Uniform Gradient
UN	United Nations
UNGP	United Nations Guiding Principles
UPS	Uninterruptible Power Supply
USD	United States Dollars
VAPP	Vehicle Access and/or Parking Permit
VAPPS	Vehicle Access and/or Parking Permit Scheme
VB	Video Board
VCP	Vendor Certification Programme
VD	Visual Dance
VDB	Venue Design Book
VERP	Venue Emergency Response Plan
VI	Visual Instrumental
VIG	Venue Integration Group
VIS	Venue Integrated Schedule
VLAN	Virtual Local Area Network
VMC	Venue Media Centre
VS	Visual Source
VSA	Vehicle Screening Area
VTIP	Venue Technology Implementation Plan
VUA	Venue Use Agreement



Acronym	Expanded acronym
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 Olympic Host Contract

This OHC – Operational Requirements document forms an integral part of the Olympic Host Contract (the “OHC”) for each edition of the Olympic and Paralympic Games.

The Olympic Host Contract is the contract concluded between the International Olympic Committee (the “IOC”) and the host of the Games (the “Host”), the National Olympic Committee of the Host Country (the “Host NOC”) and the Organising Committee for the Olympic and Paralympic Games (the “OCOG”).

The Host of the Games is in principle a city. However, in accordance with amendments made to the Olympic Charter in June 2019 to reflect the new approach to future host elections, the IOC may, where deemed appropriate, also elect several cities, or other entities, such as regions, states or countries, as host of the Games. This OHC – Operational Requirements document has been drafted based on the assumption that there is one host of the Games. In case there is more than one host (as per the relevant edition-specific Olympic Host Contract), this document must be read and understood accordingly and references to the “Host” shall apply in the same manner to each of the hosts for that particular Games edition.

The OCOG is the entity created by the Host 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.

The OHC 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 and the Olympic and Paralympic Movements. Taking the OCOG’s responsibility into account to carry out all operational aspects of the Games, the OHC – Operational Requirements focus on the delivery of the different Games-related requirements by the OCOG. However, a combined effort and close cooperation by the OCOG, the Host and the Host NOC, as well as Host Country Authorities or other delivery partners in the Host Country, having provided guarantees pre-election, are essential to the success of the Games.

The OHC 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. The Olympic Charter establishes the framework for the celebration of the Olympic Games.

b) General structure of the OHC for each Games edition

For each edition of the Olympic and Paralympic Games, the OHC 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:

- **OHC – Principles** related to that specific edition of the Games, including all appendices thereto. The OHC – Principles sets forth the general principles governing the relationship between the IOC, the Host, 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 Games. All provisions of the

OHC – Principles apply to the OHC – Operational Requirements. It is therefore important to read the OHC – Operational Requirements in parallel with the OHC – 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 OHC – Principles. All capitalised terms, which are not otherwise defined in this OHC – Operational Requirements document, shall have the meaning attributed to such terms in the OHC – Principles.

- **OHC – 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 election applies and is thereafter updated with any subsequent version of the OHC – Operational Requirements, as agreed between the IOC, the Host, the Host NOC and the OCOG pursuant to the change management mechanism described in the OHC – Principles. The OHC – Operational Requirements details a set of core elements to be delivered by the OCOG that provide appropriate conditions for Games stakeholders.

The OHC – Operational Requirements is also used by potential future Hosts to responsibly match their Games concepts to their own sporting, economic, social and environmental long-term planning needs.

- **Pre-election Commitments** (as defined in the OHC – Principles) made in relation to the relevant Host election.
- **Games Plan** (as further defined in the OHC – Principles) developed by the OCOG together with the IOC and, where it applies to the Paralympic Games, the International Paralympic Committee (IPC), to outline the key elements of its Games delivery. Building on the Pre-election Commitments, the Games Plan includes the key deadlines and milestones to be adhered to by the Host, the Host NOC and the OCOG of their obligations under the OHC, clarifies the roles and responsibilities of the OCOG's stakeholders and describes the main opportunities and risks related to the Games as well as the plans to realise the opportunities and address the risks. The Games Plan also details anticipated outcomes and means to achieve outcomes for each phase of delivery, which encourages organisers to focus in its early years on strategic elements (e.g. scoping, securing resources, public engagement and communication) before shifting focus approximately four years before the Games to detailed operational planning, readiness and operations. Before the Games Plan for a particular Games edition is finalised, the milestones and timelines included in the IOC/IPC generic Master Schedule (MS) provided by the IOC/IPC will apply.
- **Games Plan supporting strategies and plans** (as further defined in the OHC – Operational Requirements) developed by the OCOG to further detail and implement the Games Plan throughout the OCOG lifecycle and updated on a regular basis to ensure they remain current and relevant.

c) Other related agreements

The following agreements, all referred to in the OHC – 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 OHC – 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 OHC – 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 OHC or at a different date agreed between the IOC and OCOG, which governs the commercial 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.
- **Digital Cooperation Agreement (DCA)**, to be concluded between the IOC and the OCOG to further define their cooperation in the field of digital media.

d) Games optimisation

Optimisation aims to identify opportunities that foster a more sustainable Games and enhance Games delivery and experience, throughout the OCOG lifecycle.

This strategic direction was introduced following the recommendations of Olympic Agenda 2020, with the IOC Executive Board (EB) and IOC Session adopting the **Olympic Games:**

The New Norm in February 2018, containing over one hundred practical measures aimed at reducing the cost and complexity of the Olympic and Paralympic Games delivery model.

Olympic Agenda 2020+5 approved by the IOC EB and IOC Session in March 2021 builds on the achievements of **Olympic Agenda 2020** and guides the work of the IOC and the Olympic Movement through to 2025. Specifically, recommendation 2 “foster sustainable Olympic Games” relates to the delivery of the Games.

In May 2022, the **Final Report of the Coordination Commission for the Games of the XXIII Olympiad Tokyo 2020** identified key learnings from the delivery of the Olympic and Paralympic Games Tokyo 2020. Nine measures that reinforce the changing approach to Games delivery and provide direction to help deliver the Games were included in the report.

Updates to the OHC have been made to incorporate optimisation opportunities where appropriate throughout the document. A spirit of closer collaboration between Olympic Movement stakeholders is a key success factor to Games optimisation. Through the **Games Optimisation Group**, the IOC facilitates ongoing optimisation of the Games with input from all Olympic Movement stakeholders. On a regular basis this group will make recommendations for adoption by OCOGs.

e) Updated Games terminology

To reflect the new approach to future host elections, the Games terminology has been adapted. For Hosts elected after the amendments made to the Olympic Charter in June 2019 (i.e. for Hosts for the XXVI Olympic Winter Games in 2030 onwards), the former “Host City Contract” is named “Olympic Host Contract”.

For the purpose of Hosts elected prior to these amendments, and therefore having signed the “Host City Contract” at the time of their election, all references in this document to the “Host”, “Olympic Host Contract”, “Olympic Host Contract – Principles”, “Olympic Host Contract – Operational Requirements” and “Pre-election Commitments” shall be understood as references to the “Host City Contract”, “Host City Contract – Principles”, “Host City Contract – Operational Requirements” and “Candidature Commitments” respectively.

References to the “territory of the host city/region” throughout this document are to be understood as references to the geographical area controlled by the Host.

II. Paralympic Games

The IPC is the supreme authority of the Paralympic Games and has a mission to oversee the delivery 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 OHC – Principles, this OHC – Operational Requirements document and with the agreement between the IOC and the IPC for the relevant edition of the Paralympic Games (the “IOC/IPC Agreement”). This agreement includes the guarantees, conditions and principles to sustain the Paralympic Games as the pinnacle global sporting event for athletes with disabilities, organised by the OCOG and leveraging the infrastructure and services used for the Olympic Games. It specifies the commercial and media 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 planning of the Olympic and Paralympic Games should be integrated from the start. In consultation with the IPC, the facilities, goods and services provided for the Paralympic Games shall be scaled to the needs of Paralympic stakeholders.

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, including OBS, IPC, IPC Controlled Entities or other Olympic or Paralympic Games stakeholders (e.g. athletes, NOCs, National Paralympic Committees [NPC], International Federations [IF], and press, Marketing Partners, Media Rights-Holders [MRH], 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 OHC – Principles, the MPA, the DCA, 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 community, to ensure the same experience for everyone – regardless of whether someone has a disability.

IV. Structure and scope of this document

The requirements contained in the OHC – Operational Requirements are grouped by main activity streams and then 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 OHC. 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 provide the OCOG a complete understanding of each area, the majority of requirements address both Olympic and Paralympic needs. As a result, and unless otherwise specified to give clarity on key differences between the Games, requirements of a general nature contained in this document apply to



both the Olympic and Paralympic Games. In that regard, as further set out in the introduction of [Marketing Partner Services](#) section, 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.

V. Periodic updates of the OHC – Operational Requirements

The OHC – 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, optimisation of the Games to ensure sustainable delivery and to maximise the impact and legacy opportunities is an ongoing effort, which requires the IOC and IPC to periodically review and update the OHC – Operational Requirements.

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



IMPACT

1. SUSTAINABILITY, IMPACT AND LEGACY

Introduction

Sustainability, impact and legacy are the foundations that ensure the Olympic and Paralympic Games drive lasting benefits to the Host.

Sustainability encompasses three dimensions:

- environment – regarding climate; infrastructure and natural sites/biodiversity; sourcing and resource management/circular economy and mobility;
- social – regarding human rights; gender equality, diversity and inclusion; and
- economic – regarding local socio-economic development.

The strategic planning and delivery of actions in the three sustainability dimensions directly contribute to the creation and/or acceleration of a positive impact and legacy to the Host, prior to, during and after the Games. The terms legacy and impact are sometimes used interchangeably, and both refer to the outcomes and changes brought about by hosting the Games in the Host Country and for its population. Impacts can be positive or negative, immediate or long-term, while legacy is mostly used when referring to positive long-term impacts. Physical activity and sport participation is a core aspect of the Olympic and Paralympic Games impact and legacy.

Specific attention to the inclusion of persons with disabilities is needed and reflected in all sustainability, impact and legacy aspects throughout the Games lifecycle.

For the Sustainability, Impact and Legacy area, key success factors include:

- shared ownership and accountability by OCOG senior leadership and throughout all OCOG areas and, where relevant, selected entities after the OCOG's dissolution for the sustainability, impact and legacy Pre-election Commitments and Games objectives, collaborating closely with the Host and Host Country Authorities as well as with other delivery partners, including the IOC, the IPC, OBS, the Host NOC and NPC, and Marketing Partners;
- ensuring that the Games are planned and delivered in a way that seeks to prevent, mitigate and remedy any negative impact on the human rights of those whose lives could be directly or indirectly affected throughout the Games lifecycle in accordance with the [UN Guiding Principles \(UNGPs\) on Business and Human Rights](#);
- ensuring that the OCOG's climate commitment is positioned as a strategic priority for the OCOG and is fully integrated throughout the planning and staging of the Games;
- effective and transparent communication and ongoing engagement with any affected communities or individuals about environmental, social and economic challenges and response measures to understand and manage expectations; and
- systematic integration of gender equality and diversity considerations, in line with guidance from UN Women ([link](#)), throughout the planning and staging of the Games.

More information on the topics covered in this section is available in the Olympic Games Guide on Sustainability, the Olympic Games Guide on Legacy, the Olympic Games Guide on Sustainable Sourcing, the IOC Portrayal Guidelines, the Guidelines for Venue Legacy Planning and any cross-referenced documents listed within them.



Operational Requirements

In order to deliver a Sustainability, Impact and Legacy programme in line with the introduction above, with the [IOC Sustainability Strategy](#), the [IOC Gender Equality and Inclusion Strategy](#), the [IOC Human Rights Strategic Framework](#), the [IOC Legacy Strategic Approach](#), the IPC Legacy Principles and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

Sustainability, Impact and Legacy

SIL 01 - Materiality and Impact Assessments

- In collaboration with IOC and IPC, conduct Materiality and Impact Assessments that identify relevant areas of focus linked to hosting the Games in the national context and aligned with recognised international methodologies and standards.
- Address the following when conducting the assessments:
 - Environment: conduct an Environmental Materiality and Impact Assessment to identify, refine and assess the potential environmental issues that could affect the Games planning and staging of the OCOG and/or its stakeholders across the areas of climate, biodiversity/natural sites, sourcing and resource management/circular economy, infrastructure and mobility.
 - Social: human rights, safeguarding and gender equality, diversity and inclusion – with the support of an independent organisation with expertise in these fields, conduct a Human Rights and Gender Equality, Diversity and Inclusion Risk Assessment built on the Pre-election Commitments to identify and assess potential social risks and impacts linked to the delivery of the Games and in alignment with the UNGPs. Such an assessment shall pay additional attention to persons with disabilities.
 - Economic: conduct ex-ante impact assessments of the economic benefits for the Host and/or the Host Country and assess the opportunities of employment creation, based on the guidelines from the [OECD Framework for Measuring the Impact of Global Events](#).
 - Physical activity and sport practice: assess the level of physical activity and sport practice of the Host's population and identify barriers and opportunities. This should include access to Para sport and accessible facilities and programming.
- Submit the Materiality and Impact Assessments, including key methodological points and detailed results, to the IOC and IPC for review.

SIL 02 - Integrated Sustainability, Impact and Legacy Strategy

- Develop in collaboration with the IOC, IPC, Host NOC, Host NPC and Host Country Authorities an Integrated Sustainability, Impact and Legacy Strategy encapsulating the environmental, social and economic dimensions. The strategy shall take into account the views of all relevant stakeholder groups, especially the views of potentially impacted groups in accordance with the UNGPs on Business and Human Rights. The strategy shall highlight the areas of opportunity, maximise lasting positive impacts and be viewed as a detailed development and refinement of the vision, commitments and plans set out pre-election.
- Submit the strategy to the IOC and IPC for review before publication.

SIL 03 - Objectives and action plans

- In collaboration with the IOC, IPC, Host Country Authorities and other delivery partners, define the OCOG's objectives and priorities to achieve the strategy (see [SIL 02 – Integrated Sustainability, Impact and Legacy Strategy](#)) and to maximise positive impacts as well as manage negative ones.
- Provide specific action plans to meet these objectives. The action plans shall include all matters identified through the Materiality and Impact Assessments (see [SIL 01 – Materiality and Impact](#)

[Assessments](#)) conducted by the OCOG, as well as responsibilities, resource needs, impact mitigation and remedies.

SIL 04 - Governance and accountability

- In coordination with the relevant Host Country Authorities, develop appropriate governance structures and arrangements to oversee and account for the fulfilment of sustainability, impact and legacy requirements described [in SIL 02 – Integrated Sustainability, Impact and Legacy Strategy](#) and [SIL 03 – Objectives and action plans](#).
- Ensure that such governance structures are based on the elements listed below:
 - transparent mechanisms to resolve any potential issues in the implementation of policies, strategies and plans;
 - an appropriate audit and assurance programme to monitor compliance with sustainability policies, strategies and plans; and
 - coordination of communications and responses to issues.
- Establish a governance structure and long-term funding mechanism(s) to ensure the continuation of key social, sport, education and cultural programmes after the Games.
- Ensure that post-Games governance in the Host Country is operational in a timeline agreed with the IOC prior to the Games; such governance should be resilient to operational pressures and political changes.
- 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 to the IOC (and where appropriate the IPC) before their execution.

SIL 05 - Stakeholder Engagement Plan

- Based on the OCOG Engagement Strategy, put in place ongoing stakeholder engagement processes to identify impacts and to design appropriate response measures, informed by the perspectives and lived experiences of those who may be negatively and positively impacted by the delivery of the Games, or credible proxies for their views where direct engagement is not feasible, as well as input from expert human rights, gender equality, safeguarding and environmental organisations.
- Submit the Stakeholder Engagement Plan to the IOC and IPC for comments.

SIL 06 - Sustainability Management System (SMS)

- Establish an SMS that covers the key activities of the organisation that are material to delivering sustainable Olympic and Paralympic Games in line with the above-mentioned Integrated Sustainability, Impact and Legacy Strategy (see [SIL 02 – Integrated Sustainability, Impact and Legacy Strategy](#)).
- Ensure that this SMS is independently certified as being in accordance with the requirements of the standard International Organisation for Standardization (ISO) 20121: 2012 (or subsequent versions) at least two years prior to the Games.

SIL 07 - Human rights due diligence

- Develop and implement appropriate human rights due diligence processes that should be initiated as early as possible, as well as when a new activity or relationship is developed, informed by [SIL 01 – Materiality and Impact Assessments](#) and aligned with the UNGPs on Business and Human Rights.
- Establish ongoing engagement with potentially directly and/or indirectly affected groups to identify opportunities and risks and to design appropriate response measures. The use of leverage with



partners and involved parties, as needed, shall serve to prevent risk to people and the environment and play a role in enabling remedy(ies) for those whose rights may have been affected.

- Collaborate with the IOC in its evaluation of the effectiveness of the OCOG's human rights due diligence.
- Submit to the IOC regular updates about the OCOG's human rights due diligence, including updates on progress against the Human Rights Action Plan, potential and actual impacts identified, consultations with potentially impacted groups, grievances received and addressed, and any remediation measures taken.

SIL 08 - Grievance mechanism

- Develop and implement a mechanism to receive and address those human rights-related grievances and concerns that fall within the remit of the OCOG. The mechanism should align with the effectiveness criteria contained in the UNGPs on Business and Human Rights and take into account existing grievance mechanisms in the Host Country that may be relevant in addressing human rights-related impacts.
- Submit the draft of the grievance mechanism to the IOC for final comments and approval before publication.

SIL 09 - Public reporting

- In collaboration with the IOC, IPC and relevant Host Country Authorities, report publicly on the progress towards delivering the Sustainability, Impact and Legacy programme by means of at least two reports prior to the Games and two reports after the Games.
- Ensure that all reports conform to internationally-recognised reporting standards for sustainability, covering environmental, economic and social/human rights issues, in accordance with the [UNGPs' Reporting Framework](#) and the [OECD Framework for Measuring the Impact of Global Events](#).
- Submit the Sustainability, Impact and Legacy reports to the IOC and IPC for comments and approval before publication.

Specific impact and legacy requirements

SIL 10 - Post-Games impact and legacy planning

- In collaboration with the Host and relevant Host Country Authorities, as well as the IOC and IPC, develop and implement a Post-Games Impact and Legacy Plan that includes the following information:
 - projects, programmes and initiatives that will continue after the Games;
 - transfer of assets, sport equipment and Furniture, Fixtures and Equipment (FFE) to support legacy projects and programmes;
 - long-term preservation of Olympic and Paralympic records, archives, artefacts, memorabilia and other Games-related items; and
 - the intended post-Games use of Olympic and Paralympic brand properties.
- Submit the Post-Games Impact and Legacy Plan to the IOC and IPC for review.
- Conduct an ex-post economic impact assessment that includes direct, indirect and induced economic benefits for the Host and/or the Host Country and the actual employment creation/mobilisation. These should use the guidelines from the OECD Framework for Measuring the Impact of Global Events.

Specific human rights requirements

SIL 11 - Human Rights Policy commitment

- Ensure that a Human Rights Policy commitment is made by the OCOG, the Host NOC, the Host NPC and the Host as indicated within [Principle 16 of the UNGPs on Business and Human Rights](#). Specifically, the Host shall commit to protect the 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. This should include adequate and appropriate safeguarding measures to respond to any safeguarding issues concerning OCOG accredited persons, and be aligned with the [IOC Games time Safeguarding Framework](#) (for concerns related to accredited persons.)
- Submit the Human Rights Policy commitment to the IOC for review.

Specific gender equality, diversity and inclusion requirements

SIL 12 - Gender Equality, Diversity and Inclusion Action Plan

- Create a Gender Equality, Diversity and Inclusion Action Plan that addresses identified gender inequalities by removing barriers and proposing measures to promote gender equality among:
 - athletes (especially regarding safe sport, participation and portrayal),
 - International Federations (IF) (especially regarding participation, sport disciplines and competition schedules), and
 - the OCOG (especially regarding leadership, resource allocation, across Policies and Procedures [P&P], governance structures, workforce, athlete support, Olympic event formats, resources, legacy and impact).

Such an action plan shall identify opportunities for consolidating the Olympic Games as an effective global platform for promoting and accelerating gender equality.

- Submit the Gender Equality, Diversity and Inclusion Action Plan to the IOC for review.

Specific disability inclusion requirements

SIL 13 - Disability Inclusion Action Plan

- Develop a plan that applies a disability inclusive approach to both the Olympic and Paralympic Games, and legacy planning and delivery. With consideration of the identification, removal and prevention of barriers, the Disability Inclusion Action Plan can include areas such as employment, representation, service delivery, communications, customer experience, transport, infrastructure and technology.
- Ensure that, in the spirit of “Nothing Without Us” from the [UN Convention on the Rights of Persons with Disabilities](#), persons with disabilities, including Para athletes, are involved in both the development and implementation of the plan.
- Submit the Disability Inclusion Action Plan to the IOC and IPC for review.

Specific environmental requirements

SIL 14 - Greenhouse Gas (GHG) Inventory and Climate Action Plan

- In collaboration with the IOC and Host Country Authorities, establish a baseline GHG Inventory for the Games project, encompassing both direct and indirect emissions, using the [IOC's Carbon Footprint Methodology for the Olympic Games](#). This shall update the initial estimated footprint calculated pre-election.



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- In collaboration with the IOC and Host Country Authorities develop and publish a detailed Climate Action Plan that will outline the following:
 - the actions to minimize direct and indirect Games related carbon emissions;
 - the actions aiming at removing more carbon from the atmosphere than what the Games project emits;
 - the actions to encourage stakeholders to take climate action;
 - the measuring and monitoring system to track GHG emissions;
 - any climate adaptation measures put in place for the Games;
 - the breakdown and details of baseline GHG emissions and revised GHG emissions; and
 - Submit the GHG Inventory and Climate Action Plan to the IOC for final comments and approval before publication.

SIL 15 - Biodiversity Mapping and Implementation Plan

- In collaboration with the IOC and Host Country Authorities, establish a Biodiversity Mapping and Implementation Plan to set out how the Olympic and Paralympic Games will promote the conservation of biodiversity at Games venues. This shall include measures to avoid negative ecological impacts from Games-related activities and initiatives to improve conditions for biodiversity.
- Submit the Biodiversity Mapping and Implementation Plan to the IOC for final comments.



EXPERIENCE

2. SPORT

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 IF regulations and high performance;
- sports equipment that meets the technical requirements of the sport;
- efficient organisation of services to Olympic and Paralympic sport federations; and
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement HAT 01 Hospitality and ticketing governance.

The IOC, the IPC 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 a framework of cooperation with the IFs as part of the wider Event Delivery Plan (EDP) from the early stages of an OCOG's lifecycle to identify roles and responsibilities between the OCOG and IF;
- 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, the 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

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 the IOC. In any case, medals cannot be awarded and athletes cannot be eliminated from the Olympic Games prior to the Opening Ceremony.



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- Ensure that the duration of the competitions is between 9 and 12 days for the Paralympic Winter Games and between 12 and 14 days for the Paralympic Games (Summer), and is submitted to the IOC and IPC for approval.

SPT 02 - Organisation of sport competitions

- Deliver sports competition and training for the Olympic and Paralympic Games as per the rules and technical requirements established by the respective IFs in required areas including the following:
 - define and validate the locations, designs and operational plans for each competition and training venue;
 - procure the necessary types and quantities of equipment for competition and training purposes;
 - host the necessary IF pre-Games visits to contribute to the planning, monitoring, preparation and issue resolution prior to the Games; and
 - coordinate the creative concepts and logistical arrangements for 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 the sighting on the FOP for athletes and/or technical officials.
- Supply each training venue a modest package of signage (wayfinding), flags and banners that is in line with the Look of the Games to promote a sustainable and cost-efficient approach.

SPT 04 - Games-time training

- Agree with each relevant IF all technical requirements as well as the number and availability of training venues identified for use before and during the Olympic and Paralympic Games. An adequate level of services to be delivered to athletes during all training, shall be agreed between the OCOG and the respective IF and shall be delivered from the opening of the Olympic/Paralympic Village(s) (at the earliest) or at a later date agreed among the OCOG, the IOC/IPC and the relevant IF.
- Develop the training schedule and booking procedures available through the Sport Information Centre (SIC).

SPT 05 - 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.
- Ensure that the Recruitment and Training Strategy includes safe recruitment processes for all roles involving direct access to children¹ and other vulnerable groups to ensure the persons hired for these positions are suitable and do not pose a safeguarding risk to the participants.

¹ Child(ren) has the meaning given to this term under the UN Convention on the Rights of the Child, i.e. a human being below the age of eighteen years unless under the law applicable to the child, majority is attained earlier.

SPT 06 - Sport workforce training for the Paralympic Games

- Ensure that the Sport workforce (including volunteers) recruited for the Paralympic Games receives general training on the Paralympic Movement, the Paralympic Games, the sports and general disability awareness.

SPT 07 - Competition schedule

- Develop, in collaboration with the relevant IFs, OBS and IOC/IPC, the different levels of competition schedule for the Games, in line with the sport/IF regulations, with the athletes' experience as the priority and considering the sport/discipline's popularity, gender representation, city operations and the global broadcast audience.
- Following approval from the IFs and OBS, submit the competition schedule for the Olympic Games to the IOC and for the Paralympic Games to the IPC no later than two years before the Games. No version shall be published without OBS, IF and IOC/IPC agreement.

SPT 08 - Weather data

- For outdoor sports, annually provide venue-specific weather data (heat, air quality, water quality, etc.) that is collected during the competition season (Winter or Summer) starting no later than five years prior to the Games.
- Ensure that the collected data meets each IF's weather reporting needs as referenced in ORIS/PRIS documents.
- The weather service provider shall also provide overall weather data and metrics within the territory of the host city/region for use by Games Information System (GIS) and other data systems.

SPT 09 - Sport presentation

- In cooperation with each IF and OBS, develop sport-specific presentation plans, which build on the overall Sport Presentation Concept but are specifically tailored to the requirements and culture of each sport/discipline and the Host Country.
- For the Olympic Games, submit for review the following primary elements of the sport presentation to the IOC, the IFs and OBS: athlete focus, sport explanations, announcements and commentary, music/live entertainment; Video Board (VB) content and scoreboard animation.
- For the Paralympic Games, submit for review the following primary elements of the sport presentation to the IPC, the IFs and OBS: athlete focus, sport explanations (including classification), announcements and commentary, music/live entertainment; VB content and scoreboard animation.
- Develop a music library within the framework of both the "Olympic theme" and the sport-specific requirements (IFs' and athletes' possible contributions) for the Olympic Games, and within the framework of both the "Paralympic theme" and sport-specific requirements for the Paralympic Games. 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](#).
- Obtain a list or cue sheet of music to be played as part of the sports performance by athletes.
- In order for the OCOG to benefit from existing content, consult the IOC, IPC, OBS, Olympic Channel Services SA (OCS) and IFs at all stages of the development of video content for the in-venue VB.
- Provide OBS all broadcast feed requirements for the VBs.



SPT 10 - Broadcast camera and microphone positions on the FOP

- Obtain OBS' and the IOC/IPC'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/IPC.
- In the case of outdoor venues where removal of natural vegetation and trees is being considered, ensure that the OCOG Sustainability, Impact and Legacy area (and any relevant Host Country Authorities) is involved in the decision-making process.

SPT 11 - Broadcast feed requirements for IF, sport presentation, adjudication and live sport operation in the venue

- Provide OBS the summary of all broadcast feed requirements for IFs' official video adjudication (i.e. camera splits, programme feed, etc.), sport presentation, venue sport operation such as OMEGA monitoring and judging etc. For the sake of clarity, the costs of any specific technical feeds required by IFs shall be borne by the OCOG.

Sports equipment

SPT 12 - 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 13 - Provision of equipment for competition preparation

- Provide all equipment needed for the preparation of the FOP and sport areas (e.g. inflatable power boats and tractors) for the testing activities, training and the Games.
- Ensure that all sport equipment aligns with the OCOG sustainable sourcing requirements and that equipment lifecycles are optimised through reuse, repurposing and recycling strategies.

SPT 14 - Delivery of sports equipment

- In collaboration with the OCOG Logistics area, develop and implement an operational plan for the delivery of sports equipment from the official Ports of Entry (POE) to competition and training venues in a timely manner that meets the needs of the IFs, and submit the plan to the IOC/IPC for approval.
- Agree with the relevant IF and the IOC/IPC the access (number and level) to the athletes' areas needed to provide appropriate technical services assistance to the athletes by the sport equipment technicians (including World Federation of the Sporting Goods Industry [WFSGI] and Ski Racing Suppliers' Association [SRS]).

SPT 15 - Wax cabins

- Provide wax cabins/spaces at the Olympic and Paralympic Winter Games according to the requirements determined by the IOC/IPC, to:
 - NOCs/NPCs based on the allocation defined between the OCOG and the IOC/IPC; and
 - the SRS, subject to a financial contribution by its member companies, decided by the IOC.
- The individual cost of one wax cabin shall be defined by the OCOG and validated by the IOC/IPC as part of the rate card catalogue.

Sport entries

SPT 16 - Sport entries

- Support the IOC and financially contribute (in accordance with the responsibility matrix agreed between the IOC and the OCOG) to the sport entries service provided by the IOC to the OCOG for the Olympic and Paralympic Games, including planning and operational support, as well as any necessary space and resource provision during operational periods (see [TEC 03 – Results and Sport entries](#)).

Sport information

SPT 17 - Required Games sport information

- Develop and, following approval by the IOC/IPC, publish (electronic format only) the relevant sport information for the respective stakeholders and OCOG areas.
- Validate all sport-related content with the respective IF.
- Ensure that sport information is laid out in informative packages or guides, including:
 - Sport Information Book;
 - Games-time Sport Information Guides;
 - Team Leaders' Guides;
 - Technical Officials' Guide; and
 - IF information sharing (progress report, manual).

At Games-time, dedicate a space in the Olympic/Paralympic Village(s) to the SIC for team officials to obtain the necessary sport information.

Other requirements specifically related to the Paralympic Games

SPT 18 - 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.
- If necessary, select an orthotic, prosthetic and wheelchair repair supplier and seek written IPC and IOC 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 meet 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 bump-in and bump-out of the equipment in a timely manner.
- Provide the supplier's staff a suitable OCOG accreditation category and access rights to ensure appropriate multi-venue and zone access, plus upgrade cards as agreed between the OCOG and the IPC 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 access to the rate card programme, thus allowing it to acquire additional equipment, supplies and services available for purchase or lease at a reasonable price on arrival at the Games.



3. 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. 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;
- gender balance and diversity throughout Ceremonies; and
- strict respect for Intellectual Property Rights (IPR) and the rights of the MRHs.

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

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

When children are chosen among artists as part of the concept, specific attention shall be paid to safeguarding and enhancing their Games experience, in full respect of their rights.

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.

An OCOG will often appoint or hire an agency and/or a production entity to oversee or handle the production of the Ceremonies. So, in this section and the related annexes, OCOG requirements should also be read as including requirements to ensure compliance by such agency or production entity.

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, the following annexes, as well as any cross-referenced documents listed within them:

- [CER Annex 1 – Specifications on Intellectual Property Rights in relations to the Ceremonies and Other Events of the Olympic Games and Paralympic Games;](#)
- CER Annex 2 – Specifications on Victory Ceremony Staging and Announcement Scripts; and
- CER Annex 3 – Specifications on Protocol Elements for Ceremonies.

Operational Requirements

In order to deliver the Ceremonies requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

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 commemorative 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

- Ceremonies' music will include musical works, accompanying lyrics, recordings and the recorded performances. The production process may involve a wide range of artists, such as vocalists, musicians, composers, arrangers and producers.
- 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 any work commissioned from third parties for their use in the context of the Ceremonies and/or other Events, activities or content connected with the Olympic Games, is created as a “work for hire” on behalf of the OCOG (or the IOC), so that all IPR and other proprietary rights are owned by the OCOG and further assigned to the IOC (or owned from the outset by the IOC) in accordance with the OHC – Principles; and
 - report all musical content to be used in advance to the IOC and OBS by carefully completing cue sheets (and providing any updates) in a timely manner 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 OHC 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 for the Olympic Games

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

- Submit the following elements related to the Opening and Closing Ceremonies to the IOC for approval:
 - the initial presentation of 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 the language of the Host Country (if different from French or English); and
 - the final, detailed and complete script; all subsequent editions shall be submitted with changes clearly highlighted.
- Provide a final script with rundown adapted to broadcasting to OBS not later than the presentation of the Ceremony creative content at the Games-time broadcasters briefing.

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 territory of the host city/region, ensure that the following rules are respected:
 - the location selected for any additional cauldron 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 of the visual design to the IOC for approval; and

- the cauldron outside the territory of the host city/region shall not be lit before the Olympic cauldron in the territory of the host city/region is lit during the Opening Ceremony and shall be extinguished without public attendance after the last competition day hosted in this Games site.
- Submit to the IOC a proposal and documentation related to the legacy of the cauldron(s) for approval.

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 Ceremonies venue 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 - Imagine

- Propose and submit to the IOC for approval a creative treatment that integrates in its entirety John Lennon and Yoko Ono's co-written "Imagine" within the Opening Ceremony of the Olympic Games as a key segment thereof. The creative treatment shall reflect the lyrics encouraging the audience to imagine a peaceful world, without illusion, lived in the present moment, without divisive control mechanisms, borders, nationalism, warfare, religious constructs or ownership, where life and all its riches are shared in peace and harmony worldwide.
- As the IOC has secured permission for the song to be used for that purpose subject to approval of the creative treatment, ensure to maintain a suitable performing right licence from the OCOG's local collecting society covering the live use during the Ceremony and ensure that any proposed use of the original recording or original video is cleared separately from the rights-holders.

CER 14 - Next Host artistic segment

- During the Closing Ceremony of the Games, a creative segment produced by the Organising Committee for the next Olympic Games 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 (Olympic Games)**CER 15 - 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 language of the Host Country 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 (see CER Annex 2 – Specifications on Victory Ceremony Staging and Announcement Scripts);
- the design of the podium (initial and final), including any backdrop(s) when necessary due to the given layout of specific venue(s), and all the creative elements for the Victory Ceremonies (tray, costumes, music and commemorative gift);
- 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
- all music to be played during the Victory Ceremonies, for which the OCOG shall provide the IOC and OBS carefully completed cue sheets (and any updates) in a timely manner consistent with the “IOC Music Reporting Instructions” contained in [CER Annex 1 – Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games](#).

CER 16 - Medal and commemorative gift presenters at Victory Ceremonies

- Consolidate the schedule and location of all Victory Ceremonies into a document to be provided to the IOC for approval.
- Operate the application dedicated to the Victory Ceremonies presenters’ management (provided by the IOC) during Games time, and implement the selection of the presenters confirmed by the IOC and the IFs.
- Translate the Presenters’ Catalogue into French and the language of the Host Country. The Presenters’ Catalogue will be provided by the IOC for the Olympic Games, listing all IOC Members presenting the medals and IF representatives presenting the commemorative gifts.
- Ensure that announcements of the presenters are made according to the Victory Ceremonies scripts and the information provided through the Presenters’ Catalogue, without any addition or alteration.

CER 17 - 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 18 - Medals Plaza (proposed as an 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 MRHs 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, backdrop 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; and
 - provide all headline talent and other performance-related signed contracts.
- For each night of Medals Plaza programming, provide the IOC and OBS carefully completed cue sheets, and any updates, in a timely manner consistent 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](#).
- Ensure that the Olympic flag is raised at the Medals Plaza and accompanied by the Olympic anthem, before the commencement of the Victory Ceremony (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.

Requirements for the Paralympic Ceremonies

CER 19 - Concepts and plans for Paralympic Ceremonies

- Submit concepts, detailed production plans and scripts 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.
- 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.
- For all music used in Paralympic Ceremonies, the OCOG shall provide the IPC and OBS carefully completed cue sheets (and any updates) in a timely manner consistent 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 20 - Opening and Closing Ceremonies for the Paralympic Games

- 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.
- Ensure the inclusion in the Ceremonies of one to two IPC-produced short films that promote IPC projects or brand narrative.
- Provide access to all representatives designated by the IPC to preview the Ceremonies in their substantive entirety during the final rehearsal process, including backstage access.
- 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 IPC 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](#)).

- 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. Paralympic protocol elements outlined by the IPC for the Opening and Closing Ceremonies in [PRT Annex 4 – Specifications on Paralympic Protocol](#) shall be respected.
- Develop an operational plan for the Paralympic Opening and Closing Ceremonies that includes essential components (such as but not limited to services for all stakeholders, end-to-end stakeholders' travel times, relevant transport information including accessible transport, etc.), and submit the plan to the IPC for approval. Provide a final script with rundown adapted to broadcasting to OBS not later than the presentation of the Ceremony creative content at the Games-time broadcasters briefing.

CER 21 - Language requirements during the Paralympic 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 (VB) in the venue.

CER 22 - Protocol requirements during the Paralympic Opening and Closing Ceremonies

- Ensure that the Paralympic Opening and Closing Ceremonies follow protocol rules as described.
- Ensure that IPC protocol has priority in matters regarding the Ceremonies' organisation and protocol events.
- Ensure that the Paralympic Games are declared open by the Head of State (HOS) of the Host Country.

CER 23 - 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;
 - the initial design of the podiums (both from a Look and accessibility perspective);
 - the final podium design including any backdrop(s) when necessary due to given layout of specific venue(s); and
 - the final staging plan of the Victory Ceremonies, including the athletes' and presenters' entrance and exit, green room (waiting and briefing area) location, flag poles/flag trapeze as well as still photographers' positions.
- Organise rehearsals for Victory Ceremonies for each sport and provide the rehearsal agenda to the IPC at least two weeks prior to the Opening Ceremony.

CER 24 - 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 the 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);

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- 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 at the competition venue 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 competition venues, no athlete recognition announcement is required.
 - For each night of Medals Plaza programming, provide the IPC and OBS carefully completed cue sheets, and any updates, in a timely manner consistent 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 25 - Paralympic Victory Ceremony presenters

- Consolidate the schedule and location of all Victory Ceremonies into a document to be provided to the IPC for approval.
- Operate the application dedicated to the Victory Ceremonies presenters' management (provided by the IOC) during Games time, and implement the selection of the medal and commemorative gift presenters confirmed by the IPC.
- Translate the Presenters' Catalogue into the host language of the Host Country. The Presenters' Catalogue will be provided by the IPC for the Paralympic Games.
- Ensure that announcements of the presenters are made according to the Victory Ceremonies scripts and the information provided through the Presenters' Catalogue, without any addition or alteration.

CER 26 - Paralympic Victory Ceremony set-up and protocol

- Ensure that the Victory Ceremonies' Field of Play (FOP) and access pathways are 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. Fall prevention devices (stoppers) shall be part of Paralympic podiums as safety precautions for athletes who use wheelchairs and athletes with vision impairment.
- 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.



4. OLYMPIC TORCH RELAY AND PARALYMPIC TORCH RELAY

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 may have its own commercial approach. The PTR begins after the closing of the Olympic Villages and at least six days before the Opening Ceremony of the Paralympic Games. Its purpose is to engage a wide cross-section of the public and generate excitement for the upcoming Paralympic Games.

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

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

- well-developed vision and scope aligned with the Games vision;
- well-developed sustainability strategies for all aspects of both OTR and PTR;
- a thorough and effective Communication and Engagement Plan in advance of the OTR/PTR;
- well-planned organisation for torch relays, launch events and flame-lighting Ceremonies drawing on experience and expertise from previous OTR/PTRs;
- unified selection criteria for all torchbearers favouring outstanding public community representatives and transparent testimonials for all participants, aiming for gender balance and diverse representation, including disability, from the Host Country;
- using proven OTR/PTR slotting and operational software; and
- engaging design and look of the torch, torchbearer uniforms and other elements.

Where children are selected to be torch bearers efforts should be made to ensure their safety and wellbeing.

Close coordination and collaboration, as well as meticulous planning and collaboration with multiple stakeholders, including the Host, government authorities and agencies, police, venue owners and operators, the media, Marketing Partners and communities along the OTR/PTR routes, are also essential for the successful delivery of this area. Given the great number of participants and spectators, a fully integrated police/security team operating consistently with the OTR/PTR 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 Paralympic 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Plan and the Games Plan supporting strategies and plans:

Planning and approval of the Olympic Torch Relay

OTR 01 - Approval of Olympic Torch Relay (OTR) Vision, scope and plans

- Submit the following to the IOC for approval:
 - OTR Vision and Concept, including overall OTR Sustainability Strategy;
 - OTR Operations Plan;
 - OTR sponsorship agreements;
 - OTR Communications Plan, including exceptional situation communication;
 - overall Torchbearer Allocation Plan;
 - Torchbearer Selection Strategy;
 - Torch Disposal Plan;
 - Media, Digital and Broadcast Operations Plan; and
 - community involvement and evening celebrations.

OTR 02 - Approvals of Olympic Torch Relay (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, which must include the terminology “Olympic Torch Relay” in the emblem design;
 - Look of the Games and respective usage guidelines;
 - Olympic torch and safety lantern designs;
 - uniform designs;
 - community celebration cauldron design;
 - celebration sites’ backdrops and other elements; and
 - broadcasting/digital graphics (if applicable).

Olympic Torch Relay operations

OTR 03 - Olympic flame lighting ceremony Memorandum of Understanding (MOU)

- Enter into an MOU with the Hellenic Olympic Committee that establishes the specific operational details relating to the lighting of the Olympic flame, the Greek leg and the ceremony where the Olympic flame is handed to the OCOG. The MOU shall be subject to IOC approval.

OTR 04 - Torchbearers’ uniforms

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

OTR 05 - Post-Games use of Olympic torch and cauldron

- In cooperation with the Host NOC and the Host, 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 06 - Provision of Olympic Torch Relay (OTR)-related items to the IOC

- For Olympic patrimony, provide to the IOC the following items:
 - six torches prior to the start of the Games;
 - two original containers;
 - one venue cauldron (subject to confirmation from the IOC);



- one torchbearers' uniform ensemble;
 - one support runners' uniform ensemble (subject to confirmation from the IOC);
 - two Olympic torch safety lanterns; and
 - one torch bearer diploma (if produced).
- Provide all OTR-related Games Coverage (as defined in the OHC – Principles), including live coverage, original videos, imagery and other related material (e.g. daily run sheets, log sheets, daily news video clips, etc.) to the IOC and any entity designated in advance by the IOC.

Planning and approval of the Paralympic Torch Relay

OTR 07 - Approval of Paralympic Torch Relay (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, including overall PTR Sustainability Strategy;
 - overall operations;
 - communications and engagement;
 - marketing and sponsorship;
 - route design;
 - torches, mini-cauldrons and safety lanterns;
 - media and broadcast operations;
 - community flame festival plan; and
 - torchbearer selection: number of torchbearers and the torchbearer allocation plan, prior to granting any torchbearer slots to any organisations. A minimum of 50 torchbearer slots within, or close to, the territory of the host city/region shall be provided to the IPC during the last three days of the PTR.

OTR 08 - Approvals of Paralympic Torch Relay (PTR) design and Look of the Games elements

- Submit the following designs and Look of the Games elements to the IPC for approval:
 - emblem, which must include the terminology “Paralympic Torch Relay” in the emblem design;
 - Look of the Games and respective usage guidelines;
 - Paralympic torch design;
 - torchbearer uniform designs;
 - cauldron design (for lighting);
 - celebration sites' backdrops and other Look of the Games elements; and
 - broadcasting/digital graphics (if applicable).

Paralympic Torch Relay operations

OTR 09 - Paralympic Torch Relay (PTR) organisation

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

OTR 10 - Paralympic Flame lighting Ceremony and Memorandum of Understanding (MOU)

- 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 is the place from which the flame is handed to the OCOG to start the PTR.
- Enter into an MOU with the Stoke Mandeville Organising Committee, which is subject to IPC approval, and continue to liaise with the Stoke Mandeville Organising Committee to plan the PTR.

OTR 11 - PTR torchbearers' uniforms

- Provide all torchbearers and guide runners PTR uniforms that shall be worn during their run.
- Ensure that accessibility requirements are considered in the design of PTR uniforms.

OTR 12 - 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 produced).
- Provide all Audio-visual (AV) coverage of the PTR, including live coverage, original videos, imagery and other related material (e.g. daily run sheets, log sheets, daily news video clips, etc.) of the flame festivals and PTR to the IPC and any entity designated in advance by the IPC.

OTR 13 - Paralympic Torch Relay (PTR) coverage production

- Produce daily AV coverage of the PTR, including each flame festival, to be distributed at the International Broadcast Centre (IBC) to all MRHs and to the IPC. This material should be made available as soon as it is ready and adaptable to be used in social media channels and digital platforms.

OTR 14 - Paralympic Torch Relay (PTR) launch event

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

OTR 15 - Paralympic Torch Relay (PTR) flame festivals

- Submit the following to the IPC for approval:
 - the concept for the lighting of the city flames in the territory of the host city/region; and
 - an Engagement Strategy for the whole territory of the host city/region including digital activation.

OTR 16 - Paralympic Torch Relay (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.



Communication and commercial aspects of the Olympic Torch Relay and Paralympic Torch Relay

OTR 17 - Olympic Torch Relay (OTR) and Paralympic Torch Relay (PTR) consumer website/social media presence

- Ensure that the OTR and PTR are promoted via an online and social media presence, approved by the IOC/IPC, that will deliver OTR/PTR information to the general public (with restricted access provided to torchbearers) in compliance with the Digital Media operational requirements (see [Digital Media](#) section) and in alignment with the overall OTR and PTR Communications Plans.
- 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 online retailing of OTR/PTR merchandise; and
 - dynamic content, interactive route information, live relay feed and live updates.

OTR 18 - Olympic Torch Relay (OTR) and Paralympic Torch Relay (PTR) Presenting Partners (PP)

- Ensure that only TOP Partners or OCOG Marketing Partners (top tier partners only) have the opportunity to become OTR and PTR PPs and that the number, nature and activations of partners are aligned with the values of the OTR and PTR.
- Ensure that the Olympic flame and Paralympic flame are always presented without any commercial OTR or PTR branding (including at evening celebrations, PP flame stops and “flame after hours” events).

OTR 19 - Olympic Torch Relay (OTR) and Paralympic Torch Relay (PTR) sponsorship agreements

- Provide drafts of all agreements negotiated between the OCOG and OTR/PTR PP(s), supporting partners and technical partners, to the IOC and IPC, respectively, for approval prior to signature, following the contract process outlined in the [Business Development](#) section.

OTR 20 - Sale of torches

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



ENGAGE

5. 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 the Paralympic symbol (the 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 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, the IPC 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 and sustainable as possible, in particular by:

- encouraging dual branding in certain areas while respecting the uniqueness of the two brands;
- leveraging new technologies to optimise the production of Look of the Games elements; and
- embedding sustainability and legacy throughout the entire delivery process.

Close coordination and collaboration within the OCOG and with a variety of stakeholders including the IOC, IPC, OBS, 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

Brand development and Games identity

BIL 01 - Brand Strategy

- Ensure that the OCOG Brand Strategy aligns with the Olympic and Paralympic brands (purpose, vision, positioning and values).



BIL 02 - 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 and where applicable of the 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 where applicable to the IPC and is able to sub-license to third parties, including for commercial purposes.

BIL 03 - 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 04 - Look of the 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-branded items to the Paralympic-branded 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 resource optimisation, simplify the Look Kit of Parts (KOP) focusing on standard elements and optimising the transition work between the Olympic and Paralympic Games.
- Ensure all materials used for the Look of the Games are responsibly sourced, respect the environment and that a plan for post-Games reuse, repurposing or recycling is in place.
- Ensure that accessibility requirements are taken into consideration in design and positioning of design elements (e.g. in relation to people who use wheelchairs or have vision or intellectual impairments, etc.).

BIL 05 - 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;
 - the Games signature (name of the Host and the year of the Games);
 - the Olympic symbol (the Olympic rings) complying with PRT Annex 1 – Olympic Symbol Guidelines.

BIL 06 - Paralympic Games emblem design

- Ensure that the Paralympic Games emblem comprises the following elements, placed from top to bottom:
 - the Games distinctive element: design element that reflects the culture and values of the Host Country, which is clearly identifiable as being connected with the specific edition of the Paralympic Games;
 - the Games signature (name of the Host and the year of the Games);
 - the word mark “Paralympic Games”; and
 - the Paralympic symbol (the Agitos), complying with PRT Annex 2 – Paralympic Symbol Guidelines.
- Ensure that accessibility requirements for different disability groups are taken into consideration in the design of the emblem and the emblem's different applications (i.e. in relation to people who have a vision or intellectual impairment, etc.).

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- Develop a “lock-up mark”, which consists of the Paralympic symbol and the wordmark “Paralympic Games” in the selected OCOG typography.

BIL 07 - Positioning of Olympic and Paralympic Games branding elements

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

BIL 08 - 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 unless otherwise agreed between the IOC and the IPC.

BIL 09 - Reproduction of the Games signature

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

BIL 10 - Reproduction of the Olympic symbol as part of the Olympic Games emblem and reproduction of the Paralympic symbol as part of the Paralympic 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).
- Ensure that the Paralympic symbol (as part of the Paralympic Games emblem) is only reproduced in its three 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 11 - 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. fleet vehicles) except on the FOP, apply dual branding to simplify the transition, subject to IOC and IPC approval.

BIL 12 - 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 13 - 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 14 - Olympic and Paralympic licensing

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

BIL 15 - Olympic and Paralympic Games mascots' design

- 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 16 - 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, that the Paralympic Games emblem is reproduced in its entirety on the Paralympic mascot(s).
- Ensure that the Olympic and Paralympic emblems are visible on the relevant mascots.

BIL 17 - 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 18 - 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 are responsibly sourced, respect the environment and conform with the OCOG uniform branding guidelines.
- Submit all Olympic Games uniforms to the IOC for approval and Paralympic Games uniforms and branding guidelines to the IPC for approval.

BIL 19 - Olympic participation medals and certificates

- If the OCOG chooses to produce participation medals and certificates to recognise the contribution of stakeholders at the Olympic Games:
 - ensure the design of the medals, medal presentation boxes and certificates follow the IOC specifications.
 - submit the designs to the IOC for approval;
 - ensure they are responsibly sourced and respect the environment; and
 - distribute them to the following populations:
 - IOC (all categories except guest categories);
 - IF;
 - NOC (all categories);
 - TOP (senior executives);
 - OBS and all members of the media;
 - OCOG; and
 - OC (Future Organising Committees and Interested Parties/Preferred Host(s)).
 - 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 20 - 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 the IPC specifications;
 - submit the designs to the IPC for approval;
 - ensure they are responsibly sourced and respect the environment; and
 - distribute them to the following populations:
 - IPC (all categories except guest categories);
 - IF;
 - NPC (all categories);
 - TOP (senior executives);
 - OBS and all members of the media;
 - OCOG; and
 - OC (Future Organising Committees and Interested Parties/Preferred Host).

Participation medals and certificates shall not be given to any member of a delegation who has withdrawn from the Paralympic Games, nor to accompanying guests.

Look of the Games**BIL 21 - Look of the Games Strategy**

- Submit to the IOC and IPC for approval a Look of the Games Strategy that ensures that the Host is visibly identified as the host of the Games. This strategy should be developed in consultation with OBS and include all Key Olympic Venues and Key Paralympic Venues², where applicable.
- Ensure that the Look of the Games for all Key Olympic Venues and Key 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, both in digital and physical spaces.
- Ensure that the signage in the venue approach 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 22 - Approval of partner Look of the Games programmes

- 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.

² Both terms are defined in the section Venues.



BIL 23 - Paralympic Games signage

- Ensure that all Olympic-specific marks and signage, where reasonably possible, are replaced with Paralympic-specific marks during the period between the end of Olympic operations and the start of Paralympic operations. Where not possible, ensure to the reasonable extent that they are covered for the duration of the Paralympic Games for recognition value and identity positioning of both events.

BIL 24 - Paralympic Games Field of Play (FOP) designs

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

BIL 25 - Spectaculars

- If the OCOG chooses to install spectaculars, ensure that the following steps are taken:
 - Submit to the IOC for the Olympic Games and IPC for the Paralympic Games all aspects, proposals and documentation related to the strategy, development, planning, installation, launch, operations and Legacy Realisation Phase of every spectacular(s) for approval.
 - In order to guarantee the best possible television coverage, ensure that OBS is consulted regarding critical elements, such as placement, locations of spectaculars, etc.
 - Ensure that all materials are responsibly sourced, respect the environment and a plan for post-Games reuse, repurposing or recycling is in place.
 - 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 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 there is a balance in Olympic and Paralympic Games spectaculars so that both Games benefit from this promotion.
 - Ensure that only Olympic spectaculars are installed in the Olympic competition venues and in the Olympic Village(s) and that only Paralympic spectaculars are installed in the Paralympic competition venues and in the Paralympic Village(s). When necessary, the spectaculars shall be covered or removed unless agreed differently by the IOC and the IPC.

6. COMMUNICATIONS

Introduction

An engaging narrative and an 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 and Host Country and the Olympic and Paralympic Movements. Effective, clear and consistent communication throughout the Games lifecycle generates support for the Games in the Host Country 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, insights and digital media.

For the Communications area, key success factors include:

- early development of thorough communications strategies and plans that include an overall strategy; annual plans; an International Communications Strategy; Pre-Games and Games-time Exceptional Situation 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 OCOG areas, such as Hospitality and Ticketing, Engagement, Sustainability, Impact and Legacy, that will provide opportunities to communicate the Games messages;
- monitoring of Games-related media coverage that allows strategic and tactical decision-making;
- a gender equal, fair and inclusive communications strategy, celebrating the diversity of the Olympic and Paralympic Games;
- a proactive strategy to share positive stories and messages, taking advantage of countdown milestones and other Games-related events in order to build excitement about the Games; and
- for the Paralympic Games, a specific strategy to promote the positioning and uniqueness of the Paralympic Games, educate people about Para sports and their nuances, and raise the profile of leading domestic and international athletes.

Close coordination and collaboration within the OCOG and with a variety of stakeholders including the IOC, IPC, NOCs, NPCs, IFs, Marketing Partners, media including MRHs, various Host Country Authorities and other third parties 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:



COM 01 - Transition Communications Plan

- Submit a Transition Communications Plan to the IOC following the election of the Host, and agree with the IOC the content of the plan.

COM 02 - Pre-Games planning

- Submit the following plans to the IOC and IPC during the pre-Games period:
 - Communications Strategy;
 - Annual Communications Plans;
 - International Communications Plan; and
 - Pre-Games Exceptional Situation Communications Plan.

COM 03 - Games-time Communications Plan and Games-time Exceptional Situation Communications Plan

- Submit the following plans to the IOC and IPC for approval prior to the Games:
 - Games-time Communications Plan; and
 - Games-time Exceptional Situation Communications Plan that shall include how the OCOG will work with stakeholders, e.g. IOC, IPC, local authorities, Marketing Partners, NOCs, NPCs and IFs, in terms of issue and exceptional situation management.

COM 04 - Paralympic specificities in communications strategies and annual plans

- Include in all communications strategies, specific measures for the Paralympic Games to complement the overall Olympic and Paralympic Games Communications Strategy, but with consideration for the distinct features of the Paralympic Games. This should primarily focus on the positioning of the Paralympic Games, promoting what makes the event different and raising the profile of Para sports and leading athletes. It should also communicate activities related to the Paralympic Torch Relay (PTR), Paralympic-specific legacies of the Games and should target achieving full stadia for the Paralympic Games.

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 Exceptional Situation Communications Plan.

COM 06 - References to the IOC/IPC within external communications

- Ensure that all press releases and other external communications (e.g. press kits and news stories) issued by the Host, the Host NOC or the OCOG, which reference or quote the IOC President, members of the IOC or the IOC administration, are submitted to the IOC for approval prior to release.
- Ensure that all press releases and other external communications (e.g. press kits, news stories) issued by the Host, 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 and Procedures (P&P)

- Submit to the IOC for approval the P&Ps that will be implemented by the OCOG 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 - Olympic Games publications and brochures

- Submit to the IOC for approval a list of proposed publications for Olympic Games time 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.

COM 09 - Paralympic Games publications and brochures

- 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, accessibility features 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.

COM 10 - Post-Games Communications Plan

- Develop a Post-Games Communications Plan and present this to the IOC and IPC for review. This plan shall detail how the positive legacy created by the Games will be communicated, 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. It should include key milestones, such as reopening of the venues and the first anniversary of the Games.



7. CULTURE

Introduction

Adding to the festive atmosphere of the Games, the cultural programme of the Olympic and Paralympic Games includes projects and events that showcase local, national and international culture, foster cross-cultural dialogue and celebrate the Olympic and Paralympic values to engage the broadest possible audience. This 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, Olympism and the Paralympic spirit, 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 Games.

For the Culture area, key success factors include:

- a strong spirit of co-production with the IOC, the IPC and their entities; and
- various programmes aligned with the Olympic and Paralympic values.

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

- developing the cultural programme 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 and Paralympic culture, values and education; and
- providing guidance to the organisers on the production of specific assets, such as the posters, the motion pictures and other Olympic/Paralympic art, cultural and education programmes of international and recurring scope.

Close coordination and cooperation with a variety of stakeholders, including the IOC, IPC, cultural institutions, artists, performers, government agencies, OBS (especially in relation with large scale events), Marketing Partners and other OCOG areas are also essential. The OCOG 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Plan and the Games Plan supporting strategies and plans:

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 and Paralympic 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.
- Ensure that all projects and events are developed in line with the OCOG's sustainability requirements.

-
- Submit to the IOC for the Olympic Games and the IPC for the Paralympic Games 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:
 - For the Olympic Games, the cultural festival shall operate for at least the entire period during which the Olympic Villages are open.
 - For the Paralympic Games, the cultural festival shall operate during the period between the Olympic Closing Ceremony and the Paralympic Opening Ceremony and during the Paralympic Games, i.e. a duration of at least three weeks.
 - Produce a Cultural Festival Guide, either as one dual-branded guide containing an Olympic and a Paralympic chapter or a specific guide for each cultural festival.
 - For the Olympic elements of the cultural programme and the Olympic cultural festival:
 - Coordinate with the IOC, through the Olympic Foundation for Culture and Heritage (OFCH), 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.
 - Should the OCOG intend to produce and/or broadcast coverage of events of the cultural programme and/or of the Olympic cultural festival, it shall submit, for the IOC's prior written approval, any plans related thereto and provide the IOC (and any entity designated in advance by the IOC) the produced coverage, including original videos, imagery and other related material, for distribution in a manner agreed by the IOC in writing.
 - At the request of the IOC, ensure that the cultural programme includes any programmes and cultural activities related to Olympic Agenda 2020+5 led by the IOC, such as the Olympian Artist programme and Olympic Agora.
 - For the Paralympic elements of the cultural programme and the Paralympic cultural festival:
 - Involve, but not exclusively, artists with disabilities, using culture as a platform to change attitudes about disability and increase opportunities for artists with a disability.
 - Cater for certain audiences (e.g. people with vision or hearing impairments, people with mobility requirements, people with an intellectual impairment) so they can also enjoy the programme and clearly indicate such relevant performances in the programme brochure and other information materials.
 - Ensure that persons with a disability are also represented in judging panels and ensure that the selection process is designed in a way to make the outcome diverse.
 - Should the OCOG intend to produce and/or broadcast coverage of events of the cultural programme and/or of the Paralympic cultural festival, it shall submit, for the IPC's prior written approval, any plans related thereto and provide the IPC (and any entity designated in advance by the IPC) the produced coverage, including original videos, imagery and other related material, for distribution in a manner agreed by the IPC in writing.

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 territory of the host city/region at Games time (costs of which are borne by the IOC) .
- Ensure that the venues selected to showcase the cultural programme are accessible and that seating areas reserved for people with disabilities are integrated within the audience.



CUL 03 - Motion picture related to the Olympic Games

- Ensure that the project(s) for motion picture(s) related to the Olympic Games shall be in accordance with the “IOC’s General Specifications for the production, promotion and distribution of motion pictures” and be submitted to the IOC for prior approval. Such submission must include:
 - proposals for a producer/director possessing the required qualifications and experience to produce a motion picture;
 - an Editorial Project and Business Plan for the production and exploitation of the motion picture; and
 - the agreement related to the production of the motion picture, determining the OCOG’s operational support to the production, promotion and distribution of the motion picture.

The IOC may grant the designation as “Official Film of the Olympic Games” to any of such motion pictures.

CUL 04 - Motion picture related to the Paralympic Games

- Ensure that the project(s) for motion picture(s) related to the Paralympic Games shall be in accordance with IPC provided general specifications and be submitted to the IPC for prior approval. Such submission must include:
 - proposals for a producer/director possessing the required qualifications and experience to produce a motion picture;
 - an Editorial Project and Business Plan for the production and exploitation of the motion picture; and
 - the agreement related to the production of the motion picture, determining the OCOG’s operational support to the production, promotion and distribution of the motion picture.

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, be developed by leading contemporary artists, 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. Should the OCOG decide to develop a similar initiative for the Paralympic Games, such project shall be subject to IPC’s prior approval and shall 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 OFCH:
 - a final list of artefacts and memorabilia (such as medals, certificates, torches, costumes and props, licensed products, venue sport equipment and infrastructure, commemorative items, coins, stamps, etc.) to be supplied to the IOC, including information related to their design, manufacture and use; and
 - a collection and shipping plan allowing the smooth transfer of items from the territory of the host city/region to the Olympic Museum in Lausanne.
- 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.

8. 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 OCOGs 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 pre-election, more fully developed after the election of the host and implemented for the four years of the Olympiad with some continuing as a legacy of the Games.

For the Education area, key success factors include:

- strong partnerships with a variety of stakeholders to deliver the programme, ensuring gender balanced and diverse participation in the Olympic and Paralympic education programmes;
- 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 education programmes and other IOC/IPC educational initiatives.

The IOC, the IPC 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 (OFCH) and the IPC.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Plan and the Games Plan supporting strategies and plans:



EDU 01 - Olympic and Paralympic education programme

- Develop and implement an Olympic and Paralympic education programme about sport (including the nuances of Para sport specifically), 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 to the launch of the programme.
- Ensure that the programme takes into consideration the IOC's and IPC's global education programmes (OVEP and the IPC's education programmes respectively).

9. DIGITAL MEDIA

Introduction

The IOC's Digital Strategy for the Olympic Movement is based on the long-term vision of growing people's interest in the Olympic Games through direct engagement and relationships. To further this strategy, the IOC has launched a "people-centric" digital platform, Olympics.com, that includes a digital presence for each Olympic Games edition, and the related Olympics app for all fans of the Olympic Games.

The IPC also seeks through its Digital Strategy to maximise opportunities presented in digital media to engage global audiences, increase the reach of the Paralympic Games and amplify its power as a transformational event. The OCOG should work closely with the IPC to use the Paralympic Games as a platform to increase the profile of leading Para athletes, educate about Para sport, change attitudes about disability, improve accessibility and increase opportunities for persons with a disability.

The OCOG must align with and support the IOC's and IPC's Digital Strategies.

It is intended that the main official Games Digital Properties³ (in particular the Games-time website and application) including the related infrastructure, systems and operations will be integrated into Olympics.com and the Olympics app. This integration follows the objectives of decreasing the overall costs and complexity associated with the development of new digital platforms and procurement of the related services, maintaining editorial consistency, improving the reach of the Olympic and Paralympic Games and the Olympic and Paralympic values all over the world, leveraging commercial opportunities for Marketing Partners and ensuring long-term brand development and fan engagement. The IOC, with the contribution of Olympic Channel Services SA (OCS) and of relevant IOC Marketing Partners and services providers, will provide and manage the technology and associated services enabling these main Games Digital Properties. Their operation from an editorial, commercial and promotional perspectives will be a cooperative effort of the IOC, IPC and the OCOG. These properties will be made accessible to the widest possible audience in the Host Country (where, as a general rule, the OCOG will have primary responsibility) and in the rest of the world (where, as a general rule, the IOC and IPC respectively will have the primary responsibility) for the promotion of the Olympic and Paralympic Games and their legacies.

In addition, where necessary to fulfil its vision and objectives, the OCOG may develop and operate additional Games Digital Properties, in alignment with the IOC's and IPC's Digital Strategies and subject to the provisions of the OHC and MPA.

User data collected in relation to all Games Digital Properties will be leveraged by each of the IOC, IPC and the OCOG for the promotion of the Games and in accordance with their respective mission.

Games Digital Properties will also cover all Paralympic-related elements and the associated OCOG digital media activities will be run in cooperation with the IPC and the IOC.

³ The term "Games Digital Properties" as used in this section is defined broadly and includes all Games-related websites, mobile applications, television applications, social media accounts or other presences on third party services, voice-enabled devices, ecommerce platforms, ticketing portals and other digital media, in all relevant format and technologies, and available on any device, either existing at the time of the execution of the OHC or to be developed in the future.



The IOC and the OCOG will enter into a Digital Cooperation Agreement (DCA) that will further define the modalities of their cooperation in the field of digital media, the development and operation of the main Games Digital Properties and the implementation of the relevant provisions of the OHC and MPA.

For the Digital Media area, key success factors for the OCOG will include:

- early development of thorough strategies and plans that define Key Performance Indicators (KPI) and that align with the broader OCOG communications and commercial plans and with the overall IOC and IPC Digital Strategies;
- cost-effective use of technology and other solutions made available to the OCOG by the IOC;
- close cooperation with the IOC and IPC, and coordination of digital marketing and fan engagement initiatives;
- effective management of the regulatory and reputational risks that are inherent in digital and social media, including accessibility, the management of personal data, ecommerce, advertising and other laws and regulations;
- collection of user data for the promotion of the Games and the long-term promotion of the Olympic and Paralympic Movements, in a manner that increases end-user experience and allows the impact of digital media initiatives to be measured; and
- consistent graphic design and user experience across all Games Digital Properties.

The IOC, IPC and the OCOG will cooperate to make the delivery of the Digital Media operational requirements as efficient as possible.

Close coordination and collaboration within the OCOG (e.g. Communications, Hospitality and Ticketing, Brand, Identity and Look of the Games, Engagement and Technology) and with a variety of stakeholders, including the IOC (incorporating OCS and other IOC-controlled entities, including OBS), the IPC, NOCs, NPCs, IFs, Marketing Partners, the press, Media Rights-Holders (MRH) and non-MRHs, are also essential for the successful delivery of this area.

Additionally, all required facilities, technology, infrastructure, necessary for the proper delivery of Digital Fan Engagement activities should be defined and approved by the IOC and OCS.

Operational Requirements

In order to deliver the Digital Media requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

DIG 01 - Digital Media General Plan

- Develop and submit to the IOC and IPC for approval, a Digital Media General Plan that outlines the following elements and provides the relevant KPIs:
 - Content and Engagement Plan (including release schedule and budget for all major initiatives such as years to go, days to go, Olympic Torch Relay and Paralympic Torch Relay, volunteering, ticketing, ecommerce, gaming, Paralympic-specific content such as athlete profiles, sport education, etc.);
 - Promotional Plan (including Search Engine Optimisation [SEO]);
 - Social Media Plan;
 - Customer Relationship Management (CRM) coordination and optimisation;
 - Marketing Partner Recognition Plan;
 - Technology Management Plan; and

- organisational structure and Stakeholder Management Plan.

DIG 02 - Conclusion of the Digital Cooperation Agreement (DCA) and integration of the main Games Digital Properties into the IOC's digital eco-system

- At least four years prior to the Games, enter into the DCA with the IOC based on the IOC-provided template. The DCA will define the modalities of cooperation between the OCOG and the IOC in relation to the Games Digital Properties and more generally in the field of digital media and the implementation of the relevant provisions of the OHC and MPA by setting out:
 - Integration and timelines: the DCA will outline the responsibilities of the IOC for delivering the key elements necessary for the development and integration of the main Games Digital Properties (as determined by the IOC) within Olympics.com and the broader IOC's digital eco-system and technological infrastructure, and for delivering associated services, as well as the related timelines.
 - Operational model: the DCA will specify the operational model of the main Games Digital Properties between the OCOG (with a general focus on the Host Country) and the IOC (with a general focus on other territories), including the development and implementation of the following elements:
 - a Content Plan and an Editorial Policy agreed among the IOC, IPC and the OCOG and covering the different language versions of the Games Digital Properties (which, unless otherwise agreed between the IOC and OCOG shall include at least English, French and one official language of the Host Country);
 - commercial integration for Marketing Partners;
 - user data collection and further processing for the benefit of the OCOG and each of the IOC and IPC, and implementation of the IOC's and IPC's right to access and use all user data required by each of the IOC and IPC and collected by the OCOG in relation to digital media activities and other relevant OCOG activities such as ticketing, volunteers and torch relay; and
 - processes and procedures guaranteeing the regulatory compliance of the Games Digital Properties and all associated activities, including in particular the processing of user personal data.
 - Communication and promotion: the DCA will address the promotion of the Games and of the Games Digital Properties and of the IOC's, IPC's and OCOG's digital content in line with the OCOG's Games Vision and overall communications plans and the IOC's and IPC's Digital Strategies via direct marketing (CRM), social media and other relevant means.
 - Paralympic-related plans: the DCA will address the promotion of the Paralympic Games by the OCOG via the Games Digital Properties, aligning with the IPC's Digital Strategy, and address the transition from Olympic to Paralympic branding on the Games Digital Properties after the close of the Olympic Games and prior to the opening of the Paralympic Games with the exact dates to be agreed between the IOC and IPC. Those transition plans shall also set out the languages in which the Games Digital Properties shall be made available during the Paralympic Games. The OCOG shall ensure that, consistent with the IOC/IPC Agreement (as notified by the IOC to the OCOG), all Paralympic Games-related broadcast agreements include the right to make available content from the Paralympic Games on both a live and on-demand basis on the Games Digital Properties on a worldwide basis (this does not include the ability to make available any other Paralympic Games-related content except where agreed on a case-by-case basis with the IPC and the IOC).
 - Legacy: the DCA will promote the digital media legacy of the Games and ensure the assignment of all Games Digital Properties to the IOC and the IPC (as applicable) and the implementation of the provisions of the OHC – Principles regarding the IOC's ownership of all Games Digital Properties and associated content; Games Digital Properties specific to the



Paralympic Games should be assigned to the IPC and relevant Paralympic pages should be archived and redirected to specific pages on www.paralympic.org a minimum of two months after the Paralympic Games.

- Financial responsibilities: the DCA will set out the financial responsibilities of the IOC and the OCOG for the activities entering into its scope, especially through the payment by the OCOG of a financial contribution to the IOC, which shall be determined by the IOC by taking into account the costs incurred by the IOC in relation to the development and operation of the Games Digital Properties and their integration within the IOC's ecosystem and more generally other IOC responsibilities under the DCA.

DIG 03 - Development and operation of Games Digital Properties by the OCOG

- Submit to the IOC and IPC (as relevant) for review and approval any plans regarding the creation of any Games Digital Properties as well as any plan to generate revenues or to collect user personal data in relation to such Games Digital Properties.
- Submit to the IOC for review and approval all contracts related to the development, operation or promotion of Games Digital Properties and wider OCOG digital media activities before execution of such contracts.
- Ensure that the following requirements are respected in relation to all Games Digital Properties that are developed and operated by the OCOG, or by any third parties authorised by the OCOG, outside the IOC's digital ecosystem (i.e. either prior to their integration within the IOC's digital ecosystem pursuant to the DCA or in case such Games Digital Properties are not to be integrated within the IOC's digital ecosystem pursuant to the DCA):
 - Use of IOC-approved/IOC-sourced technology: To facilitate future integration and consistency, ensure that all facilities, technology and infrastructure used by the OCOG to deliver Games Digital Properties and wider OCOG digital fan engagement activities, are approved by the IOC. Where requested by the IOC, Games Digital Properties designated by the IOC must implement the IOC's customer identity and access management solution (currently known as Olympic ID) and other IOC-sourced technology solutions used for the collection and processing of user data, as may be determined by the IOC.
 - Reporting: Provide to the IOC and/or IPC, respectively, access to a standard statistics tool that provides reports on the performance of all OCOG-managed Games Digital Properties including social media initiatives.
 - Regulatory compliance: Ensure that all necessary measures are taken to ensure the regulatory compliance of Games Digital Properties and wider OCOG digital media activities and the compliance with the provisions of the OHC related to Intellectual Property Rights (IPR).
 - Graphic design and user interface: Ensure a consistent application of graphic design and user experience across all Games Digital Properties. Prior to finalising the graphic design (and any subsequent significant re-design) of the OCOG's official website, app or social media presence, submit for approval to the IOC and/or IPC, as applicable, the new design of the homepage and other key pages before the scheduled launch. Any Games Digital Properties referring to both Games simultaneously shall be dual branded. Games Digital Properties or pages relating to the Olympic Games only shall only be Olympic branded, while pages relating to the Paralympic Games shall only be Paralympic branded. Submit to the IOC for approval any mock-ups of any Games Digital Properties that include brands (or other recognisable signs) of any third party that is not a Marketing Partner, with accompanying screenshots, prior to any public launch.
 - Ensure that, unless otherwise agreed by the IOC and the IPC, the Olympic and Paralympic Games shall be clearly differentiated on Games Digital Properties to reflect the distinct values of each brand and to allow promotion of the IOC's and IPC's communications by making clear that it is a communications channel for both Games. The homepage, load screen or entry point

of the Games Digital Properties should make clear that it is a communications channel for each Games and feature Olympic and Paralympic news when relevant.

- In case the IOC decides that the Games-time website and application shall not be integrated within the IOC's digital ecosystem, the IOC will communicate to the OCOG additional requirements specifically regarding such properties and the OCOG shall implement such additional requirements, including by liaising with the IPC as required.

DIG 04 - Social media

- Submit for approval to the IOC and the IPC respectively, all OCOG social media channels or initiatives for the Olympic and Paralympic Games and ensure that the IOC has full administration rights of all the OCOG's social media assets.
- Take measures to moderate, monitor and eventually remove any content that might harm the brand and the reputation of the OCOG and/or the IOC or the IPC, that infringes IOC rights on Olympic properties or Paralympic Properties, that constitutes ambush marketing or that is unlawful or otherwise inappropriate.
- Ensure that Olympic and Paralympic Games archive material is not used on social media platforms without the prior consent of the IOC/IPC. For any approved OCOG social media channels or initiatives, the OCOG is responsible for monitoring user-generated content and forums.

DIG 05 - User data

- Submit to the IOC and, as applicable, the IPC for prior approval all plans to collect, store or further process the personal data of users in any form, or to transfer any such personal data to third parties before, during or after the Games as part of the Games digital legacy.
- Ensure that all OCOG activities related to digital media and the processing of user data 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.
- Coordinate with the IOC to (i) define and implement a data ownership and governance model guaranteeing the lawful and (unless otherwise agreed by the IOC) the live or near-live access and use by the IOC of user data and user profiles managed by the OCOG for the long term promotion of the Olympic Movement by the IOC and the implementation of the IOC's Digital Strategy; and (ii) to ensure that all necessary steps to this effect, as required pursuant to Data Protection Laws, are included in the DCA. Consistent with the OHC – Principles, this includes personal data generated by the use of the Games Digital Properties (including without limitation user data and profiles collected by the OCOG as part of its Digital Media Activities, Ticketing and CRM Strategy) and other relevant OCOG activities as decided by the IOC.
- Inform the IOC and IPC of any locally applicable legal provision that would prevent the collection of personal data and/or the transfer of such data to the IOC and IPC.
- Coordinate with the IPC to define the Paralympic Data Transfer Plan, including the access to (according to the relevant Data Protection Laws) and long term use of such data, by the IPC for the promotion of the Paralympic Movement.



10. 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 and Paralympic “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 Country before, during and after the Games.

Activation of this engagement programme will be reinforced at Games time in the framework of the On-Site Fan Experience programme.

Engagement is a fundamental pillar for the OCOG given that many of the Games-related activities 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 and Paralympic Torch Relays (OTR/PTR), sports presentation and other events and initiatives that provide opportunities for public participation across the Host Country.

The Engagement team works hand in hand with the Communications and Sustainability, Impact and Legacy areas 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, inclusive 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 Host Country and reflects the local culture and Games vision.

Close coordination and collaboration within the OCOG and a variety of stakeholders, especially the IOC, IPC, 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Plan and the Games Plan supporting strategies and plans:

ENG 01 - Olympic Engagement Programme

- Develop and submit to the IOC for approval the Engagement Programme, including communication, sustainability, impact and legacy 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 reach of the programme.

ENG 02 - Paralympic Engagement Programme

- Develop and submit to the IPC for approval the Engagement Programme, including communication and sustainability, impact and legacy elements, which shall raise awareness and educate the public about the Paralympic Games, leading athletes and the relevant Para sports, as well as encourage people to become involved in the Paralympic Games.
- Ensure that this programme is aligned with the strategy of the local authorities to maximise the reach of the programme.



DELIVER

GAMES DELIVERY

11. GAMES DELIVERY

Introduction

The IOC and IPC define the overarching Games delivery framework to describe the approach, tools and reference documents that support the delivery of the Games, Games experience and the realisation of pre-Games impact and 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-create delivery and adapt to the local context.

In order to consolidate the strategic direction and approach to delivery, the OCOG, IOC and IPC develop a bespoke Games Plan to define scope, align and integrate stakeholders, and establish the roadmap to deliver the vision and objectives for each Games edition. The Games Plan contains key milestones, as per the Master Schedule (MS), and clarifies the respective roles and responsibilities of all stakeholders, including local delivery partners. The main opportunities and risks for the Games edition are also included, along with the agreed plan to address each of them. Detailed strategies and plans to support and implement the Games Plan are developed throughout the OCOG lifecycle.

For Games delivery, key success factors include:

- a Games Plan that details anticipated outcomes and means to achieve outcomes for each phase of delivery;
- executive support of the Games delivery framework;
- an integrated approach, established from the inception of the OCOG, that focuses on stakeholder experience, service delivery, and driving consistency across OCOG areas and venues;
- 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, Host Country Authorities, Games stakeholders and other key delivery partners; and
- early adoption of a Single Source of Truth (SSOT) for planning assumptions, data management, tools and documentation.

The IOC, the IPC 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 Games Plan that encourages the OCOG to allocate its early years to focus on strategic elements (e.g. scoping, securing resources, public engagement and communication) before shifting focus approximately four years before the Games to planning, operational readiness and legacy realisation;



- increasing the role and collaboration of the IOC and IPC administration to enable co-creation with the OCOG, stakeholders and delivery partners for development of strategies, action plans and issue resolution, etc.;
- implementing an Event-centred approach to assist the OCOG in finding the most efficient way to deliver one or more sport(s), discipline(s) or event(s) on the Olympic and/or Paralympic programme, building on the capabilities of IFs, NFs, operators of existing venues, local event organisers or in-house capabilities while still ensuring a consistent stakeholder experience;
- exploring alternative ways to conduct optimised testing of the Fields of Play (FOP), technology and OCOG workforce, including using existing events and synergies between Olympic and Paralympic testing, etc.; and
- actively participating in Games optimisation discussions to identify further opportunities to foster sustainable Games and enhance Games experience.

All other areas covered by the OHC – 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

GAD 01 - Games Plan

- Develop a Games Plan that builds on the Pre-election Commitments, OHC – Principles, OHC – Operational Requirements and the generic Games Delivery Roadmap, and describes the following:
 - Games vision and opportunities (including unique opportunities for the Paralympic Games);
 - product and stakeholder experience;
 - governance model;
 - delivery roles and responsibilities (including stakeholders and delivery partners);
 - high-level organisational design (including key positions' recruitment);
 - brand and communications;
 - sustainability, impact and legacy;
 - OCOG stakeholder analysis and engagement approach;
 - Community Engagement Plan;
 - budget overview;
 - commercial model and TOP Partner supply;
 - breakdown of scope to deliver the Games;
 - initial Concepts of Operations (Venue Master Plan, Event Management, testing, Test Events);
 - insights and learning approach including data;
 - procurement approach;
 - strategic risks; and
 - programme management (success criteria, reporting and issues/risk management, etc.).

GAD 02 - Games Plan supporting strategies and plans

- Develop the supporting strategies and plans listed in "[GAD Annex 1 – Games Plan supporting strategies and plans](#)" to further detail and implement the Games Plan (unless, depending on the

OCOG context, otherwise agreed with the IOC and IPC throughout the OCOG lifecycle). The list of supporting strategies and plans form the basis of the generic Games Delivery Roadmap.

- Agree with the IOC/IPC a method to update elements of the “Games Plan – supporting strategies and plans” (including MS, Pre-election Commitments register and legal register) on a regular basis to ensure they remain current and relevant.

GAD 03 - Games Vision and Vision for Stakeholder Experience

- Refine the Games Vision that was put forward prior to the election. Identify and define its meaning and the desired outcomes that will need to be achieved in order to validate its realisation. Address in a narrative document the vision for each stakeholder's Games-time experience. Provide it to the IOC and IPC for review.

GAD 04 - Games Operations Concept

- Develop a narrative document that describes for the OCOG and its delivery partners high-level conceptual information regarding how the Games will operate, including how the competition and non-competition venues will function, the role of key services such as logistics, transport and security, etc.

GAD 05 - Baseline Master Schedule (MS)

- Co-create with the IOC and IPC, the baseline MS (based on the IOC/IPC generic MS) that includes the critical milestones and deliverables from the generic Games Delivery Roadmap and OCOG-specific milestones (including key milestones for the delivery partners involved). A high level OCOG roadmap should accompany the baseline MS.

GAD 06 - Games Partners' Responsibility Matrix

- Update and maintain the matrix detailing the respective roles and responsibilities of the OCOG and the various delivery partners (city, region, Host Country Authorities and/or private entities), provided in the Games Plan, which identifies all entities involved in planning, organising, financing and staging the Games and their respective scope, roles and responsibilities. This should also incorporate the matrix of responsibilities for infrastructure planning and delivery and Event Delivery. The matrix should apply to the Olympic and Paralympic Games.

GAD 07 - Risk Management Framework and Strategy

- Develop a Risk Management Framework that outlines a structured and consistent system that shall be applied across the OCOG to manage uncertainty. The Risk Management Strategy communicates the OCOG's Risk Management Framework and provides an approach to addressing uncertainty for those with risk management responsibilities.

GAD 08 - Risk, Action, Decision, Issue, Opportunity Register (RADIO)

- Collaborate with the IOC and IPC to develop a RADIO Register and agree the approach and frequency of register reviews throughout the OCOG lifecycle.
- Develop a Games Risk Register containing detailed mitigation measures. Conduct a risk identification and mitigation exercise with the IOC and IPC and Games partners, in order to input to the development of contingency plans and readiness exercise scope.

GAD 09 - Register of Pre-election Commitments and Legal Register

- Collaborate with the IOC and IPC to develop a register of all Pre-election Commitments made during the pre-election phase and during the Future Host Commission visit.



- Develop and maintain a register of legislative and regulatory initiatives to ensure the existence of a sufficient legal framework for the Olympic and Paralympic Games and to identify the potential necessity to adopt new or modify existing legislation. It should include an overview of the legislation required in order to honour OHC obligations, Pre-election Commitments and timelines for delivery, including the rules on reporting changes and evolution of legislative initiatives

GAD 10 - Stakeholder Management Strategy

- Develop a document that describes how the OCOG plans to interact with stakeholders from pre-Games until post-Games, including respective roles and responsibilities, engagement and communications. This strategy should be delivered using inputs from "Games vision including vision for stakeholder experience".
- Submit the strategy to the IOC and IPC for review.

GAD 11 - Accessibility Strategy

- Develop an Accessibility Strategy that outlines how the OCOG shall identify, prevent and remove physical and cultural obstacles for persons with disabilities in the context of planning and delivering the Games.
- Ensure the approach encompasses tangible and intangible objectives that cover the entire OCOG lifecycle and includes key principles and a gap analysis that will drive OCOG area, venue and Event planning.

GAD 12 - Scope and Resources Plan

- Develop a lifetime view of scope for delivery of the Games and realisation of opportunities that is aligned to resources and broken down by years. Submit revised versions of this plan to the IOC and IPC at appropriate points in the Games lifecycle, e.g. transition from Strategy to Planning Phases.

GAD 13 - Integrated Operational Planning Approach

- Develop an Integrated Operational Planning Approach that defines how the OCOG and delivery partners will work together to develop and integrate operational plans.

The approach shall define the units that lead these activities and the activities' respective timelines. The overall Integrated Operational Planning Approach and timeline should be centrally and proactively communicated to all OCOG areas and delivery partners, in order to plan their participation appropriately.

The implementation of the Integrated Operational Planning Approach produces tangible outputs in the form of documents and other tools (such as Service Operating Plans). Its implementation should be consistent across all OCOG areas, Events and venues (competition and non-competition) wherever possible to ensure that service providers can optimise their involvement in the process and also drive consistent, optimised and known services and service levels to stakeholders (e.g. Technology Equipment Allocation Process [TEAP] planning, FFE planning, workforce planning, space planning, etc.).

GAD 14 - Policies and Procedures (P&P)

- Finalise operational P&P by incorporating lessons learned from testing and readiness exercises. Provide the P&Ps to the IOC and IPC, based on the IOC/IPC generic policies provided to the OCOG.

GAD 15 - Service Model

- Contextualise the service catalogue/database provided by the IOC and IPC by detailing which services will be provided to which stakeholders by which entities, and with which service levels. This baseline will represent the first version of services and service levels shared with the IOC/IPC and will form the basis for future change management. The database will be used to plan the services for the Olympic and Paralympic Games.

GAD 16 - Games Demand Model

- Collaborate with the IOC and IPC to regularly maintain a common and agreed view of stakeholder numbers/demand broken down by session in order to develop key planning assumptions and appropriately scope services.

GAD 17 - Games-wide Governance Framework

- Define, document and implement a Games-wide Governance Framework to define how information is shared and decisions are made 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 Communication, Command and Control structure that includes all the OCOG areas, Olympic and Paralympic venues and Events, the various levels of government and other partners.
- Implement this framework throughout the OCOG lifecycle with emphasis on the Readiness and Games Phases.
- Document the transition from the pre-Games governance framework to the testing activities framework as well as city/region and Event cluster Communication, Command and Control Games-time plans, including any changes to executive roles and responsibilities, management roles and responsibilities, forums/tools, timelines, etc.
- Implement a Main Operations Centre (MOC) that encompasses coordination centres for OCOG areas or partners in order to support information sharing and decision making.
- Consider mobilising a MOC that supports testing activities both prior to and during peak periods of testing operations, as well as during the Readiness Phase for Games preparation.

GAD 18 - Operational readiness

- Submit the following plans to the IOC and IPC:
 - Operational Readiness Strategy, including testing activities, describing the overall approach to achieving operational readiness for the OCOG and its key delivery partners;
 - Operational Readiness Programme Plan describing the detailed approach for readiness activities (training, testing [including Test Events], talk-throughs, walk-throughs, table-tops, simulations, rehearsals) by the OCOG and its partners. The plan should address objectives, scope, governance, roles and responsibilities of all entities, process, exercise design and development, timeline, resources and evaluation;
 - Testing Calendar and Participation/Service Level Matrix;
 - MOC Operating Plans;
 - Functional Coordination Centre (FCC) Operating Plans;
 - Exceptional Situation Management Plan jointly developed by the OCOG, IOC and IPC; and
 - Event Contingency Plans.
- Apply the following principles during the Readiness Phase:



- Key components of the operational mode shall be in place at the right time – starting with the appointment of a Games Delivery Officer and establishment of the OCOG's MOC. The timing needs to consider the specific local and global circumstances, however, typically occurs from Games-24 months. The transition from the Planning to Readiness Phase will help facilitate the timely identification and resolution of issues by the OCOG, the IOC, IPC, stakeholders and delivery partners. Consider the earlier deployment of IOC and OBS resources to support the OCOG. Clearly outline in the Games Plan the timeline for the OCOG to shift to operational mode and review regularly.
- The IOC, IPC, OCOG and delivery partners shall collaborate on an operational readiness programme, which combines a series of operational planning, learning and testing activities to ensure that Games-time workforce, processes, infrastructure and technology are ready for the Games.
- Several IOC/IPC-led activities shall be included within the operational readiness programme; the OCOG is to support their development and delivery and participate actively in these joint activities (e.g. tabletops, simulations, talk-throughs, walk-throughs).
- Appropriate testing of the FOP, technology, infrastructure, processes, information sharing workflows and Games workforce is essential for each sport/discipline; the testing scope will be carefully assessed by the OCOG and reviewed by the IOC and IPC based on the risks, opportunities and needs per sport/venue/Event, with a view to optimising as much as possible.
- Testing will include several Test Events, as determined appropriate based on the risk profile of the sport and/or venue.
- Development of the proposed Test Events programme must involve the IOC, IPC, IFs, NFs, official timing provider and the relevant Event Delivery Entity (EDE)/venue owner prior to the 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 shall take place under the supervision and according to the competition rules of the relevant IFs, and wherever possible follow the Olympic and Paralympic competition format and progression as defined in the ORIS/PRIS documents.
- The 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 OHC – 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.
- The OCOG shall ensure that, for any Test Events that are under the commercial control of the OCOG and denominated as Test Events for the Olympic and Paralympic Games, no sponsorship, promotional, advertising or media rights relating to such Test Events are granted to any third parties other than Marketing Partners or MRHs respectively.

GAD 19 - 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 (EB) meetings;

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- IOC Coordination Commission meetings;
 - JSF meetings (see [GAD 20 – Joint Steering Forum \(JSF\)](#));
 - Delivery Partner Meetings (DPM) and other technical/working meetings;
 - IPC General Assembly; and
 - IPC Governing Board meetings.
- Ensure that such reports provide the status of progress, in particular on the OCOG and delivery partners' progress with delivery and realisation of opportunities for pre-Games impact and legacy.
 - Collaborate with the IOC, and as appropriate the IPC, to establish the agenda and prepare the working documents for the IOC Coordination Commission meetings, JSF meetings, DPMs and other technical/working meetings.
 - Facilitate the organisation of IOC-OCOG area technical/working meetings held in the host city/region.
 - Facilitate the organisation of IPC-OCOG area technical/working meetings held in the host city/region.

GAD 20 - 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 21 - Pre-Games venue tours

- Facilitate site and infrastructure visits during the OCOG lifecycle for the IOC, IPC, NOCs, NPCs, IFs, OBS and the MRHs (and/or their duly authorised partners/consultants/contractors) to check the readiness of any sites and infrastructure. Opportunities for virtual site visits should also be explored.
- The IOC, the IPC and the OCOG shall work together in defining the process and P&P for facilitating these visits including access conditions and requirements and various support services.

GAD 22 - Joint Integrity Unit (JIU)

- Set-up a Joint Integrity Unit (JIU) in partnership with the IOC that brings together the OCOG, Host, Host NOC and Host Country Authorities, including law enforcement authorities, and the IOC. This JIU shall facilitate the cooperation and exchange of information and intelligence to ensure appropriate and timely resolution of any issue of integrity during the Olympic Games regarding accredited persons.
- Work closely with the IOC to define:
 - the competent Host Country Authorities to be involved; and
 - the single point of contact for all entities in the JIU to facilitate the resolution of any situation/exceptional situation; these points of contact should preferably be fluent in English or French.
- Agree with the IOC the details of the mechanism of the JIU.
- Agree with the IPC the implementation of a similar framework to apply during the Paralympic Games, adapted to the context and needs of the IPC (in particular its regulatory framework).

GAD 23 - Dissolution Plan

- In order to minimise costs, optimise asset disposal and realise sustainability and legacy objectives, submit to the IOC and IPC an OCOG Dissolution Plan agreed with the Host and the Host NOC. Ensure that this plan includes elements such as, but not limited to:



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- post-Games staffing and demobilisation plans;
 - venue decommissioning, site restoration/reinstatement and hand back obligations;
 - data gathering and reporting requirements;
 - asset disposal to maximise value of goods, achieve high levels of reuse and repurposing and minimise waste;
 - transfer of post-Games roles and responsibilities to legacy entity(ies);
 - detailed planning of the share of surplus retained to be used for financing the Legacy Plan and for the development of sport in the Host Country; and
 - contract closures and settlements.

GAD 24 - Games evaluation

- Contribute to the Games evaluation process based on the framework defined by the IOC and IPC throughout the OCOG lifecycle.

Additional Paralympic Games requirements

GAD 25 - Maximising opportunities arising from the Paralympic Games Strategy

- Develop a strategy to maximise Paralympic Games opportunities and submit to the IPC for approval. The strategy shall outline the mechanisms by which the OCOG will identify and capitalise on specific opportunities arising from hosting the Paralympic Games as well as the framework to ensure the specific differences of the Paralympic Games and Movement are effectively managed in planning and delivery.

GAD 26 - Paralympic Games Transition Strategy and Detailed Plans

- Develop a strategy that includes principles and priorities for any changes (e.g. installation or removal of temporary infrastructure or equipment, change of Look, transition of Field of Play [FOP], adaptation of vehicle fleet, etc.) required after the end of Olympic operations to ensure readiness for the start of Paralympic operations. The strategy shall include a framework for how readiness for Paralympic Games operations will continue to progress during delivery of the Olympic Games, as well as a central mechanism for tracking progress across all OCOG areas, venues, Events and the territory of the host city/region.
- Develop detailed Transition Plans for each relevant OCOG area and venue and/or Event, as well as an integrated schedule for the Paralympic Games venue readiness inspections with all relevant OCOG areas.
- Incorporate the tracking and reporting on the status of preparations for the start of Paralympic Games operations into the regular internal processes and meetings of the MOC as well as the regular mechanisms for reporting to/meeting with the IPC.

12. PEOPLE MANAGEMENT

Introduction

The Olympic and Paralympic Games could not happen without 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, onboarding, 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:

- an organisation design based on the principles of agility, resource optimisation, engagement and being data driven;
- the establishment of a clear organisational purpose (vision) and strategy;
- key organisational behaviours: adaptability, resilience, cohesiveness and empowerment;
- a learning and development strategy to appropriately prepare the workforce with the right skills at the right time to deliver the Games;
- clear strategies and implementation plans for the core organisational building blocks of organisation structure; workforce plan and operations; governance; ways of working; capability building; resourcing strategy; People Management policies and workforce systems; and
- a strong understanding of applicable national labour laws and policies, as well as international human rights and labour standards, and principles, including the UN Guiding Principles on Business and Human Rights (see [SIL 07 – Human rights due diligence](#)).

The IOC, the IPC 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 providing expert advice, Subject Matter Expert (SME) resources, playbooks, toolkits, data and information.

Close coordination, collaboration and engagement of the OCOG and with a variety of stakeholders, including delivery partners, suppliers, 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:



PEM 01 - People strategies and plans

- Provide to the IOC and IPC people strategies and/or plans (covering paid, volunteer and contractor) as relevant for each lifecycle phase (and annual updates if requested). These strategies and plans shall contain the elements listed in the requirements below.

PEM 02 - Organisation structure

- Provide to the IOC and IPC the OCOG organisation charts detailing roles, titles, reporting lines and key statistics such as number of persons with disabilities and split by seniority.

PEM 03 - Workforce Plan

- Provide to the IOC and IPC the current and projected Games-time headcount (including diversity data) and lifetime budget status (plan, actual, committed and forecast).

PEM 04 - Resourcing Strategy

- Provide to the IOC and IPC a Resourcing Strategy (including labour market analysis) to meet the workforce demand plan for each phase across paid, contractor and volunteer roles.

PEM 05 - Organisational Communications and Engagement Strategy

- Provide to the IOC and IPC the Organisational Communications and Engagement Strategy to engage the entire OCOG workforce including delivery partners, Marketing Partner workforce, etc.

PEM 06 - Entry arrangements

- Ensure entry arrangements are made with appropriate Host Country Authorities for certain personnel (accredited and non-accredited) having to carry out Olympic/Paralympic functions (including pre-Games) in accordance with the OHC – Principles.

PEM 07 - Remuneration Strategy

- Provide to the IOC and IPC a Remuneration Strategy to include overall remuneration principles, benchmarking approach, structure and policy for pay, incentivisation, retention and health and well-being.

PEM 08 - Diversity, Inclusion and Safeguarding Strategy

- Provide to the IOC and IPC a Diversity, Inclusion and Safeguarding Strategy to ensure a diverse, inclusive and safe working environment that protects and respects human rights and promotes the values of equality and fairness, free from harm or adverse treatment detailing the plan to ensure diversity, inclusion and safeguarding are embedded across the OCOG's delivery programmes.

PEM 09 - Labour Relations Strategy

- Provide to the IOC and IPC a Labour Relations Strategy to engage trade unions and other labour relations stakeholder organisations to ensure the smooth operational delivery of the Games.

PEM 10 - Workforce Games-time Experience and Operational Plan

- Provide to the IOC and IPC a Workforce Games-time Experience and Operational Plan defining the workforce services (transport, food and beverage, welfare, uniforms, recognition, etc.) and operations for testing and Games time.

PEM 11 - Workforce technology

- Establish the workforce technology needs, scoping and defining the plan and implementation of the workforce technology systems framework and interfaces.



PEM 12 - Uniform Strategy

- Provide to the IOC and IPC a Uniform Strategy including scoping, procurement, design, manufacture, supply chain and distribution for all relevant stakeholder groups (workforce, technical officials, etc.).

PEM 13 - Key Risks and Mitigation Plan

- Provide to the IOC and IPC the Key Risks and Mitigation Plan across all People Management workstreams.

PEM 14 - Human legacy impact

- Establish human legacy impact outcomes across all People Management workstreams.

PEM 15 - Workforce Training Strategy and Plans

- Provide to the IOC and IPC the Workforce Training Strategy and relevant plans, including training on general disability awareness. This covers Games time workforce (paid, volunteer, contractor) and is distinct to the overall Learning Strategy for the OCOG (see [IKL 02 – OCOG Learning Strategy](#)).



13. INFORMATION, KNOWLEDGE AND GAMES LEARNING

Introduction

The Information, Knowledge and Games Learning (IKL) area within an OCOG is an enabler that supports the delivery of the Olympic and Paralympic Games. It is a driver for managing information, sharing and developing knowledge and providing Games learning opportunities across the OCOG, its delivery partners and stakeholders. Therefore, the IKL area needs to be closely aligned with other key OCOG areas including People Management, Games Delivery and Technology.

As per the OHC Principles, the OCOG ensures that all data, documentation, materials, objects, photography, video, Audio-visual (AV) content, systems, websites and software that have been specifically developed, created, acquired or obtained by the OCOG, the Host and the Host NOC in connection with or for the Games (referred to as Games – Information and Knowledge Expertise) can be transferred to the IOC and the IPC and benefit future Games organisers.

The IKL scope spans the entire lifecycle of an OCOG and is logically divided into three key parts as follows:

1. Games learning: to support Games optimisation and readiness through the delivery of insights and learning for the OCOG and its delivery partner staff;
2. Information management: to design and implement a framework for managing data, documents and other information sources for ease of access within the OCOG and sharing with stakeholders, maintaining a Single Source of Truth (SSOT); and
3. OCOG knowledge development: to support the consumption of knowledge and understanding across all staff within the OCOG and its stakeholders required for delivering the Games and to contribute to knowledge transfer and sharing of information from OCOG to OCOG.

For IKL, key success factors include:

- effective positioning and empowerment of IKL within the OCOG;
- early implementation of key information management processes and tools;
- timely development and delivery of the OCOG's Learning Strategy, establishing the culture of a "learning organisation" within the OCOG;
- central management of key planning data and assumptions for Games operations;
- planning and fulfilment of opportunities for the OCOG to observe and learn from previous Games organisers;
- delivery, in collaboration with the IOC and as appropriate the IPC, of an organised and efficient programme to capture and then transfer content and knowledge to future Games organisers, including the appropriate level of resourcing post Games to ensure all obligations are met;
- in collaboration with the IOC, effectively planned and delivered Olympic observation and experience programmes for the benefit of future Games organisers; and
- in collaboration with the IPC, effective development and implementation of pre-Games and Games-time learning activities curated specifically to address Paralympic opportunities and challenges.

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

- delivering executive learning and coaching for senior OCOG staff to accelerate their Games understanding;



- supporting the OCOG in addressing its identified learning needs by providing contextualised and customised learning opportunities that complement the internal OCOG learning programme;
- providing content and knowledge from previous Games for use as examples and comparisons to assist in the development of the OCOG's own deliverables;
- supporting the OCOG in making data-driven decisions by providing previous Games data and analysis; and
- assisting the OCOG in forming effective relationships with other OCOGs.

Close coordination and collaboration within the OCOG and a variety of delivery partners and stakeholders, especially the IOC and IPC, 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 Information, Knowledge and Games Learning (IKL) and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

IKL 01 - Games learning

- Participate in the Games learning activities provided by the IOC, implementing the IOC's Games learning platform for the benefit of executives and management of the OCOG and, where relevant, Event Delivery Entities (EDE) and other partners.

IKL 02 - OCOG Learning Strategy

- Develop and deliver an OCOG Learning Strategy that includes essential components (such as without limitation an OCOG-wide learning needs analysis, competency framework for key roles, learning roadmap, key metrics used to measure learning and impact) and incorporates relevant IOC-provided Olympic Games learning activities (executive learning and coaching, workshops, operational readiness exercises, etc.) and IPC-driven Paralympic Games learning activities. The IOC will provide further information regarding the development of the OCOG Learning Strategy for the OCOG to adhere to and as support in achieving its obligation.
- Develop and implement additional learning activities based on identified OCOG-specific learning needs and IOC and IPC recommendations that are complementary to the IOC-provided Olympic Games learning activities and IPC-driven Paralympic Games learning activities.
- Review annually to continually promote learning within the OCOG, adapt to new and evolving learning needs and proactively identify areas where the IOC and IPC can provide support.
- Collaborate with the IOC and IPC IKL areas to facilitate a secondment programme for Olympic and Paralympic Movement stakeholders respectively, during the pre-Games and Games-time periods.

IKL 03 - Observers Programme (OBP) at the Olympic Games

- Collaborate with the IOC and other relevant stakeholders to develop and deliver the Observers Programme (OBP) during testing activities and during the Olympic Games period in accordance with the following:
 - Propose and, when confirmed by the IOC, procure a location for the Observers Programme headquarters (including necessary briefing space, offices and meeting rooms). The cost for the Observers Programme headquarters shall be split equally between the IOC and the OCOG.



- Propose and, when confirmed by the IOC, provide accommodation for observers (at their cost).
- Propose and, when agreed by the IOC, provide ground transport for programme activities as outlined in the relevant operational requirements.
- The responsibility for any additional costs shall be mutually agreed between the IOC and the OCOG before each Observers Programme using the “split of costs matrix” shared by IOC IKL as a baseline when the Observers Programme planning process begins. Complementary to the programme, the OCOG will support the IOC in arranging opportunities for participants to engage in shadowing and self-observation activities pre-Games and during Games time. The IOC IKL team will provide further information, including an Observers Programme Activity Brief and relevant workshops, to assist and instruct the OCOG in the delivery of the Observers Programme.

IKL 04 - Debrief (Olympic Games only)

- Collaborate with the IOC IKL team and other relevant stakeholders to develop and deliver the debrief event and debriefing process in accordance with the following:
 - Host the debrief event for the previous Olympic Games edition and provide, at the IOC’s cost and with IOC approval, the event location(s), facilities, technology (including necessary equipment for people to attend virtually), accommodation, transport and catering for attendees.
 - Provide, at the hosting OCOG’s cost, accommodation and transport for host OCOG participants if applicable.
 - The responsibility for other costs related to hosting the event will be mutually agreed between the IOC and the hosting OCOG before each debrief event using the “split of costs matrix” shared by IOC IKL as a baseline.

The IOC will provide further information regarding the debrief event and debriefing process to instruct and support the OCOG in delivering these obligations.

IKL 05 - Paralympic Games learning activities

- Collaborate with the IPC and other relevant stakeholders to develop, host and deliver a series of Games learning activities targeted to the OCOG’s Paralympic learning needs, as identified in the OCOG Learning Strategy.
- Collaborate with the IPC to support the planning and delivery of a programme for future OCOGs to be held during the Paralympic Games.
- The scope, components and delivery timelines of each activity shall be agreed with the IPC, and costs relating to attendance at or delivery of these activities shall be borne by the OCOG, including if necessary, the provision of a Paralympic Games programme headquarters and transport at Games time.

IKL 06 - Use of data and analytics

- Ensure any analytics tools provided by the IOC, which clarify insights related to planning, are made available to executives and management, ensuring the use of these tools is well understood.
- Leverage Games operations data from previous Games editions in support of OCOG planning and optimisation efforts.
- Support the different OCOG areas in identifying and providing solutions to various data and analytics use cases related to Games operations planning, such as developing and managing an SSOT for planning data.

IKL 07 - Contractual provisions and transfer rights related to data

- Ensure that all OCOG contracts related to Games – Information Knowledge and Expertise (as defined in the OHC – Principles) with Marketing Partners, service providers or other third parties include all the necessary provisions (in particular regarding the ownership of all Intellectual Property Rights [IPR] and regarding the controllership of any personal information) in order for the OCOG to manage the Games – Information Knowledge and Expertise, including to fulfil its knowledge transfer obligations to transfer such information to the IOC and the IPC.

IKL 08 - Information management

- Produce an Information Management Plan describing the principles and overall standards that will underpin the OCOG's information management.
- Develop and implement systems and processes for managing documents, records and corporate information, and enabling appropriate sharing of content with stakeholders and delivery partners. Ensure its availability, integrity and, where applicable, confidentiality with reliable processes and appropriate technologies.
- Grant the IOC and the IPC free access to this information on request.
- Grant EDEs free access to information where relevant.
- Work in partnership with the IOC, and as appropriate the IPC, to deliver an effective codes, acronyms and terminology system that can be accessed by all key operational staff.

IKL 09 - Knowledge transfer

- Support the transfer of OCOG-produced Content (OPC; documents, statistics, official publications, audio and visual assets, artefacts and memorabilia) to both the IOC and IPC, adhering to the requirements defined by the IOC and IPC, including scope, transfer process and frequency of transfer. For artefacts and memorabilia specifically, OCOG IKL should partner with the Logistics area so that its expertise in asset identification, tagging and tracking is used fully to support these activities.
- Ensure the appropriate people in the OCOG leadership participate in any knowledge transfer process required by the IOC that helps convert tacit into explicit knowledge captured in different media (e.g. documents, audio, video, etc.) for sharing with future OCOGs.
- Work in partnership with the IOC, and as appropriate the IPC, to ensure that the key data related to Games operations is identified, collected and shared with the IOC/IPC in the agreed format and timeline for the benefit of future OCOGs. This includes supporting the IOC with its own data collection project during Games time by facilitating access to venues and technology equipment installation. Early engagement with all key stakeholders is required to ensure as much collection as possible is automated.
- Ensure that EDEs participate fully in OCOG-produced content transfer in a timely and detailed manner, aggregating their content with that of the OCOG, adhering to the requirements defined by the IOC and IPC, including scope, transfer process and frequency of transfer.

IKL 10 - OCOG Official Report

- Produce the OCOG Official Report, which shall include, without limitation, the Future Host vision and concept, economics of the Games, Ceremonies, Olympic and Paralympic Games-time legacy and further topics upon request of the IOC/IPC. All content, in any language, should be approved by the IOC/IPC before final production.



EVENT DELIVERY AND VENUES

14. EVENT DELIVERY

Introduction

Event Delivery embraces the new “Event-centred approach” for Games delivery, that is, putting the Event (as detailed below) at the core and at the start of the planning process with a sustainability-, legacy- and cost-efficiency-driven Event planning process.

The term “Event” refers to one or more sport(s), discipline(s) or event(s) in the Olympic and/or Paralympic programme, or other activities, held at one or more venues (including non-competition venues). The term Event includes the reference to the relevant venue(s) and comprises all infrastructure, operations, services and workforce to deliver the related competitions and/or activities.

Event Delivery provides the possibility to outsource part or all Event Delivery phases and scope, for some Events or for all Events.

Event Delivery covers both Event planning and Event operations, i.e. the whole cycle to plan, procure, physically deliver and set-up the venue(s), and stage the Event (operational readiness and Games operations), at a venue or multiple venues.

For Event Delivery, key success factors include:

- establishing an Event-centered organizational design with key areas such as Sport, Event Infrastructure and Event Management (“Event lead team”) and other relevant functions for non-competition venues included from the beginning;
- articulating a comprehensive Event Delivery Strategy;
- maximising the use of existing capabilities (i.e. experience, knowledge, expertise), including earlier, stronger and more systematic integration of stakeholders in the venue and Event planning process;
- establishing a clear dual planning approach integrating centrally planned activities with Event-level planned activities, across all stages of Event delivery;
- systematic simultaneous scope and design developments and cost and carbon footprint estimations and planning;
- establishing an Event-by-Event budget; and
- establishing a robust and systematic change control process from the start of the venue planning and design and Event Operational Planning processes. For each Event, to ensure real time Cost Estimation of what is scoped and designed for each Event, Event Cost Control, and alignment between Event Cost Estimations and Event Budgets

The IOC and the OCOG will cooperate to make the delivery of the Event Delivery operational requirements in the local context as efficient as possible, especially by adjusting capacities and services at Events in accordance with the geography of the Games and actual stakeholder needs.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, as well as the IOC and IPC, are also essential for the successful Event Delivery programme.

More information on the topics covered in this section is available in the Event Delivery Guide, Event Briefs (sport specific; developed in close collaboration between the IOC and each IF), Event Delivery Toolkits and any cross-referenced documents listed within them.

Operational Requirements

In order to deliver the Event Delivery requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

EVD 01 - Event Delivery Strategy

- Develop an OCOG Event Delivery Strategy that establishes – Event by Event – which parts of the Event Delivery scope and which phases will be delivered by the OCOG and which will be outsourced to external Event Delivery Entities (EDE), maximising the use of existing capabilities (i.e. experience, knowledge, expertise). This strategy shall include an EDE procurement strategy aligned with the Games-wide Procurement Strategy (see [FIN 09 – Procurement Strategy](#)), and shall support an OCOG Event-centred organisational structure aligned with the OCOG organisation charts (see [PEM 02 – Organisation structure](#)).

EVD 02 - Infrastructure and Operations Roadmap (IOR)

- Establish an Infrastructure and Operations Roadmap (IOR), that is, an end-to-end timeline for centrally planned and managed activities and milestones for Event infrastructure and operations, aligned with Event Infrastructure strategies.
- Ensure that the IOR is part of the infrastructure and operations workstream of the generic Games Delivery Roadmap (see [GAD 02 – Games Plan supporting strategies and plans](#)).

EVD 03 - Event Delivery Plan (EDP)

- Establish an EDP for each Event. This is an end-to-end schedule consolidating centrally-defined milestones and activities that apply consistently across all Events, and milestones and activities that are specific to each Event. The scope of the EDP covers Event operations, sport, Event infrastructure, technology, venue/Event-related Games services, workforce, sustainability and other topics. Ensure the Sport Delivery Plan (SDP) is an integral sub-set of the EDP.

EVD 04 - Olympic and Paralympic Event Briefs

- Develop, for the OCOG and its delivery partners' venue and Event planning, design and project management purposes, a specific Olympic and Paralympic Event Brief⁴ for each Key Olympic Venue and Key Paralympic Venue⁵, based on the generic Olympic and Paralympic Event Brief provided by the IOC for each sport/discipline (Event Brief – Sport Specific).
- Integrate the OCOG's requirement to allow for delivery of venues of an appropriate standard (either permanent or temporary) that meet the sustainability and legacy objectives, technical specifications and Event operational needs of the various Olympic and Paralympic stakeholders.
- Follow the most current IF technical requirements reflected in the Event Brief – Sport Specific as they relate to competition and training venues for each sport/discipline (e.g. standard Field of Play

⁴ For venues hosting both Olympic and Paralympic Events, the Olympic and Paralympic Event Briefs shall cover the transition from the end of Olympic operations to the start of Paralympic operations and the venue requirements for Paralympic Events. In this context, these briefs shall be considered a tool to optimise and integrate the planning and design for a venue to host both Olympic and Paralympic Events.

⁵ Both terms are defined in the section Venues.



[FOP] dimensions, standard warm-up space, standard Back-of-House [BOH] requirements for athletes' preparation and IF spaces, including working areas). Should additional benefits from a legacy, sustainability and/or financial standpoint for the Host be proven, the IOC or IPC and the respective IF shall approve proposals of venues with flexibility regarding certain requirements (e.g. roofing specifications, ceiling height, vertical drop, etc.).

- Ensure that these Olympic and Paralympic Event Briefs are updated and referred to regularly.

EVD 05 - Event operational planning

- In alignment with the integrated operational planning approach (see [GAD 13 – Integrated Operational Planning Approach](#)), implement an Event operational planning process that integrates FA plans, to support successful Event delivery. This process shall cover at least all Key Olympic Venues and Key Paralympic Venues, competition and non-competition.
- Ensure that this process is fully integrated with and supports the OCOG and external stakeholders' Games planning (such as IFs, OBS, Marketing Partners, contractors, local regulatory and licensing authorities, etc.).
- Ensure that the Event operational planning timelines are fully aligned and integrated with the venue design process, asset scoping (technology, logistics, media, workforce, etc.) and budget development.
- As part of Event operational planning, include a Model Event Operations Plan (MEOP) to clearly establish baseline Event operations principles.
- As the key output of Event operational planning, complete several iterations of the Event Operations Plan (EOP) as planning progresses, and Test Event Operations Plans (TEOP) as appropriate.
- Ensure that the timelines, milestones, contents and specifications of Event operational planning are discussed and reviewed with the IOC and IPC.

15. VENUES

Introduction

Venues are a basic requirement for staging the Olympic and Paralympic Games. The Host and OCOG must plan, design, build, renovate, adapt, deliver 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 and Key Paralympic Venues include all competition venues, the Olympic/Paralympic Villages, International Broadcast Centre (IBC), Main Press Centre (MPC), Main Media Centre (MMC), Mountain Broadcast Centre (MBC) and other zone media centres when relevant, Opening and Closing Ceremonies venue(s) and Medals Plaza(s) (when relevant), Olympic/Paralympic Family Hotel(s) (OFH/PFH), accommodation villages (when relevant), Olympic Park(s) and major common domain(s), training venues, Uniform Accreditation Centre (UAC); and airports and other major arrivals and departures service points (when relevant) (“Key Olympic Venue(s)”⁶ and respectively “Key Paralympic Venue(s)”.

The OCOG’s mission, together with its delivery partners, is to plan, deliver and operate venue infrastructure for competition venues and non-competition venues that:

- are safe and compliant with domestic and/or international codes and standards of reference (for infrastructure construction or installation, and venue and Event operations);
- are sustainable and deliver positive legacies;
- are delivered on time and on budget;
- meet multiple stakeholders’ functional and operational requirements and deliver a positive experience to stakeholders; and
- support revenue generation and commercial opportunities.

The above must be delivered in a context of alignment between different stakeholders’ and delivery partners’ objectives.

For the Venues area, key success factors include:

- a master plan with a strong focus on operational requirements, sustainability and legacy, maximising the use of existing venues and temporary and demountable venues;
- ensuring that human rights and labour standards are respected and that Health and Safety (H&S) regulations are in place;
- high standards of accessibility;
- systematic simultaneous scope and design developments and cost and carbon footprint estimations and planning;
- ensuring that venues are broadcast-compatible in close coordination with OBS;
- a detailed testing programme for venues as defined in the Operational Readiness Strategy and Operations Readiness Programme Plan (see [GAD 18 – Operational readiness](#)); and

⁶ This definition of “Key Olympic Venue(s)” replaces the defined term “Key Olympic Venues” in Appendix 1 of the relevant OHC Principles”)



- venue planning foundations and Event Infrastructure programme management, including efficient cost planning and management, monitoring and reporting processes.

The IOC, the IPC 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 territory of the host city/region and/or Host 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, testing activities and installation periods of all stakeholders; and
- simplifying venue designs and requirements across several areas, such as venue access and flows, spaces used for workforce, compounds, media areas, lounges, parking spaces, security screening areas, etc. by better matching actual needs as per the data captured during previous editions of the Games.

More information on the topics covered in this section is available in the Event Delivery Guide, the Event Briefs – sport specific (developed in collaboration between the IOC/IPC and each International Federation [IF]), as well as the Event Delivery Toolkits and any cross-referenced documents listed within them.

Operational Requirements

In order to deliver Venues requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Plan and the Games Plan supporting strategies and plans:

VEN 01 - Venue Master Plan

- Ensure that, in determining the location of sites and venues of the Olympic and the Paralympic Games, priority is given to the use of existing or temporary venues and infrastructure. The IOC and IPC allow the organisation of entire sports or disciplines, outside the territory of the host city/region, or, in exceptional cases, outside the Host Country notably for reasons of geography and sustainability.
- Ensure that the prior approval of the IOC and IPC 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 and Key Paralympic Venue, as proposed by the Host and the Host NOC in their pre-election submission, 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 and/or Key Paralympic Venue must enhance the pre-election proposals, in particular the legacy and sustainability aspects and/or the cost efficiency of the Games concept.
- Submit a venue change request for any intended change, explaining the rationale for the change, the expected benefits (i.e. legacy, sustainability, cost savings, operational efficiencies, enhanced experience for stakeholders, revenue generation opportunities, etc.), the anticipated operational impacts for stakeholders and the timeline for decision-making.

VEN 02 - Maximum use of existing venues and temporary venues

- In line with Olympic Agenda 2020 recommendation 1 (Maximum use of existing facilities and temporary/demountable venues) as well as Olympic Agenda 2020+5 recommendation 2 (Foster sustainable Olympic Games), 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 legacy plan (including a business plan) is presented detailing proven post-Games demand, funding, sustainability and future operational usage, including the operator; and
 - for the specific case of venues whose main usage is limited to one sport/discipline/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 territory of the host city/region or the Host 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 territory of the host city/region/country, the inbound/outbound transport capacity as well as the space around the venue and its loading/unloading capacity. Conduct a “true cost per seat” analysis 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 (i.e. focus on the economics of the seating bowl and other viewing areas).

VEN 04 - Venue readiness

- Ensure that competition and non-competition venues are fully safe, in accordance with the [Safety](#) section, and operationally ready :
 - for the competition venues, from the day of the opening of the Olympic/Paralympic Villages;
 - for some non-competition venues, such as the IBC/MPC, at earlier dates, as agreed with the IOC/IPC and relevant stakeholders.

VEN 05 - Maximum use of shared venues

- The OCOG may suggest an alternative format and schedule of competitions to the IOC/IPC, the respective IF and OBS in order to maximise use of shared venues and allow a reduction in the overall number of venues required for the Games. Use of modular FOP temporary solutions is also encouraged in this respect.

VEN 06 - Planning for the Paralympic Games

- Maximise the use of Key Olympic Venues as Key Paralympic Venues, with any exception justified and subject to IPC approval.
- Ensure that the planning for Key Paralympic Venues follows a “60-day event” approach, addressing the needs of both Olympic and Paralympic Games in an integrated manner. Ensure that this planning provides for the required accessibility levels to cover Paralympic needs and aims for minimum changes during the transition from the end of Olympic operations to the start of Paralympic operations.
- Ensure that accessible exits and emergency/safety plans considering the needs of individuals with different forms of disability are established in all venues/facilities, including accommodation. Exceeding existing domestic provisions or standard regulations may be required in these plans, given the number of individuals with a disability expected to participate in the Paralympic Games.



VEN 07 - Infrastructure sustainability scope and responsibility

- Ensure that all the requirements set out in the OHC – Principles and the OHC – 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 in all phases of the project – planning, design, procurement, construction/installation, maintenance, removal/dismantling, reinstatement, recycling – for permanent, demountable and temporary infrastructure and fit-out alike, and any other Games-related new infrastructure.

VEN 08 - Infrastructure sustainability planning and management

- 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 long-term infrastructure planning, including in the selection of venue locations and innovative sustainable design and construction methods and materials.
- Ensure no permanent Olympic or Paralympic construction occurs in statutory nature areas, cultural protected areas and World Heritage sites.
- 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).
- Introduce management measures to promote biodiversity conservation within and/or around Games venues.
- Avoid displacement of existing homes and businesses and adverse impacts on indigenous people and land rights; where unavoidable (and consistent with the [Sustainability, Impact and Legacy](#) 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 09 - Protected natural areas and heritage features

- If the Host/OCOG proposes to locate a venue, facility and/or infrastructure close to a protected natural and/or cultural heritage area, an independent assessment of environmental (flora, fauna, soil, water and ecosystem services) and/or cultural heritage (landscape, amenity, built heritage and archaeology) constraints, potential impacts, risks and mitigation requirements shall be undertaken and submitted to the IOC for approval.

VEN 10 - 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. Undertake effective remediation works wherever contamination is found, prior to the start of any Games-related works and activities, as required to ensure the Health and Safety (H&S) of workers during construction and all other Games stakeholders.

VEN 11 - 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 water quality 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. Submit these results to the IOC/IPC and IFs at the frequency agreed with the IOC/IPC.

VEN 12 - Venue and Event Sustainability Management Plans (SMP)

- Ensure that sustainability is an integral part of the project execution plan of each Key Olympic Venue and Key Paralympic Venue (including temporary venues) and that such plans include environmental and social requirements, risk analysis and resource requirements, both for venue infrastructure (planning, design and delivery) and for Event operations.
- Ensure that all Key Olympic Venues and Key Paralympic Venues have a Venue and Event SMP that includes:
 - a lifecycle assessment demonstrating 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 13 - Accessibility for all stakeholders with disabilities

- Ensure that, in cooperation with the OCOG's delivery partners, adequate provisions are made for all stakeholders with disabilities for both the Olympic and Paralympic Games where required. 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 different types of disabilities within the various stakeholder groups.
- Develop an accessibility legislation gap analysis that will support the overall Accessibility Strategy, using the IPC Accessibility Guide as a reference for the targeted standards that will be used for the Olympic and Paralympic Games, and submit to the IOC and 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 delivery and Event operational planning at all stages regarding the implementation of the approved designs in terms of accessibility.
- Ensure that a mobility service is planned and organised at venues, designed to assist the individual movement of stakeholders with limited mobility. Ensure that the service is 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 14 - Venues and Infrastructure Legacy Plans

- To help ensure a lasting and tangible Olympic/Paralympic legacy for the Host, confirm, maintain and update the Venues and Infrastructure Legacy Plans (described in general terms as part of the Games concept in the Targeted Dialogue) for all the venues and infrastructure built for the Games, both for new venues and for large temporary demountable and relocatable venues, as well as for existing venues undergoing a significant renovation or upgrade for the Games.



- Submit these plans 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;
 - the 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;
 - the timeline for opening or re-opening to the public after the Games (i.e. start date of the venue legacy mode operations);
 - 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 territory of the host city/region in the years following the Olympic Games; and
 - submit to the IOC progress reports on the discussions and plans established with the IMGA.

VEN 15 - Sites and Master List of Sites

- In accordance with the OHC – Principles provide all 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 Key Paralympic 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 and Key Paralympic Venues.
- Ensure that the Master List of Sites includes the location of the "champions' mural".
- 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 16 - Matrix of responsibilities for infrastructure planning and delivery

- As part of the overall Games Partners' Responsibility Matrix, populate the Infrastructure Planning and Delivery Responsibility Matrix within the Games Plan. In its initial version, the matrix shall include all Key Olympic Venues and Key Paralympic Venues, and further versions shall be extended to include all sites on the Master List of Sites. This matrix shall serve as a reference and key planning document to be shared with the IOC and IPC on a regular basis.
- Ensure that the responsibility matrix indicates which organisations are responsible for each phase of the 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
- venue decommissioning and site reinstatement.

VEN 17 - 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 to the Games (including testing activities) 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 testing activities 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 18 - Infrastructure budgets and costs

- Ensure that the permanent works budgets and the temporary infrastructure budgets for infrastructure projects as provided during the Targeted Dialogue are monitored and maintained accurately at all times. Updates of such budgets shall be submitted to the IOC and IPC on a regular basis and on the IOC's request, in line with the overall budget reporting (see [FIN 03 – Standardised budget structure](#)).
- Maintain and provide the IOC and IPC the following breakdown:
 - infrastructure (permanent and temporary infrastructure) budgets and costs to fulfil Games needs and requirements; and
 - infrastructure (permanent infrastructure) budgets and costs related to the Host's legacy and development plans.

VEN 19 - Venue design development process

- Implement a venue design development process and system allowing the production and publication of venue design drawings (Computer-aided Design [CAD] drawings) referred to as Venue Design Books (VDB) in a scheduled manner, reflecting both the temporary infrastructure that needs to be installed at a Games venue and the way the venue will operate at Games time. This process and system shall cover at least all Key Olympic Venues and Key Paralympic Venues.
- Ensure that this process is fully integrated with and supports the OCOG and external stakeholders' Games planning (such as IFs, OBS, Marketing Partners, contractors, local regulatory and licensing authorities, etc.).
- Ensure that the venue design development timelines are fully aligned and integrated with both Event operational planning and budget development.



- Ensure that the timelines, milestones, contents, specifications and frequency of the VDBs are discussed and reviewed with the IOC and IPC.

VEN 20 - Venue Delivery Timeline

- Ensure that Venue Delivery Timelines (one-page high-level Gantt chart) are developed and maintained for all Key Olympic Venues and Key Paralympic Venues. These shall include:
 - planning, design, licensing and construction for permanent works;
 - utilities;
 - commissioning of permanent constructions;
 - temporary infrastructure installation for testing activities and for Games time;
 - testing activities (including temporary infrastructure installation and testing activities' milestones per the Operational Readiness Strategy);
 - commissioning of temporary infrastructure;
 - licensing of venues for occupancy;
 - sport access requirements for FOP testing/homologation, athlete training and event hosting for training and testing activities; and
 - dismantling of temporary infrastructure, venue decommissioning and site reinstatement.

VEN 21 - Venue Integrated Schedules (VIS) and Venue Integration Group (VIG)

- Ensure that robust and accurate detailed VIS are developed, maintained and shared for all Key Olympic Venues and Key Paralympic Venues for the installation, transition and removal of all temporary infrastructure and equipment needed to make the Games venues safe and operationally ready on time for the Games. These shall be produced and maintained using a professional project scheduling tool, and include detailed installation works and commissioning activity timelines for all temporary infrastructure and equipment, interdependencies between activities (predecessors and successors), as well as key venue operational dates.
- Establish and manage the VIG in collaboration with the IOC. This process gathers all OCOG areas, stakeholders and delivery partners involved in venue infrastructure delivery and equipment installations to validate the VIS and ensure that Games venues are delivered safely, operationally ready and on time for the Games.

VEN 22 - Infrastructure progress reporting

- Report regularly to the IOC and IPC on the progress of permanent construction works (venues, facilities and infrastructure projects, i.e. utilities and civil works) as well as temporary infrastructure installations, by project, and on occasion at the official review meetings with the IOC and/or IPC.

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 shall include, but are not limited to, the following:
 - Venue Master Plan;
 - Master List of Sites;
 - Olympic and Paralympic Event Briefs;
 - IOR;
 - Venue Delivery Timeline

-
- VIS and VIG-related documents.
 - Venue and Infrastructure Project Fact Sheets;
 - Permanent Infrastructure Project Schedules (level 2 and above);
 - Venue and Infrastructure Project Budgets;
 - Venue design documents (including detailed CAD & 3D drawing); and
 - VUAs.
- Ensure that the venue project documents are managed with the appropriate document control process and system.

VEN 24 - In-venue viewing options (seating bowl and other in-venue viewing areas)

- Submit the Venue Seating Bowl parameters (such as capacity, design and locations, including projected space requirements, accessible seating numbers and allocations for all stakeholder groups within the seating bowl and in other viewing areas) to the IOC for approval for the Olympic Games and to the IPC for the Paralympic Games, for all Events at all competition and Ceremonies venues.
- Align the venue seating bowl design development and approval timelines and milestones with [VEN 19 – Venue design development process](#).
- Ensure that the in-venue viewing options' (seating bowl and other areas) design development, 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.

VEN 25 - Lighting (Field of Play [FOP] and broadcast)

- Ensure that up-to-date lighting technology is applied to all critical areas in particular:
 - FOP areas;
 - mixed zones and press conference rooms;
 - Victory Ceremony areas;
 - sport presentation areas; and
 - in all Key Olympic Venues and Key Paralympic Venues 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/IPC and OBS for approval and ensure that the technical standards are agreed with the IOC/IPC and OBS. See [BRS Annex 3 – Specifications on Broadcast Lighting](#) for complete details on broadcast lighting specifications.
- Submit to the IOC/IPC 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, 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 and whether Event delivery is directly managed by the OCOG or outsourced to an external Event Delivery Entity [EDE]).
- Ensure that centrally defined Policies & Procedures bring consistency to Games time operations for all Events, regardless of the Event Delivery model adopted.



VEN 27 - Venue safety and venue permitting and Event licensing processes

- Ensure that all measures related to safety and venue permitting and Event licensing processes are taken in line with the operational requirements included in the [Safety](#) section.

VEN 28 - Commercial facilities in the Key Olympic Venues and Key Paralympic Venues

- Ensure that the design and fit-out of any commercial facilities in any Key Olympic Venues and Key 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. H&S).
- Submit to the IOC/IPC for approval the distribution of in-venue hospitality asset allocations, including seat and hospitality space assignments for Games stakeholders and the commercial hospitality programme.

16. CITY OPERATIONS

Introduction

The host city(ies), or as relevant region(s), 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 the Paralympic Torch Relay and other important Games-related activities.

City Operations plans and monitors all Games-related activities, services, operations and events that take place outside the venues and on the territory of the host city/region, and that are delivered by different organisations. It is the vital link between the territory of the host city/region, 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 on the territory of the host city/region (including non-Games related activities, i.e. Business as Usual [BAU] operations); and
- a well-developed integration plan that details the links among all Games-related operations plans and the Host's overall plan, for all municipalities hosting an Event (both competition venues and major non-competition venues).

Close coordination and collaboration within the OCOG as well as with the Host and a variety of delivery partners, including OCOG partners, local, including transport, authorities, as well as other organisations that have no direct relation with the Games (society organisations and any relevant NGOs), are also essential for the successful delivery of this area so that the Games-related activities maximise the benefits and do not impact the local businesses and communities negatively (see [Sustainability, Impact and Legacy](#) section).

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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

CTY 01 - City Integration Plan

- Submit the City Integration Plan to the IOC and the IPC for review. This plan shall detail the connections between the OCOG's Event Operations Plans (EOP) and other delivery partners' out-of-venue plans (e.g. cleaning and waste, transport, security, road closure plan, etc.).

CTY 02 - Accessibility awareness and enhancement programme

- Cooperate with the Host to develop and provide a programme to enhance accessible facilities and services, particularly in the context of the Paralympic Games. Consideration should be provided for, but not limited to, hotels, public spaces, transport, restaurants and entertainment/tourist attractions. The programme should address existing challenges regarding accessibility in the language of the Host Country for Games-time operations and be closely linked with the Integrated Sustainability, Impact and Legacy Strategy.



17. 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 (such as, without limitation, [Venues](#), [Olympic/Paralympic Family and Dignitary Services](#), [Village\(s\) Management](#)).

For safety, key success factors include:

- recognising safety as an integral part of the OCOG performance;
- taking into account all the relevant risks identified initially through the human rights impact assessment (see [SIL 01 – Materiality and Impact Assessments](#)) in the field of occupational Health and Safety (H&S);
- achieving a high level of safety performance, compliant with legal requirements as the minimum, and continual cost-effective improvement in performance;
- setting and publishing safety objectives, even if only by internal notification;
- ensuring that the safety approach is understood, implemented and maintained at all levels in the organisation;
- involving and consulting workforce (including contractors) and other Games stakeholders to gain and maintain their H&S commitment and the implementation of the occupational H&S plan; and
- ensuring that the workforce (including contractors) at all levels receive appropriate induction and 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

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 risks and requirements, and develop and submit to the IOC and IPC for approval the 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 sites (venues and facilities). This shall, without limitation, relate to the following areas:
 - healthy and safe working conditions for all workforce and all external Games stakeholders, including during construction, delivery, operations and reinstatement of the Games sites (venues and facilities);
 - safety of venue infrastructure (existing, new permanent and temporary) intended for Games use (i.e. in terms of construction, adaptation, interior layout, equipment and technical services, etc.);



- safety of Event operations, including venue ingress and egress;
- safety of all services provided in the context of the Games, including accommodation, transport, food and beverage (e.g. food safety, including avoidance of contamination, etc.);
- protection of all stakeholders from environmental H&S risks, such as:
 - fire, flood or other natural disasters;
 - construction of venues and other infrastructure on contaminated land;
 - water quality of natural bodies where competitions are to take place;
 - release of pollutants (e.g. fuel spills); and
 - nuisance (noise, dust, vibration and light pollution).
- hygiene of Games sites (venues and facilities), in particular through regular and efficient cleaning of all Games sites, sufficient number of sanitary facilities, and 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 [Village\(s\) Management](#); [Olympic/Paralympic Family and Dignitary Services](#), [Media](#) sections).

HNS 02 - Venue permitting and Event licensing processes

- Develop and implement formal and recorded processes (referred to as the “venue permitting process” and “Event licensing process”) inside the OCOG, with any external Event Delivery Entity and in collaboration with Host Country Authorities to ensure the safety of all venues in terms of (i) venue infrastructure, (ii) venue and Event operations and (iii) services delivered at Games venues and their compliance with applicable laws and regulations and internationally-recognised standards. The venue permitting process and Event licensing 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, built, installed and commissioned in accordance with applicable laws, regulations and professional standards, and is 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;
 - safety of temporary infrastructure: design compliance and engineering check, commissioning and monitoring process for major temporary facilities and temporary infrastructure and services:
 - 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 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 (“design and engineering third-party check” acting on behalf of the OCOG); and
 - ensure that all legally required safety and engineering certificates are obtained prior to use.
- venue occupational H&S:
 - ensure the safety of all Games stakeholders:



- during construction/venue delivery; and
- during Games operations;
- engage with the competent Host Country Authorities during the Planning Phase to implement appropriate H&S measures and ensure that such measures comply with internationally-recognised standards and applicable laws and regulations. Such requirements shall apply to all phases of venue 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.
- Venue and Event operational safety:
 - Ensure the safety of all Games stakeholders during Games operations by developing:
 - Venue and Event Operational Safety Risk Mitigation Plans;
 - Venue Emergency Response Plans (IVERP); 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 persons with disabilities present during the Paralympic Games; and
 - venue safety training programmes.
- Ensure that the venue permitting and Event licensing processes include sign-off procedures both for internal approvals and for approvals by the relevant Host Country Authorities.
- Submit the venue permitting and Event licensing processes to the IOC and IPC 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 language of the Host Country and in English) to all relevant Olympic and Paralympic Games stakeholders in the planning and operational phases.
- Monitor H&S during the preparation and staging of the Games and report any identified risks and, in case of any H&S incident, accident or near-miss, report 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 – Safety requirements](#) and [HNS 02 –Venue permitting and Event licensing processes](#) are fulfilled and that all related risks are being managed and mitigated. Any further H&S 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 H&S reasons, ensure that free access to drinking water is available to all individuals within the venue secure perimeter of any venues. Present proposed solutions to the IOC and IPC 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.

18. SIGNAGE

Introduction

The Games Signage programme typically comprises signage:

- inside the venue zone⁷:
 - 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 hosting events; and
- outside the venue zone:
 - wayfinding signage for vehicles, commonly referred to as transport signage; and
 - wayfinding signage for pedestrians.

By facilitating 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 fundamentally important 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 and easy to understand. It should provide Games participants essential information whenever needed, from the moment they arrive in the territory of the host city/region.

For the Signage programme, key success factors include:

- common design elements;
- simple messages;
- use of internationally understood symbols, carefully considering accessibility;
- efficient design development, project planning, database management, procurement and installation, maintenance and removal;
- full alignment with the Look of the Games programme, supporting its vision and respecting its design;
- full alignment with the Sustainability Strategy (including sustainable design, procurement and re-use, repurposing or recycling);
- last-minute production/adjustment capability to respond to changing needs;
- compliance with the clean venue policy; and
- high standards of accessibility.

⁷ “Venue zone” describes 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 IOC Event Delivery Guide and in the Event Delivery Toolkits.



The IOC, the IPC 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 territory of the host city/region and beyond, as well as within Olympic and Paralympic venue areas, close coordination and collaboration between the OCOG, the Host and relevant Host Country 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

SIG 01 - Signage system inside the venue zone

- Plan, design, procure, install, maintain, remove and reuse, repurpose or recycle Games-related signage within the Olympic and Paralympic venues (venue zone), in cooperation with the relevant authorities.
- Submit the Olympic Signage Plan to the IOC for approval.
- Submit the Paralympic Signage Plan (including accessible signage) to the IPC for approval.

SIG 02 - Signage system outside the venue zone

- Plan, design, procure, install, maintain, remove and reuse, repurpose or 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 and IPC 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/IPC clean venue principles

- Ensure that all signage for the Olympic and Paralympic Games put in place by the OCOG, Host and/or Host Country Authorities complies with the IOC Clean Venue Policy (as defined under Rights Protection) and further instructions given by the IOC and the IPC.

SIG 05 - Signage language proposal (both vehicular and pedestrian wayfinding signage)

- Submit (on behalf of, and in agreement with, the Host and relevant Host Country Authorities) the Language Use Strategy for the entire Olympic and Paralympic Games signage system (within and outside the venue zones, in the public domain) to the IOC and IPC for approval.

GAMES SERVICES

19. 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 pre-election, is critical.

For the Accommodation area, key success factors include:

- binding and fair accommodation pricing and availability guarantees for all categories of accommodation;
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement HAT 01 Hospitality and ticketing governance;
- alignment with environmental and social international standards in the selection and ongoing management of the accommodation facilities as well as the implementation of safeguarding measures to ensure suitable, safe, and accessible accommodation for all;
- strict adherence to accommodation requirements and timetables for various stakeholder groups; and
- close coordination with interdependent areas, including the Arrivals & Departures, Finance and Transport areas and the respective stakeholder organisations outlined in the requirements tables below.

The IOC, the IPC 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 the actual needs based on data captured from previous Games as well as allowing 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

Accommodation guarantees and contracts

ACM 01 - Mandatory guarantee period for accommodation

- Ensure that the requirements listed in the tables below are respected.
- For the Olympic Games, the table below 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 that 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 and including night of the Closing Ceremony	Total control required
	Post-Olympic	2	2 nights following the Closing Ceremony	Partial control required

- For the Paralympic Games, ensure that each accommodation facility guarantees availability of rooms for the period from the Opening Ceremony to the Closing Ceremony, as well as provide the nights for the pre-Paralympic and post-Paralympic periods as outlined in the table below.

Period		Nights	Description	Room block control
Reserved period	Pre-Paralympic	14	14 nights prior to the Opening Ceremony or the night after the Olympic period ends through to the night before the Opening Ceremony, whichever is shorter	Partial control required
	Paralympic	12	Night of the Opening Ceremony through to and including night of the Closing Ceremony	Total control required
	Post-Paralympic	2	2 nights following the Closing Ceremony	Partial control required

- Should there be an overlap of the post-Olympic and pre-Paralympic periods, consult the IOC and IPC.

ACM 02 - Accommodation guarantees

- Ensure that where there are hotels for which specific prices have not been established in the Host pre-election submission, 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 Olympic and Paralympic Games do not exceed the rates of hotels and rooms contained in the Host pre-election submission for comparable quality and location of services.
- Ensure that all guarantees and commitments contained in the Host pre-election submission regarding prices for hotel rooms, conference rooms, media village(s) rooms and related services



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 and the Host NOC, ensure that reasonable prices are charged to non-accredited persons attending the Olympic and Paralympic Games for hotel rooms in and around the territory of the host city/region, and in and around other cities/regions that are hosting Games events.

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 - Olympic Games stakeholder group accommodation requirements table

- For the Olympic Games, 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, find alternative and/or temporary accommodation solutions (for example cruise ships, university dorms and others).



Olympic Games stakeholder group accommodation requirements table

The table below outlines the main categories of participants under each stakeholder group with the required average room numbers corresponding to each population. Should there be a justified need for additional rooms due to the geographical context of the Games, the OCOG shall make its best effort to secure and provide these rooms to the stakeholders at a rate that is competitive with the existing OCOG inventory. In addition, the OCOG shall provide adequate transport solutions to the stakeholders having to reside in accommodation facilities outside the OCOG inventory, should the total number of rooms secured by the OCOG not be sufficient to cover the needs of the stakeholders.



Olympic Games stakeholder group accommodation requirements table

Stakeholder group	Subgroup	Population	Average # rooms (Winter)	Average # rooms (Summer)	Occu-pancy	Quality (stars)	Accom-facility	Room mana-ged by.	Rooms paid or rebilled by
IOC ¹⁾	IOC Members	Members	1,100	1,400	Single, Double, Twins and some Suites	4 to 5	IOC Hotel(s)	IOC	IOC
		Honorary and Honour Members							
	IOC Management	President						IOC	IOC
		Honorary President							
		Directors							
	Other IOC	IOC Administration						OCOG	OCOG
		IOC Interpreters for IOC meetings							
		IOC Interpreters for Games time (previous Games average: 13 to 15 rooms)							
		IOC Commissions (Medical, Ethics, Athletes)							
		IOC Advisors, Consultants, Agents							
		IOC Partners and Suppliers							
		IOC Guests, including IOC Members' guests							
		ASOIF, AIOWF, ARISF, AIMS							
		Previous OCOGs (President, Director General)							
		Interested Parties/Preferred Hosts of future Olympic Games and Youth Olympic Games (Executives)							
		Future Session Organisers							
		Offices (Guest rooms turned into offices)							
		Recognised Federations							
Security (for Internationally Protected Persons [IPP] required by OCOG)									

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Stakeholder group	Subgroup	Population	Average # rooms (Winter)	Average # rooms (Summer)	Occu-pancy	Quality (stars)	Accom-facility	Room mana-ged by.	Rooms paid or rebilled by
	Summer IFs ²⁾	Presidents/Secretaries General						IOC	IOC
	Winter IFs ²⁾	Presidents/Secretaries General							
	Future OCOGs/ YOGOCs	President, Director General, Mayor, Executives							
	Agencies	CAS							
		WADA							
	NOC	ANOC							
		Presidents/Secretaries General							
<i>Sub-total</i>			<i>1,100</i>	<i>1,400</i>					
IF ⁴⁾	Technical Officials	International Technical Officials	360	1,759	Single	2 to 4	Stakeholder Group Hotel (SGH)	Own	OCOG
		National Technical Officials	120 ³⁾	800 ³⁾	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 ²⁾	Presidents/Secretaries General							
	Winter IFs ²⁾	Presidents/Secretaries General							
<i>Sub-total</i>			<i>1,105</i>	<i>4,201</i>					
NOC		Additional Officials Ao	600	800	Twin	2 to 3	SGH	Own	Own
		NOC Guests and Partners	1,100	2,500	Double	3 to 5			
		Host NOC	120	120		4			
See IOC group above for:	NOC	Presidents/Secretaries General							
<i>Sub-total</i>			<i>1,820</i>	<i>3,420</i>					

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Stakeholder group	Subgroup	Population	Average # Rooms (Winter)	Average # rooms (Summer)	Occu-pancy	Quality (stars)	Accom. facility	Room managed by	Rooms paid or rebilled by
Commercial Hospitality ⁵⁾		Commercial Hospitality Guests	1,440	3,825		3 to 5	SGH	Own	Own
<i>Sub-total</i>			<i>1,440</i>	<i>3,825</i>					
Host OCOG ⁵⁾		President/Chief Executive Officer	5	5		4 to 5	SGH	OCOG	OCOG
		Ceremony Headliners	50	100		4 to 5			
		Ceremony Production	400	400	Twin	2 to 3			
		Cultural programme	100	60		4 to 5			
	Dignitaries	International Dignitaries	215	240	Double	4 to 5		Varies	Varies
		Domestic Dignitaries ⁶⁾		300		3 to 5			
<i>Sub-total</i>			<i>770</i>	<i>1,105</i>					
Future OCOGs and Interested Parties / Preferred Hosts	Observers	Staff and delivery partners	175	325		3 to 4	SGH	Own	Own
See IOC group above for:	Future OCOGs	President, Director General, Mayor, Executives							
<i>Sub-total</i>			<i>175</i>	<i>325</i>					
Marketing Partners ⁷⁾	TOP Partners	Hospitality	2,000	3,150	Double	4 to 5	SGH	Own	Own
		Workforce	1,500	2,200	Single & Double	3			
	OCOG Marketing Partners	Hospitality	1,500	3,000	Double	4 to 5			
		Workforce	500	1,500	Double	3			
<i>Sub-total</i>			<i>5,500</i>	<i>9,850</i>					

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Stakeholder group	Subgroup	Population	Average # rooms (Winter)	Average # rooms (Summer)	Occupancy	Quality (stars)	Accom. facility	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	Own	Own
	Broadcasters Production	OBS Production	9,000	12,000	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	2,200	3,300	90% Sgl. 10% Dbl. (twin)	3 to 4 some 2,5			
		Individual written and photographic press							
	<i>Sub-total</i>			<i>12,700</i>	<i>16,800</i>				
Total			23,860	40,926					

- 1) All OFH rooms are initially pre-assigned and identified through the IOC. Once those rooms are properly identified, an AAA will be signed with the IOC for its rooms and separate AAAs will be signed by different stakeholder groups, such as CAS and WADA. The OCOG shall manage the entire room block for the Continental Associations.
- 2) According to the Accreditation at the Olympic Games – Detailed Specifications, the quota does not include the additional sports from the OCOG proposal.
- 3) This number should be further refined by the OCOG according to the specificity of this population that is managed by the OCOG itself.
- 4) This chart does not reflect the needs of the IF delegation for additional sports from the OCOG proposal.
- 5) The table represents estimated numbers and the exact room requirements will depend on the agreement and/or the on-going discussions between the OCOG and the official hospitality provider. In addition, it is strongly recommended that, per the official hospitality provider's needs, an additional inventory of rooms be secured at a different but preferred rate, upon a business model to be defined by both the OCOG and the IOC, in order to maximise the revenue generated for the OCOG through travel packages and to eventually protect the overall accommodation market against bad actors behaviour.
- 6) The number of rooms and beds for workforce and domestic dignitaries, who are managed by the OCOG, shall be further refined by the OCOG according to the specificity of these populations and to the origin of the workforce needed to deliver the Olympic Games.
- 7) This chart reflects indicative numbers for TOP Partners and OCOG Marketing Partners. Room needs for the actual final number of partners shall be met by the OCOG as per the partners' contractual rights and operational requirements.



ACM 05 - Paralympic Games stakeholder accommodation requirements table

- Implement and respect the requirements included in the stakeholder group accommodation requirements table provided below.
- Ensure that rooms at the Paralympic Family Hotel (PFH) are assigned and managed by the IPC and by the OCOG for various stakeholder groups. Once those rooms are properly identified, an AAA shall be signed with the IPC for its rooms and separate AAAs shall be signed by different stakeholder groups.

Stakeholder group	Sub-group	Population	Average # rooms (Winter)	Average # rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. facility	Rooms managed by	Rooms paid or rebilled by
IPC	IPC	IPC Governing Board Members and their Accompanying Guests	350	450	Single, Double, Twins and some Suites	4 to 5	IPC Hotel(s)	IPC	OCOG ¹ / IPC
		IPC Lifetime Members and their Accompanying Guests							
		IPC CEO, Executive Directors, Directors and their Accompanying Guests							
		IPC Staff, Advisors, Consultants							
		IPC Committee Members							
		IPC Honoured Guests, Distinguished Guests, Guests							
		IOC Members, Directors and Staff							
		WADA Executives, Observers, Staff and Outreach							
		IPC Games Officials ²							
Other accredited persons determined by the IPC									
IF ³	IF	Presidents and Secretaries General	40	100				OCOG	Own
		Executive Board Members							
		Staff and Guests							
NPC	NPC	NPC Presidents and Secretaries General and their Accompanying Guests	200	400				OCOG	Own
		Heads of State/Government, Sovereign, Other Prominent Government Officials & Entourage, NPC Guests							

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Stakeholder group	Sub-group	Population	Average # rooms (Winter)	Average # rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. facility	Rooms managed by	Rooms paid or rebilled by
Future OCOGs and Interested Parties /Preferred Hosts	OC	President, Director General, Mayor and Executives of Organising Committees for Future Games	20	45	Single & Double	4 to 5	IPC Hotel(s)	Own	Own
	OC	Executives of Interested Parties for Future Games	10	10					
Total IPC Hotel			620	1,005					
IPC	IPC	IPC Staff, Advisors, Consultants and Service Providers	95	200	Single & Double	3 to 4	Stakeholder Group Hotel (SGH)	IPC	IPC
IF	IF	IF Delegates	105	850	Double		SGH ⁴	OCOG	OCOG
		International Technical Officials			Single				
NPC	Ao	Additional Team Officials	150	450	Double & Twins	1 to 2	SGH or Paralympic Village	Own	Own
	NPC	NPC Guests	300	450	Single & Double	3 to 5	SGH		
Host OCOG	Workforce	Staff, National Technical Officials, Volunteers, Contractors, Suppliers, etc.	to be defined	to be defined		1 to 3		OCOG	OCOG
	Honoured Guests	Heads of State/Government, Ministers, Dignitaries	100	150		4 to 5			
Future OCOGs and Interested	Observers	Staff and delivery partners	130	200		3 to 4		Own	Own

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Stakeholder group	Sub-group	Population	Average # rooms (Winter)	Average # rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. facility	Rooms managed by	Rooms paid or rebilled
Marketing Partners ⁵	TOP Partners	Hospitality	2,000	3,150	Double	4 to 5	SGH	Own	Own
		Workforce	1,500	2,200	Single & Double	3			
	OCOG Marketing Partners	Hospitality	1,500	3,075	Double	4 to 5			
		Workforce	500	1,500	Double	3			
Media	Written and Photographic Press	Written and Photographic Press	400	500	Single & Double	2 to 3 Some 4	SGH	Own	Own
	Broadcasters	Media Rights-Holders (MRH) Production Staff and Olympic Broadcasting Services (OBS)	1,500	2,500					
Total other stakeholder group hotels			8,280	15,225					
Totals^{6,7}			8,900	16,230					

- 1) See OFS 09 – Paralympic family members’ Paralympic Games-time expenses for rooms to be covered by the OCOG for the IPC.
- 2) IPC Games Officials’ accommodation costs (up to 20 persons) shall be covered by the OCOG – see [IFS 12 – IPC Games officials’ transport, accommodation, per diem and uniforms for the Paralympic Games.](#)
- 3) For IF executives, staff and guests the opportunity shall be offered to also book at stakeholder group hotels close to the respective competition venue of the sport.
- 4) The OCOG may propose that IF Delegates and International Technical Officials be accommodated in the Paralympic Village(s) under specific conditions. Further information is available in [VIL 23 – IF Delegates and International Technical Officials’ \(ITO\) accommodation in the Paralympic Village\(s\).](#)
- 5) This chart reflects indicative numbers for TOP Partners and OCOG Marketing Partners. Room needs for the actual final number of partners shall be met by the OCOG per the partners’ contractual rights and operational requirements.
- 6) The average total number of required AAA hotel rooms may change depending on whether IF Delegates, International Technical Officials and NPC Additional Team Officials are accommodated at stakeholder group hotels or the Paralympic Village.
- 7) The table does not include room requirements for commercial Hospitality Guests. Specific requirements are to be discussed with the hospitality provider for each edition of the Paralympic Games. Further details can be found in [ACM 14 – Commercial hospitality accommodation.](#)



ACM 06 - Olympic Family Hotel(s) (OFH)

- Reconfirm the proposed list of hotels included in the Host pre-election submission 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 detailed room allocation within these hotels is at the discretion of the IOC.
- Provide services to support OFH operations, as defined by the OCOG and/or the Host Country Authorities' operating plans (such as the OCOG's operational offices and spaces within the OFH or in proximity, temporary installations, security, medical services, transport and parking/traffic management operations, etc.).
- Submit all 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.
- Provide to the IPC for review and approval 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 the Paralympic Games (Summer), the official PFH has a minimum of 40-50 fully accessible and wheelchair-friendly rooms¹. In certain cases, this requirement can be split between one or two PFHs. 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 the Paralympic Winter Games, the official PFH has a minimum of 25–30 fully accessible and wheelchair-friendly rooms¹. 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

- Apart from the requirements for accessible rooms at the PFH, ensure that fully accessible rooms constitute at least one per cent of the overall Olympic and Paralympic Games hotel room inventory, distributed among the hotels in a manner that allows all stakeholders to book accessible rooms where required⁸.

ACM 09 - IF technical officials' and Delegates' accommodation

- Ensure that for the Olympic Games, technical officials are not accommodated in the Olympic Villages. Provide facilities separate from the Olympic Villages for the accommodation of all technical officials appointed by the IFs.
- 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 for the Olympic Games and the IPC for the Paralympic Games), who shall be present at the competition venue at least five days in the case of IF Delegates and at least three days for technical officials, prior to the start of the first event in their sport.
- Submit the plan for accommodation for their technical officials to the IFs for approval.

⁸ Definitions of what constitutes a fully accessible room and what constitutes a wheelchair-friendly room can be found in the IPC Accessibility Guide.

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 or respectively part of the Paralympic Games Sport Programme), which is reasonably close to the competition venue(s) 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 - NOC/NPC Additional Team Officials (ATO) accommodation

- Ensure the availability of accommodation for NOCs/NPCs that decide to house (at their expense) Additional Team Officials (ATO) outside the Olympic/Paralympic Villages. This accommodation shall be comparable to and in the immediate vicinity of the Olympic/Paralympic Villages (or competition venue for the Olympic/Paralympic 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 ATOs inside the Paralympic Village, subject to space availability (at the NPC's expense) within the allocation of their NPC delegation and for a duration matching the opening days of the Paralympic Village.

ACM 12 - Media accommodation

- 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.
- Provide a media village (or more than one, depending on the configuration of the venues) only in cases where the hotel infrastructure of the territory of the host city/region 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 tables above. For reasons of legacy, sustainability and cost-efficiency, media village(s) can be existing, new or temporary structures.

ACM 13 - Broadcasters' accommodation

- Ensure the availability of adequate accommodation for MRHs and OBS to house all accredited staff and enable them to carry out their mission at the Games:
 - All hotels serving the MRHs and OBS shall be as close as possible to the International Broadcast Centre (IBC) (ideally within 30 minutes travel time using the OCOG's transport system available to Media and to the main cluster of venues, including the Opening and Closing Ceremonies venue(s) for the Games of the Olympiad and the Paralympic Games.
 - Some hotels serving the MRHs and OBS shall be as close as possible to the Mountain Broadcast Centre (MBC) (Olympic Winter Games and Paralympic Winter Games).
 - A small number of MRH and OBS delegates will require 4-5-star (or equivalent) hotel rooms.
 - OBS and MRHs shall receive the same treatment regarding accommodation (allocation, price, quality and numbers), according to the contractual agreement between the OCOG and OBS.

ACM 14 - Commercial hospitality accommodation

- With the view of securing a commercial hospitality programme, ensure the availability of adequate accommodation for the commercial hospitality programme within a reasonable distance to competition venues and celebration sites with a balanced mix of 3-5-star (or equivalent) accommodation for the Olympic and Paralympic Games. Should the IOC and the OCOG decide that there will be no commercial hospitality programme (such decision to be reached by Games-36



months), the related accommodation can be released (in whole or in part) by the OCOG back to the hotels and other accommodation owners, subject to consultation and agreement with the IOC.

ACM 15 - Fan accommodation

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

ACM 16 - Olympic Games 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 the stakeholder group categories, similar to the Preliminary Allocation Plan included in the Host pre-election submission. This allocation plan should also include the actual (or projected) Olympic room rates for all hotels. Supporting details of the allocation plan should also be available.
Submission of the Accommodation Allocation Plan to the IOC	For approval before development of the Detailed Allocation Plan.
Notification of stakeholder groups	Once the plan is approved by the IOC (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.
Issuance of Accommodation Allocation Agreements (AAA)	Following approval of the accommodation allocation plan, the OCOG may begin the detailed allocation process by starting to issue the AAAs. For some categories, OCOG and IOC stakeholder group liaisons 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

- While conducting the needs analysis for the Olympic Games outlined in [ACM 16 – Olympic Games allocation planning](#), consider how the allocation plan shall be adapted for the Paralympic Games and submit the list of proposed hotels for allocation including the average rate and rate range to the IPC for approval.
- Carry out a preliminary assessment/survey with all stakeholder groups to ascertain their accommodation needs, especially for fully accessible and wheelchair-friendly rooms.
- 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 OCOG’s 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 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 hotels shall not change the number of rooms for each type after the AAAs 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 to their respective Games stakeholders, subject to the standard reservation/cancellation policy.
- Preclude any competitors of the Marketing Partners from using the function spaces in contracted hotels even when the Marketing Partners are not using all such spaces.

ACM 21 - Stakeholder payment schedule for the Olympic Games

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

Months before Games	IOC (and future OCOGs)	IFs	NOCs (except additional officials)	NOCs (additional 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 - Stakeholder payment schedule 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	Request forms sent out	Request 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	Balance due	Balance due



20. ACCREDITATION

Introduction

Accreditation contributes to a secure and efficient environment at the Olympic and Paralympic Games and facilitates the work of Games stakeholders 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. This facilitation should include the processing of any additional documents necessary for travel and entry into the Host Country (e.g. ETIAS, ESTA). All matters relating to Olympic and Paralympic Identity and Accreditation Cards (OIAC/PIAC), including accreditation categories and related entitlements, 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 & Procedures (P&P) as described in the relevant accreditation annexes;
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement HAT 01 Hospitality and ticketing governance; and
- coordination with the Host Country Authorities on related legal matters.

The IOC, the IPC 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 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.

Detailed information for the accreditation at the Games are available in the following annexes:

- ACR Annex 1 – Accreditation at the Olympic Games – Detailed Specifications; and
- 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

ACR 01 - Accreditation at the Olympic Games

- Follow all rules, quotas, policies, processes and procedures related to all stakeholders that are incorporated in the ACR Annex 1 – Accreditation at the Olympic Games – Detailed Specifications. This annex may need to be updated by the IOC to reflect the specific context of the relevant edition of the Olympic Games. Any such update will be communicated to the OCOG at the latest one year prior to the Olympic 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 02 - Accreditation at the Paralympic Games

- Follow all rules, quotas, policies, processes and procedures related to all stakeholders that are incorporated in the ACR Annex 2 – Accreditation at the Paralympic Games – Detailed Specifications. This annex 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 03 - Accredited persons' right to stay in the Host Country

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

ACR 04 - Protection of personal information

- Ensure that the processing of personal information of accredited persons' (including applicants) for the purposes of the 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).
- Ensure that the IOC and the IPC (including any of their affiliates or other third parties indicated by them) have access to the accredited persons' personal information based on the IOC's and IPC's further instructions and as needed to carry out their Games-related operations.
- Ensure the secure transfer to the IOC and the IPC of the information included in the accreditation database (and other databases as indicated by the IOC and IPC) after the closing of the Games according to the IOC's and IPC's instructions regarding the exact timing, transfer modalities, categories of accredited persons, data fields and format required for such transfer.
- Take all the necessary measures to fulfil the above-mentioned requirements including in particular:
 - Provide an assessment to the IOC and the IPC of the laws and regulations applicable in the Host Country to the processing of accredited persons' personal information.
 - Where necessary to ensure compliance with applicable laws, 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, including the post-Games transfer of such information to the IOC and the IPC, 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 the IPC and provide all information necessary to the IOC and the IPC to verify that the above-mentioned requirements have been fulfilled, including by submitting to the IOC and the IPC for review and approval all relevant forms, privacy notices, contracts and similar documents to be communicated to Responsible Organisations (RO) and/or accredited individuals or, to be entered by the OCOG with any service providers or other third parties involved in the processing of accredited persons' personal information.
 - Cooperate with the IOC and the 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.



21. ARRIVALS AND DEPARTURES

Introduction

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

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

- careful consideration of all relevant modes of transport and all arrival and departure service points;
- a service delivery plan that includes greetings and farewells, border and customs 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 Games stakeholders.

The IOC, the IPC 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 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 IOC, IPC, 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

AND 01 - Defining all Port(s) of Entry (POE) and arrivals and departures service points

- Provide a list of official POE(s) in the Host Country to the IOC for the Olympic Games and to the IPC for the Paralympic Games for approval. A POE is the official entry port(s) into the Host Country for passenger and/or freight arrivals and departures.
- Define which POE(s) will also be the arrivals and departures service points, i.e. the locations where stakeholders enter the OCOG arrivals and departures process. Define any other arrival and departure service point(s) and provide the complete list and the services delivered there respectively to the IOC and IPC 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):	<p>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.</p> <p>V3 stakeholders are sub-categorised into V3 NOC/NPC and V3 Others based on their respective accommodation locations.</p>

The IOC and IPC will provide the OCOG a detailed list of categories of individuals entitled to the different facilitation levels.

AND 03 - Arrivals services

- On the territory of the host city/region, ensure that the following key services are provided to Games stakeholders on arrival at the arrivals and departures service points:
 - welcome, wayfinding signage including accessible formats (i.e. for people with vision impairments) and Look of the Games;
 - meet and greet;
 - repatriation of mobility devices or wheelchairs at aircraft's gate;
 - accessible pathways and amenities for all stakeholders;
 - access to language services;
 - validation of Pre-Valid Cards (PVC) at accreditation validation facilities;
 - access to an Olympic/Paralympic lane at immigration;
 - baggage reclaim and assistance;
 - customs clearance support for import of medicine, firearms and ammunitions, horses, etc;
 - help desk operations;
 - appropriate interview/press conference space(s);
 - transport and logistics services (including luggage, baggage trolleys, mobility support devices, support and follow-up of mishandled/damaged baggage claims); and
 - provision to selected stakeholder groups of permanent or temporary airside passes to the baggage claim areas to support delegations' arrivals.
- Ensure that at other locations, where applicable, adequate key services are provided in line with the actual capacities and demand.

AND 04 - Departure planning

- Develop Departure Plans with relevant airport and airline authorities and agencies for the peak departure days and submit these plans to the IOC for the Olympic Games and IPC for the Paralympic Games for approval. The plans shall include off-airport check-in facilities in the Olympic/Paralympic Villages and shall ensure the most efficient departure process possible.



AND 05 - 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's end-to-end service delivery model including airport facilitation, border and customs clearance, accreditation validation, baggage and accompanying equipment, transport, uniforming (where required) and accommodation/Olympic/Paralympic Villages check-in. Submit the plan to the IOC for the Olympic Games and the IPC for the Paralympic Games 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 Olympic and Paralympic Games.

AND 06 - Airport venue planning

- Ensure that an Airport Operations Plan is developed and that such plan, as a minimum:
 - outlines how the airport will operate at Games time;
 - identifies Policies & Procedures (P&P);
 - explains the venue layout and the resources required to operate the venue;
 - defines roles and responsibilities and how the Event 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 07 - Information and communication

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

22. DOPING CONTROL

Introduction

The IOC has delegated its responsibilities related to the implementation of the Doping Control programme for the Olympic Games to the International Testing Agency (ITA). The IPC Anti-Doping department is responsible for the implementation of the Doping Control programme for the Paralympic Games. The ITA, in turn, may sub-delegate the implementation of Doping Control activities as appropriate and customary to other delegated third parties, such as for example the OCOG and other third parties. The IOC, as the Signatory of the World Anti-Doping Code (“Code”), remains responsible from a Code-compliance perspective for all aspects of Doping Control conducted by the ITA or other third parties on the IOC’s behalf at the Olympic Games.

The OCOG is required to collaborate closely with the ITA and IPC from the beginning of the Planning Phase through to Games operations to ensure that all the requirements, procedures and standards established by the ITA and IPC are fulfilled.

Doping Control protects the health and safety of the athletes and helps to provide a level playing field for all competing athletes with the ultimate goal of protecting the integrity of sport.

For this area, key success factors include:

- smoothly run operations that garner positive feedback from athletes and NOC/NPCs and, where possible, that minimise the impact on the athletes;
- efficient logistics and laboratory procedures that provide quick sample transport and analysis turnaround time allowing athletes to feel confident in the Doping Control system; and
- a comprehensive, effective Doping Control programme.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including governmental and law enforcement authorities in the territory of the host city/region, the WADA-accredited laboratory, the local National Anti-Doping Organisation (NADO) and WADA 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 Doping Control.

Operational Requirements

In addition to the capitalised terms referring to the OHC – Principles defined terms, the capitalised terms used below shall have the meaning under the Code and WADA’s International Standards, unless otherwise expressly defined herein.

In order to deliver the Doping Control requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

DOP 01 - World Anti-Doping Code compliance

- Ensure that relevant Host Country Authorities (including the NADO) guarantee the compliance with the Code at all times from the start of the Targeted Dialogue until the end of the Paralympic Games (as defined in the relevant applicable anti-doping rules).



- Ensure that the relevant Host Country Authorities (including the NADO) guarantee the application of, and their compliance with, the Code, the IOC Anti-Doping Rules and the IPC Anti-Doping Code, for the period of the Olympic and Paralympic Games (i.e. prior to and during the Olympic and Paralympic Games), in particular regarding investigations and intelligence gathering activities.
- Ensure that these Host Country Authorities provide their full cooperation and support for the implementation of the IOC Anti-Doping Rules and IPC Anti-Doping Code such as, but not limited to, entering into intelligence sharing agreements between the Host Country Authorities and the ITA/IPC. Such cooperation and support shall, in particular, relate to investigations and procedures regarding athletes, athletes' support personnel or any other person(s) potentially involved in Anti-Doping Rule Violations (ADRV).
- Require that all OCOG personnel, including without limitation its board members, directors, officers, volunteers and employees (and those employees of appointed third parties), who are involved in any aspect of Doping Control, agree in writing to comply with the IOC Anti-Doping Rules/IPC Anti-Doping Code at all times in the performance of their duties, and to be bound by the IOC Anti-Doping Rules/IPC Anti-Doping Code as persons in conformity with the Code in case of direct and intentional misconduct.
- Subject to applicable law, not knowingly employ a person in any position involving Doping Control activities (other than authorised anti-doping education or rehabilitation programmes) who is Provisionally Suspended or is serving a period of ineligibility under the Code, or, if a person was not subject to the Code, who has directly and intentionally engaged in conduct within the previous six years that would have constituted a violation of anti-doping rules if Code-compliant rules had been applicable to such person.
- Cooperate and provide any necessary information to the IOC, the ITA and respectively the IPC to support WADA's compliance monitoring efforts in accordance with the International Standard for Code Compliance by Signatories.
- Report to the IOC, the ITA and respectively the IPC without delay any reasonably foreseeable compliance issue, as well as any undue influence, instruction or other action that prejudices, or attempts to prejudice, the Doping Control activities.

DOP 02 - Doping control programme

- Implement and deliver a doping control programme in accordance with instructions received from the ITA (on behalf of the IOC) regarding the Olympic Games and from the IPC regarding the Paralympic Games. The respective instructions shall comply with the provisions of the Code, its International Standards and the IOC Anti-Doping Rules/IPC Anti-Doping Code that will be applied at Games time.
- Coordinate and cooperate with the ITA and IPC concerning testing activities in order to facilitate smooth operations during the Olympic and Paralympic Games.
- In particular, implement sample collection procedures under the direction of the ITA and the IPC in strict accordance with the World Anti-Doping Code, the IOC Anti-Doping Rules, the IPC Anti-Doping Code, the International Standard for Testing and Investigations (ISTI) and national regulations.
- Provide doping control stations in accordance with the criteria defined by the ITA/IPC and the requirements set out in the ISTI.
- 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 different types of disabilities.

- Ensure that a significant proportion of the Doping Control Officers (DCO) as agreed with the ITA and respectively the IPC are international DCOs recruited from other countries who are all proficient in English. All DCOs, whether coming from other countries or from the Host Country, must have successfully completed the “ITA international DCO” training programme before starting work and all Chaperones must have successfully completed the ITA Chaperone training programme. Blood Collection Officers (BCO) shall also undergo specific training on the instruction of the ITA and respectively the IPC.
- Unless otherwise instructed by the IOC or respectively the IPC, and for the sake of clarity, the OCOG shall be ultimately responsible for all costs related to the participation of DCOs, including international DCOs encompassing but not limited to ITA international DCO training costs, travel costs, meals and accommodation, per diem and uniforms.
- Organise the necessary logistics for Doping Control activities to take place. This includes, but is not limited to, devising a system for the timely delivery of samples from doping control stations to a WADA-accredited laboratory. The OCOG shall submit the Delivery Plan to the ITA and, respectively, the IPC for review and approval.
- Ensure that all staff operating the doping control programme have the necessary accreditation and access rights to fulfill their duties.
- Procure the Sample Collection Equipment as well as any other equipment required to fulfill the Doping Control activities in accordance with the instructions of the ITA for the Olympic Games and IPC for the Paralympic Games, such as technology equipment, office furniture, etc.
- Provide fully equipped and operational spaces in or very near to the OCOG Doping Control Coordination Centre. The offices shall be equipped with Audio-visual (AV) privacy to accommodate up to 25 people, with 22 workstations for the Games of the Olympiad and the Paralympic Games and 18 workstations for the Olympic/Paralympic Winter Games; the workstations shall be equipped with Wi-Fi and Games Information System (GIS) access. The exact number of offices and type of equipment (Furniture, Fixtures and Equipment [FFE]) shall be agreed between the ITA/IPC and the OCOG.
- On request of the IOC, the ITA or the IPC, make available all information necessary to demonstrate compliance with the OHC – Operational Requirements.

DOP 03 - WADA-accredited laboratory(ies)

- Ensure that all samples collected at the Olympic and Paralympic Games are analysed by one or more existing WADA-accredited laboratories. The selection of the laboratory(ies) shall be submitted to the ITA for approval.

DOP 04 - 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, 200 samples per day at the Paralympic Games, 200 samples per day at the Olympic Winter Games, and 50 samples per day at the Paralympic Winter Games and, in the scope of standard In-Competition and Out-of-Competition Analytical Testing menus, report negative results within 24 hours and Adverse Analytical Findings (AAF) within 48 hours. Reporting times for analyses for Prohibited Substances and/or Prohibited Methods not included on the standard Sample analysis menu shall be agreed with the ITA or the IPC, as appropriate.
- Submit details of the location and security of the laboratory(ies) for approval to the ITA and respectively the IPC, considering these requirements and the travel time of all parties participating in the B sample analysis.
- Provide security and integrity-related data pertaining to the laboratory activities to the ITA or IPC, on request, such as, among others, video recordings of laboratory activities, entry logs to the facilities, copy of the laboratory information management system and raw data.



- Develop a plan and prepare Samples for shipment to a long-term storage facility as instructed by the ITA and respectively the IPC.
- Develop a contingency plan to ensure that analyses satisfy the requirements in this section (volume, quality and timelines) in the event that the contemplated WADA-accredited laboratory cannot deliver. The contingency plan shall be submitted to the ITA, to WADA and respectively the IPC.

DOP 05 - Cooperation with specialised organisations

- To mitigate costs and complexity, on instruction of the ITA or IPC, cooperate with the NADO of the Host Country or other organisation having relevant anti-doping experience for the development and management of the OCOG doping control programme under the authority and supervision of the ITA and respectively the IPC. Any plan to cooperate or subcontract responsibilities to the NADO or other organisation shall be submitted for pre-approval to the IOC, the ITA and respectively the IPC.
- To reinforce the intelligence-led features of the doping control programme, assist the IOC, ITA and respectively the IPC to enter into cooperation and sharing agreements with the Host Country organisations and law enforcement authorities in charge of intelligence-gathering and investigations pertaining to ADRVs and criminal offenses related to doping.

DOP 06 - Data protection and other compliance matters

- Ensure that all OCOG activities related to the doping control programme 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 WADA (including without limitation the International Standard for the Protection of Privacy and Personal Information [ISPPPI]) and/or the IOC, the ITA or the IPC.
- To this effect, where necessary to ensure compliance with applicable laws, enter into any data processing or data sharing agreement with the IOC (and/or the ITA), the IPC and any other relevant third party (e.g. NADO) in relation to the processing of personal data, and take any necessary step, including where appropriate in coordination with competent regulators in the Host Country or in other territories.
- Apply all necessary security safeguards, including physical, organisational, technical, environmental and other measures, to prevent any accidental or unlawful destruction, loss, alteration, unauthorised disclosure of or access to the Personal Information processed by the OCOG.
- Provide all information necessary to the IOC, the ITA and the IPC to verify that the requirements of this provision have been fulfilled.
- Cooperate with the IOC, the ITA and the IPC in relation to any request or inquiry made by a data subject or a regulator in the Host Country or in other territories, in relation to the processing of Personal Information.

23. 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 Country. The selection of a master caterer for each venue to oversee all aspects of food and beverage service delivery is strongly recommended.

For the Food & 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;
- achieving high standards of sustainability and a positive legacy; and
- compliance with Marketing Partner rights.

The IOC, the IPC and the OCOG will cooperate to make the delivery of the Food & Beverage 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 & Beverage requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

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 Mountain Broadcast Centre [MBC] if applicable) 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.).



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- For all food and beverage areas (including but not limited to preparation, serving and dining spaces), provide the proper cleaning services as specified and agreed by the relevant stakeholders.
 - Ensure that concessions, dining areas and lounges are accessible, including ingress and egress pathways, circulation and serving areas.

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 Marketing Partners rights in food and beverage spaces

- Consult the IOC to ensure that the provision of food and beverage services and sales are 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 Key Paralympic Venues⁹ as well as the delivery of rights to Marketing Partners.

FNB 04 - Provision of sustainable food and beverages

- In collaboration with the IOC and Host Country Authorities, develop and publish a Food Vision for the Games. This shall elaborate on the following themes:
 - food safety and hygiene;
 - health and nutrition;
 - environmental impact (to support the commitment to minimise the Games carbon footprint);
 - animal welfare;
 - diversity and inclusion; and
 - human rights.
- Ensure that food and beverages do not contain any ingredients of plant or animal origin of any species, including seafood, listed on the Convention on International Trade in Endangered Species (CITES) or the International Union for Conservation of Nature (IUCN) Red List as critically endangered, endangered, vulnerable or near threatened species.
- For seafood, implement a Responsible Fish and Shellfish Sourcing Policy that meets the requirements of the Food and Agricultural Organisation (FAO) Code of Conduct for Responsible Fisheries and Aquaculture.
- In relation to animal welfare, ensure that all sourcing of animal-derived food items (meat, fish/shellfish, dairy, eggs) to be served at the Games respect standards in line with the internationally recognised 'Five Freedoms' framework.

⁹ Both terms are defined in the section Venues.

24. 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, the IPC, NOCs/NPCs, IFs, OBS, 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 presentation and event 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/Paralympic family members, OCOG workforce and other stakeholder groups; and
- timely and efficient translation of relevant texts based on a policy approved by the IOC for the Olympic Games and the IPC for the Paralympic Games.

The IOC, the IPC 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 Interpretation Centre (RIC) 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, 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

LAN 01 - Overview of language services

- Plan and deliver comprehensive language services, including translation and professional interpretation, in the languages agreed between the OCOG and the IOC/IPC, to areas within the OCOG to facilitate communication between athletes, accredited media, Olympic/Paralympic family members, OCOG workforce and other stakeholders.

LAN 02 - Remote interpretation at the Olympic Games

- Plan and deliver professional interpretation services via the RIC, with physical interpretation booths located in the territory of the host city/region (usually in the MPC) or in a hub located remotely,



preferably in an area where many professional interpreters can be recruited locally to minimise travel costs), or through a combination of both approaches.

- Provide remote interpretation for press conferences at competition venues and at the MPC, as well as Chefs de Mission meetings. Other professional interpretation needs may be met using consecutive interpretation, cloud-based Remote Simultaneous Interpretation (RSI) solutions and/or volunteer communication facilitation.

LAN 03 - Online streaming

- Plan and deliver in cooperation with OCOG Technology the online streaming of press conferences (from the RIC feed) and integration with different Games platforms distributing content to Games stakeholders. Streaming shall enable members of the press to follow press conferences virtually in real time. Once finished, these press conferences shall be available to watch on-demand. The streaming service and its integration in the Games systems will require the full engagement of the relevant areas including OCOG Technology and OBS.

LAN 04 - Interpretation services at the Paralympic Games

- If an RIC is not provided during the Paralympic Games, provide Simultaneous Interpretation (SI) at the main press conference room at the MPC, and for the Chefs de Mission meetings at the Paralympic Village with physical interpretation booths located in the same room.
- For press conferences that are not held in the MPC's main press conference room, consecutive interpretation can be provided with professional interpreters.
- Consider using consecutive interpretation, SI and/or volunteer communication facilitation to meet other professional interpretation needs.

LAN 05 - OCOG Translation Policy

- Submit the OCOG Translation Policy for the Olympic Games to the IOC for approval, and submit the OCOG Translation Policy for the Paralympic Games to the IPC for approval.

25. MEDICAL SERVICES

Introduction

Medical services protect the physical and mental health of all Games stakeholders, and thereby contribute to ensuring the integrity of the competition. The Medical Services area has an extremely important role: 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.

For this area, key success factors include:

- a well-defined scope of medical services for all stakeholder groups, including emergency medical response plans and disaster planning for all venues; and
- a high-quality Olympic and Paralympic Village polyclinic(s) and other services to help ensure that athletes can deliver their optimum performance.

The IOC, IPC 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 access to certain services and/or equipment at local hospitals within reasonable distance of the Olympic and Paralympic Villages instead of within the Olympic and Paralympic Village polyclinic(s), ensuring that where services are provided outside the Olympic and Paralympic Villages, they meet the needs of participating athletes.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, public health authorities, hospital administrators, emergency medical response providers and other health care professionals in the territory of the host city/region are also essential for the successful delivery of this area.

Doping control requirements are specified in the specific [Doping Control](#) section.

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 and the IPC Medical Committee.](#)

Operational Requirements

In order to deliver the Medical Services requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

MED 01- Scope of medical coverage

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



- Ensure that, from the opening to the closing of the Olympic and Paralympic Villages, medical services, including repatriation, are provided free of charge in the Host Country to all accredited persons unless otherwise agreed with the IOC or the IPC.
- 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 Games competition and non-competition venues during official testing activities and from the opening to the closing of the Olympic and Paralympic 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 for the provision of medical services, incorporating consent for medical treatment including for minors, conservation of medical records and medical research;
 - publication (primarily for NOCs and NPCs) of a Medical Guide and a Pharmacy Guide that shall be developed using as a reference the Olympic and Paralympic Model Formulary for Polyclinic and venues; and
 - a workforce safeguarding action plan, aligned with the IOC Games-time Safeguarding Framework, which outlines steps to ensure a safe and healthy working environment, free from all forms of harassment and abuse, and details the support available in the instance of a safeguarding concern.
- Ensure that a sufficient number of workforce has appropriate knowledge and expertise in disability-specific injury and illness.

MED 02 - Integration of medical services

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

MED 03 - 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 and Paralympic Games-related populations.

MED 04 - Emergency Medical Services (EMS)

- Submit a detailed protocol describing the pathways of care and medical management of the sick and injured in all stakeholder groups to the IOC and IPC for approval.
- Ensure that on-site, suitably equipped and resourced land ambulances are available at all competition venues, the polyclinic(s), 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 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 05 - Olympic/Paralympic Village polyclinic(s)

- Establish a multi-disciplinary polyclinic in each of the Olympic and Paralympic Villages to provide comprehensive care for athletes and officials. The polyclinic(s) shall also provide suitable space for the IOC Medical and Scientific Commission and IPC Medical Committee 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 (including psychiatry and psychology [mental health specialists], pharmacy services (including storage, administration and recording of medicines according to Host Country law, and incorporating the current World Anti-Doping Agency [WADA] regulations), dental services (including emergency treatment, athlete screening and mouthguard programme), mental health support coordinated with IOC/IPC safeguarding programme, physical therapies (including massage, injury and illness prevention and recovery services), radiology (imaging with onsite ultrasound, X-ray, Magnetic Resonance Imaging [MRI], Computed Tomography [CT] and other modalities if required) and optometry for 16 hours per day; and
 - emergency medical services 24 hours per day.
- For sustainability-related reasons 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, optometry) might be provided in existing hospitals. A viable plan shall be proposed by the Host/OCOG and agreed with the IOC and respectively the IPC to ensure that:
 - the hospital is within reasonable distance of the Olympic and Paralympic 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 with translation services 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 at the hospital, escorted within the hospital and back again to the Olympic and Paralympic Villages.

MED 06 - 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 periods. 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 07 - Venue medical services

- Agree detailed written individual Medical Plans for every sport venue with the relevant IF(s) and ratify these plans with the IOC and respectively the IPC. This should include medical provision on the Field of Play (FOP), in the athlete medical station and for emergency evacuation. Individual medical plans, ratified with the IOC and respectively the IPC, shall also be agreed for the OFH/PFH, Main Press Centre (MPC), International Broadcast Centre (IBC) and Mountain Broadcast Centre (MBC), where applicable.
- Ensure that the Medical Services teams have appropriate access rights to enable them to provide medical care in any location in the venues.

MED 08 - 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 and sport-specific provision);
 - spectator medical teams; and
 - spectator medical rooms.
- Consult the IOC and IPC regarding the choice of provider before purchasing any equipment or services. Equipment or services falling within the product category of a Marketing Partner shall be procured (purchased or rented) from the Marketing Partner in accordance with contractual agreements.
- Ensure that all equipment is responsibly sourced, respects the environment and a plan for post-Games reuse, repurposing or recycling is in place.

MED 09 - NOC/NPC medical space in the Olympic and Paralympic Village(s)

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

MED 10 - 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 the Olympic Games and IPC for the Paralympic Games for approval.

MED 11 - Right to practice for international health professionals

- Ensure, if necessary by coordinating with the relevant Host Country Authorities, that health professionals who travel with NOC/NPCs are legally allowed to care for their respective delegations, order medical tests and prescribe through the Olympic and Paralympic Village polyclinic(s). If registration is needed, there shall be a simple process, with no fee for the doctors or NOCs/NPCs. The IF doctors, IOC Medical and Scientific Commission Games Group members, IPC Medical Committee 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 and IPC 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 12 - Clinical governance system and malpractice insurance

- Ensure that a clinical governance system is in place and approved by the IOC and IPC and that medical services are delivered by the OCOG in accordance with the Olympic and Paralympic Movement Medical Codes.
- Ensure that all OCOG health professionals are covered by malpractice insurance as indicated in the [FIN Annex 1 – Specifications for OCOG Insurance](#).

MED 13 - 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;
 - 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;
 - standardises the recording of injuries and illnesses according to the IOC and IPC injury and illness surveillance recording form (allowing comparable data from Games to Games);
 - facilitates the export of these raw data following the IOC/IPC's template through a user interface accessible to the IOC and IPC;
 - links to the accreditation system for the incorporation of demographic information; and
 - provides 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.
- Provide safe storage of all medical records after the Olympic and Paralympic Games. In compliance with national regulations, provide appropriate access by patients, clinicians and researchers.
- Produce a summary of all records and results in English, for each patient, if requested.

MED 14 - Cooperation with the IOC Medical and Scientific Commission and the IPC Medical Committee

- Ensure that the IOC Medical and Scientific Commission and the IPC Medical Committee are provided adequate resources (e.g. access to the EMR, accredited medical and scientific professionals to assist with research) and an operational base in the polyclinics 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 and the IPC Medical Committee](#).

MED 15 - Data protection and other compliance matters

- Ensure that all OCOG activities related to the medical services respect applicable laws and regulations (including, in particular, medical secrecy and 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 WADA and/or the IOC or the IPC.
- Ensure that the IOC and the IPC (including any of their affiliates or other third parties indicated by them) have access to the Games stakeholders' personal information, including without limitation, information within the EMR, based on the IOC and IPC's further instructions and as needed to carry out their Games-related operations



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- Ensure the secure transfer to the IOC and the IPC of the information, including without limitation, information within the EMR, after the closing of the Games according to the IOC and IPC's instructions regarding the exact timing, transfer modalities, categories of Games stakeholders, data fields and format required for such transfer.
 - Take all the necessary measures to fulfil the above-mentioned requirements including in particular:
 - Where necessary to ensure compliance with applicable laws, enter into any further agreement with the IOC, the IPC or any relevant third party in relation to the processing of Games stakeholders' personal information, including the post-Games transfer of such information to the IOC and the IPC, 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 the IPC and provide all information necessary to the IOC and the IPC to verify that the above-mentioned requirements have been fulfilled, including by submitting to the IOC and the IPC for review and approval all relevant forms, privacy notices, contracts and similar documents to be communicated to the relevant Games stakeholders or, to be entered by the OCOG with any service providers or other third parties involved in the processing of Games stakeholders' personal information.
 - Cooperate with the IOC and the IPC in relation to any request or inquiry made by a Games stakeholder or a regulator in the Host Country or in other territories in relation to the processing of personal information.

26. 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 territory of the host city/region residents, to align Games transport planning with existing operations. A well-executed transport programme meets the needs of all Games stakeholders and contributes to sustainable Games and a positive Games legacy by improving transport systems and encouraging the use of public transport in the territory of the host city/region.

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 IFs;
- high standards of sustainability, with specific attention to carbon emissions and air quality;
- an integrated approach to delivering accessible transport, particularly to meet the increased needs for Paralympic stakeholders; and
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement HAT 01 Hospitality and ticketing governance.

The IOC, the IPC 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 low/zero emission transport solutions that build on potential developments in the future in the industry (e.g. autonomous driving, connected vehicles, pooling/sharing solutions, etc.), and developing solutions with any relevant Marketing Partners;
- combining, whenever possible, OCOG transport resources and services with public transport and soft mode options (e.g. cycling, walking), and/or other OCOG-dedicated transport services;
- optimising the number of dedicated vehicles and VAPPs 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 the IOC, IPC, Host Country Authorities, 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

Transport Plan in line with long-term needs

TRA 01 - Olympic and Paralympic Transport Plan

- Develop and submit to the IOC and IPC for approval an Olympic and Paralympic Transport Plan that provides effective end-to-end service for all Games stakeholders and supports the OCOG's commitment to minimise the Games carbon footprint. The period between the end of Olympic operations and the start of Paralympic operations shall be also considered and planned.

TRA 02 - Maximising use of public transport for all Games stakeholders

- Ensure that the Olympic and Paralympic Transport Plan combines OCOG-dedicated resources with public transport and soft mode options in view of developing sustainable and accessible mobility solutions and optimising the usage of dedicated fleet vehicles and buses (e.g. maximise use of public transport according to capacity and reliability of existing networks, shared shuttle services or active travel modes). An appropriate number of public transport vehicles used during the Games shall be accessible and meet stakeholder demands.

Transport infrastructure, facilities and monitoring

TRA 03 - Monitoring Transport Plans

- Establish a monitoring mechanism to ensure that all Transport Operations Plans are being developed appropriately. This requires the OCOG to agree a monitoring, communication and reporting approach with the stakeholders responsible for delivery of particular elements (e.g. operations/service providers, security authorities).

TRA 04 - 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 and IPC regular reports and updates on the progress of transport infrastructure and facilities' construction works, by project.

TRA 05 - Host construction works

- For the smooth running of the operations and for safety reasons, coordinate with the Host to ensure that any construction works in the Games region that may impact routes or services needed for Games-related activities (with the exception of emergency works) are not planned for the period from the start of the Olympic Games to the end of the Paralympic Games.

Transport services for stakeholders

TRA 06 - Transport Operating Plan and Service Level Agreements (SLA)

- Building on the Olympic and Paralympic Transport Plan, propose and submit to the IOC and respectively to the IPC 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 the Olympic Games and IPC for the Paralympic Games for approval:
 - Transport Operating Plan that details how the services will be delivered; and
 - Principle Service Level Agreement (PSLA) and Detailed Service Level Agreement (DSLA) per stakeholder, including spectators and workforce, in accordance with their respective operational needs.

TRA 07 - Venue Transport Plans

- Develop Venue Transport Plans for all competition and non-competition venues, including parking and VAPPs, and provide them to the IOC/IPC for review prior to the plans being finalised.
- Deliver venue transport maps for IOC/IPC review as part of the Olympic and Paralympic Transport Plan, the Transport Operating Plan and the Event Operations Plans (EOP).

TRA 08 - 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 and ACR Annex 2 – Accreditation at the Paralympic 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 Transport Connect system (TC)* Transport Group system (TG)** Public transport systems
T2	Allocated vehicles and drivers	Allocated vehicles and drivers Games stakeholder transport system Transport Connect system (TC) Transport Group system (TG) Public transport systems
T3	Games stakeholder transport system	Games stakeholder transport system Transport Connect system (TC) Transport Group system (TG) Public transport systems
TA	Athletes/NOC & NPC transport system	Athletes/NOC & NPC transport system Transport Connect system (TC) Transport Group system (TG) Public transport systems
TF	Technical officials/IF transport system	Technical officials/IF transport system Transport Connect system (TC) Transport Group system (TG) Public transport systems
TM	Media transport system	Media transport system Transport Connect system (TC) Transport Group system (TG) Public transport systems



Transport code	Description	Transport provisions
TW	Workforce transport system	Workforce transport system
TS	Spectator transport system	Spectator transport system
TP	Public transport systems	Public transport systems

*Transport Connect (TC) – shared services provided by the OCOG to enhance general mobility and connectivity across the Games area for accredited stakeholders.

**Transport Group (TG) – shared services for two or more accredited stakeholder groups with the possibility to operate Clean-to-Clean (C2C) to competition venues from an interchange hub.

- Adapt the above services, their scope and related levels of service in line with the agreed Olympic and Paralympic Transport Plan (see [TRA 01 – Olympic and Paralympic Transport Plan](#)) and according to actual needs, taking into consideration local context and data captured during previous editions of the Games. Ensure there are sufficient accessible vehicles in all transport systems.

TRA 09 - Vehicle Access and/or Parking Permit Scheme (VAPPS)

- Develop a control mechanism for regulating 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 10 - Dignitary transport

- Submit to the IOC for the Olympic Games and IPC for the Paralympic Games for approval the plans for dignitaries' movement including sovereigns, Heads of State (HOS) and Heads of Government (HOG).

TRA 11 - Public transport

- Coordinate with the Host 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 (including categories of stakeholders, operational dates and geographical boundaries) of free access to public transport systems for the Olympic Games is to be agreed with the IOC and with the IPC for the period from the end of the Olympic Games until the end of Paralympic Games.

TRA 12 - Games sites outside the territory of the host city/region

- Provide and arrange transfers to, from and between all Olympic and Paralympic Games sites outside the territory of the host city/region for athletes, team officials, NOCs/NPCs, IFs (whose sport is being hosted in those sites), IOC Members, IPC Governing Board, IOC Athletes' Commission, IPC Athletes' Council 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 encouraged. OCOG services shall be provided where public transport is not sufficient or cannot be sufficiently expanded.



TRA 13 - 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 for the Olympic Games and to the IPC for approval for the Paralympic Games.

TRA 14 - 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 Services to identify the specific vehicle requirements for the road Events.
- If OBS vehicles are used for road Events' broadcasting, provide corresponding VAPPs with necessary Field of Play (FOP) access to ensure smooth operations.

Transport services for NOCs/NPCs, athletes and team officials

TRA 15 - 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/Paralympic Villages. These services shall run to and from the Olympic/Paralympic Villages to cover:
 - training and competition services from the first to the last day of training and competition;
 - arrival and departure services;
 - Main Press Centre (MPC) and International Broadcasting Centre (IBC);
 - Opening and Closing Ceremonies;
 - Olympic/Paralympic Villages-related services; and
 - spectating athlete services.

TRA 16 - 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 accessible vehicles is allocated to the wheelchair team sports.

TRA 17 - Arrival and departure transfers

- Transfer NOCs/NPCs and their accompanying baggage and sports equipment from/to the official arrivals and departures service points 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 Final Delegation Registration Meeting (FDRM).
- Transfer NOC/NPC Presidents and Secretaries General and their accompanying baggage from/to their arrivals and departures service points to/from their official accommodation location



TRA 18 - 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 19 - 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 20 - 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.



- Ensure that the maximum number of accessible vehicles available to NPCs is as 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

- Agree the split of passenger cars and minivans with the IPC.

TRA 21 - 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; or
 - 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 22 - Car pool of accessible vehicles for the Paralympic Games

- 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 23 - Rate card vehicles and VAPPs

- Assist NOCs and NPCs in the hiring of cars and, on request, provide them 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 IFs

TRA 24 - IF transport system

- Develop an IF transport system (TF) to provide transport services for the Olympic and Paralympic Games period for International Technical Officials (ITO), 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.
- Provide the National Technical Officials (NTO) adequate means of transport from their accommodation to the respective venue and back. The OCOG may opt to provide the TW or the TF service to the NTOs depending on the location of their accommodation.

TRA 25 - IF allocated vehicles

- For both the Olympic and Paralympic Games, allocate each IF whose sport is included on the programme of the respective Games a minimum of 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 programmes of the Olympic and Paralympic Games, a minimum of 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 26 - Media transport

- Provide the media adequate and efficient end-to-end transport services connecting to the following locations as appropriate:
 - International Broadcast Centre (IBC)/Mountain Broadcast Centre (MBC)/Main Press Centre (MPC);
 - official media accommodation;
 - competition venues;
 - training venues (if and when applicable);
 - Olympic/Paralympic Villages;
 - venue hosting the IOC Executive Board and IOC Session;



- arrivals and departures services; and
- Opening and Closing Ceremonies venue.
- Ensure that adequate transport service is provided to media maximising the use of public transport and/or other existing transport services and complemented by OCOG services where required. The plan shall be submitted to the IOC/IPC for approval.
- The service shall be based on a hub and spoke design, with the central point for media being the IBC/MPC. Depending on other stakeholder groups having access to the same service, and if geographically applicable, any additional, centrally located transport hubs that offer more efficient transport links from various official accommodation sites to competition venues (instead of going via a sole IBC/MPC transport hub) may be considered.
- Ensure the provision of accessible transport solutions for media representatives with disabilities.

TRA 27 - OBS transport services

- Provide transport services to OBS for its operational needs, including Direct and Dedicated Service (DDS) and 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 28 - Olympic 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 arrivals and departures service points' 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 dark 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-transmission 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.
IBC/MPC – training venues	As per public transport schedules	Training venues shall be covered by public transport and/or other existing transport services.



Service type	Service period	Service hours/considerations
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 dark 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 29 - 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 arrivals and departures service points' 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 Villages	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. Should the VMC remain open longer than 2 hours from the finish of competition, 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 30 - 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 31 - IPC-recognised news agencies and photographer allocated vehicles

- Provide the IPC-recognised news agency members one or two vehicle(s) per agency (between four to eight vehicles in total), together with VAPPs for the MPC, all competition and training venues and the Paralympic Village.

TRA 32 - Media vehicle permits

- Based on the quota allocated by OBS to each MRH, distribute non-Games-time vehicle permits to OBS and to MRHs.
- Provide Games-time VAPPs to OBS, which in turn shall be responsible for distributing them to the MRHs.
- Ensure that VAPPs are made available to press organisations at a reasonable fee through the rate card programme.

TRA 33 - 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 34 - Marketing Partner transport services

- Fulfill the transport requirements for Marketing Partners (as per their respective contractual agreement with the IOC and/or OCOG and/or IPC) for both their hospitality programmes and their operational needs to include:



- Front of House (FOH) hospitality operations;
 - Marketing Partner Coach Programme (MPCP);
 - Venue VAPPs;
 - T3 transport system;
 - TP, TC, TG as applicable;
 - workforce 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 MRHs) 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 35 - Front of House (FOH) hospitality operations

- Develop and, following approval by the IOC/IPC, deliver an integrated operational plan for all FOH hospitality programmes, including MRHs, Marketing Partners and commercial hospitality ticketed guest programmes, incorporating parking (where available), load zones, staging areas, call up operations and staffing.
- Submit to the IOC/IPC for approval the allocation and prioritisation of the hospitality programmes' operations, locations and VAPPs.

TRA 36 - 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 and VAPPs for the coaches.
- Ensure that access to the MPCP is provided to the 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 37 - Marketing Partner arrivals and departures

- Make operational transport areas available at the official arrivals and departures service points 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 38 - Marketing Partner allocated vehicles, drivers and VAPPs

- Provide each TOP Partner 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) for both the Olympic and Paralympic Games.
- Ensure that the following parameters are respected:



- these vehicles and drivers are allocated to the TOP Partners for the period of the Olympic and Paralympic Games. These vehicles and drivers are not assigned to a specific individual;
- each TOP Partner’s allocated vehicle is provided a P2 VAPP (P2 = Olympic/Paralympic 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 all the relevant policies, procedures, fuel cards, Olympic/Paralympic lane access, etc. as per the Games stakeholder allocated vehicle policies.

TRA 39 - Marketing Partner transport

- Ensure that the following Marketing Partner transport requirements are fulfilled:
 - provide Marketing Partners routes and access information;
 - identify parking areas at venues for Marketing Partners’ technical vehicles (Back of House [BOH]) and MPCP vehicles (FOH);
 - provide VAPPs to Marketing Partners for their technical vehicles after they have demonstrated plans for their technical needs; and
 - provide VAPPs for all venues to Marketing Partners for coaches and support vehicles for hospitality needs.

Transport services for spectators

TRA 40 - Spectator transport

- Coordinate with the Host 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 41 - 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 and Paralympic Games stakeholder groups. Include the number of accessible tickets available for spectators into the transport spectator demand to ensure sufficient accessible transport, with particular attention to any increase in accessible seating capacity during the Paralympic Games.

T1/T2/T3 transport services

TRA 42 - T1/T2 services

- Provide drivers for T1 and T2 services according to the following requirements:
 - For the Olympic Games, the driver(s) shall be available from the day after the IOC Session to the day after the Closing Ceremony. For the Paralympic Games the driver(s) shall be available from the day after the T3 service stops for the Olympic Games to the day after the Paralympic Closing Ceremony. Outside the T1/T2 operational period, T3 service will be available to the relevant stakeholders.
 - Ensure a minimum of 10 hours of service per day. Hours of operation shall be extended in case of specific operational needs, to be confirmed by the IOC/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.

TRA 43 - T3 transport system

- Ensure that T3 service is operational from the opening to the closing of the Olympic Village(s) and again from the opening to the closing of the Paralympic Village(s).
- Taking into account the specificities of the transport concept, submit the principles for the Olympic 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 DSLA and the Transport Operating Plan.
- Submit to the IPC for approval the principles of the Paralympic 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.
- 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/Paralympic airport and arrivals and departures service points, e.g. main rail station(s);
 - Olympic Family Hotels (OFH);
 - Paralympic Family Hotels (PFH);
 - IBC/MPC;
 - Olympic/Paralympic Villages;
 - media village;
 - other T3 stakeholder accommodation sites;
 - Olympic Club;
 - 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 territory of the host city/region operate their own internal T3 system, a separate T3 destination list is required.
- Submit the final destination lists to the IOC/IPC for approval.

Transport services for other stakeholders

TRA 44 - Observers Programme for the Olympic Games

- For the Olympic Games, support the transport needs of the Observers Programme by providing vehicles at a reasonable cost, as well as appropriate VAPPs.

TRA 45 - Future OCOGs Activities and Learning programme for the Paralympic Games

- For the Paralympic Games, support the transport needs for the Future OCOGs Activities and Learning Programme by providing vehicles at a reasonable cost, as well as appropriate VAPPs.



TRA 46 - IOC Medical and Scientific Commission

- Provide, in consultation with the IOC, a pool of organisational vehicles (up to three) 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 47 - International Testing Agency (ITA)

- Provide, in accordance with the ITA's operational plan, a pool of organisational vehicles with drivers and VAPPs, to enable the representatives of the ITA to carry out their functions at the Games.

TRA 48 - Court of Arbitration for Sport (CAS)

- Provide, in consultation with the IOC and in accordance with CAS's operational plan, a pool of organisational vehicles (up to six) with drivers and VAPPs, to enable the representatives of CAS to carry out their functions at the Games.

TRA 49 - World Anti-Doping Agency (WADA)

- Provide, in consultation with the IOC and IPC, and in accordance with WADA's operational plan, a pool of organisational vehicles (up to six) with drivers and VAPPs, to enable the representatives of WADA to carry out their functions at the Games.

TRA 50 - IOC administration

- Provide a pool of organizational 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 number of VAPPs to the IOC administration for the IOC's own operational, hospitality and contingency needs in line with the requirements provided by the IOC.

TRA 51 - IPC administration

- Provide a number of vehicles as requested by the IPC (up to 15), drivers and VAPPs to the IPC administration for operational needs (including for IPC Medical Committee, IPC Games Officials, etc.), including at least one minivan and two accessible vehicles. As requested by the IPC, some of these vehicles (up to 5) shall be available for the IPC administration during the period between the closing of the Olympic Village(s) and the opening of the Paralympic Village(s) for the purpose of supporting and monitoring the OCOG's transition of operations between the Olympic and Paralympic Games.
- Provide a number of VAPPs to the IPC administration for the IPC's own operational, hospitality and contingency needs in line with the requirements provided by the IPC.

TRA 52 - 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 secure perimeter, according to the availability of space at such venues.

Traffic management and information

TRA 53 - Traffic Management Plan

- Include the Traffic Management Plan in the Olympic and Paralympic Transport Plan to be submitted to the IOC and IPC for their review and approval. The Traffic Management Plan shall include, but is not limited to:



- regional mobility measures including travel demand programmes to reduce vehicle and passenger traffic during Games-time;
- traffic command system and authority;
- travel and end-to-end journey times;
- road Events and torch relay operations;
- transport signage; and
- a layered process of traffic restrictions to minimise vehicle movements into and within the traffic control boundary of each venue.

TRA 54 - 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 55 - 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 Plan, ensure that Olympic/Paralympic Games transport users are provided dedicated and specific transport maps and information for planning and operations, including, in particular, 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 56 - Vehicle use policies

- Define and communicate the Policies and Procedures (P&P) for driving OCOG-allocated vehicles, including the type of driver's license required, geographical boundaries within which they can be driven and where accreditation is checked and required. These policies are to be included in the stakeholder SLAs and the final transport operating plan, and need respective IOC and IPC approval.

TRA 57 - Winter Games vehicles

- Ensure that all vehicles provided for the Winter Games allow safe transport in all weather conditions and that an appropriate and sufficient number of vehicles is equipped with winter/snow tyres and snow chains, as well as ski racks where needed.

TRA 58 - Fleet operations – fuel and recharging

- Provide fuel and recharging solutions for Olympic and Paralympic Games stakeholder allocated vehicles.



TRA 59 - 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 60 - Vehicle and service procurement insurance

- Ensure that there is full comprehensive insurance for the vehicles, registered drivers and passengers.

TRA 61 - 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.

TRA 62 - Automotive navigation system

- Provide to each official Games vehicle, including buses, an automotive navigation system ensuring that the Olympic Route Network (ORN)/Paralympic Route Network (PRN) and all Games venues are overlaid and integrated. This system should direct the Games vehicles to use the ORN/PRN rather than the normal navigation routes.

TRA 63 - Transport workforce training

- Provide training to all drivers on eco-responsible driving methods.
- Deliver training to all drivers and load zone workforce on how to provide appropriate assistance to persons with disabilities, ensuring it includes an understanding of different types of disabilities, proper terminology and awareness to always ask before giving assistance.



ENERGY AND TECHNOLOGY

27. 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.

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 such projects provide lasting, low-carbon benefits as part of the OCOG's commitment to encourage stakeholders to take climate action.

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 installation and event continuation solutions to agreed service levels and to the required "power on" dates.

The IOC, the IPC 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 Event Infrastructure, Sport, Broadcast Services, Technology, Press Operations, Event Services, Cleaning Services & Waste Management, Food & Beverage, Transport, Accreditation, Event 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 Olympic Games Guide on Energy and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the Energy requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

NRG 01 - Games energy planning

- Provide, during the Strategy Phase, a follow-up to the initial Energy Survey carried out pre-election (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 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 and Paralympic venues. This Games Energy Council shall have the appropriate level of authority to define Games-related energy infrastructure projects, readiness beyond Business As Usual (BAU) 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 carbon reduction and legacy purposes, thereby contributing to the OCOG's commitment to encourage stakeholders to take climate action. This should be reflected in the Games-wide Governance Framework.

NRG 03 - Host and energy agencies

- Ensure that the Host Country Authorities and agencies responsible for the power supply in the territory of the host city/region 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 or supplementary source of supply from the utility grid through energy storage and low emission generation using biofuel. In addition, the Host Country Authorities and agencies are also responsible for the temporary Medium Voltage (MV) distribution infrastructure required to support Olympic and Paralympic Games operations.

NRG 04 - Supply capacity

- In coordination with the Host 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 territory of the host city/region in general, in order to meet anticipated power demand for Games time, ensuring sufficient operating reserves are available to secure operation of the entire power system in the territory of the host city/region.

NRG 05 - Reliability, resilience and supply quality criteria

- In coordination with the Host 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 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 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; and
 - 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. The 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 local temporary supply source from energy storage units and/or low emission generation using biofuel, 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 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 local temporary supply source from energy storage units and/or low emission generation using biofuel and/or UPS systems for FOP lighting shall be assessed by the OCOG, OBS and the IOC/IPC during venue planning and thoroughly tested in advance of the Games.

28. TECHNOLOGY

Introduction

The provision of reliable technology services is essential to the overall success of the Olympic and Paralympic Games, enabling efficient operations at venues and facilities and making the Games experience available to domestic and international spectators, viewers and the fan community, in and outside the venues and around the world.

In short, the Games cannot be operated, understood or enjoyed by a domestic and global audience without the right technology.

Therefore, for an OCOG, the delivery of reliable, secure and seamless technology infrastructure and services is essential to:

- deliver a more sustainable and low-carbon Games;
- ensure that technology solutions, critical for the success of the Games, are selected with a view to limiting risks and costs;
- connect workforce, press, broadcasters, athletes, other key stakeholders with the global audience;
- install, operate and support the technology that makes all Games venues and facilities work;
- provide technology tools, systems and services that facilitate and enhance Games operations;
- capture, manage and distribute Timing and Scoring (T&S) and results for Olympic and Paralympic events;
- support the creation of internet-based products to inform, engage and encourage participation in the Games; and
- provide technology solutions to enhance the spectators' and visitors' experience.

The IOC, the IPC 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 the expertise of Marketing Partners, IOC Controlled Entities and other third parties to reduce cost and complexity;
- utilising suppliers that can provide Games technology products and services across more than one Games edition;
- deploying infrastructure that is secure and at a suitable level for the Games;
- 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 the reliability required to successfully stage the Games, meeting the service level requirements of Games stakeholders;
- adapting architecture and delivery models to reflect latest technologies;
- reviewing the scope of technology services and operations;
- optimising operational aspects in the management of technology; and
- implementing dual branding for the Olympic and Paralympic Games wherever possible in line with the Dual Branding Strategy.



It is essential for Technology to collaborate within the OCOG, in particular with the Event Infrastructure, Event Management, Energy, Press Operations, Sports, Broadcast Services and Accreditation areas, as well as with the delivery partners and any Event Delivery Entities (EDE).

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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

TEC 01 - Telecommunications

- Ensure that the telecommunications solutions to be deployed are defined and approved by the IOC and the IPC no later than two years before the Olympic Games.
- Through coordination with the Host 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 and Paralympic Games. To facilitate this process, the OCOG shall establish a forum (the Mobile Operators Olympic Group [MOOG]) and shall ensure the participation of all local mobile network operators.
- In terms of internet infrastructure, ensure:
 - both a logical and physically 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 points to each venue/site; and
 - that a base level of internet service is provided to all Games stakeholders for their operations free of charge.

TEC 02 - Spectrum management

- Secure all radio frequency spectrum necessary for the operations of the Olympic and Paralympic Games (including testing activities and operational readiness exercises) through the provision of frequencies required to secure key stakeholders' Games operations (e.g broadcasters, media, T&S, Ceremonies, etc.) for public mobile/cellular networks, private radio networks and other wireless networks including Wi-Fi, as appropriate.
- Ensure the effective delivery of the allocation, management, interference monitoring and control of the necessary frequencies for the Olympic and Paralympic Games, testing activities and operational readiness exercises, including abidance by and implementation of any Pre-election Commitments from the relevant Host Country Authorities and any other relevant entities regarding spectrum.
- Ensure that the allocation, management, interference monitoring and use of frequencies is provided free of charge during the testing activities, the Olympic and Paralympic Games (including one month before the Olympic Games and one week after the Paralympic Games) to all Games stakeholders.

TEC 03 - Results and sport entries

- Based on the scope and responsibilities of the results delivery project agreed with the IOC, support the IOC and financially contribute to the results services provided by the IOC to the OCOG including, without limitation, results planning, operational support, documentation preparation and

updates and provision of necessary space and resources (people and physical) required during pre-Games and Games-time operational periods.

- Support the IOC and the IPC with the provision of results and information services in accordance with the standards set out in the Olympic Results and Information Services (ORIS), Paralympic Results and Information Services (PRIS) and Olympic Data Feed (ODF) requirements, as well as requirements from other OCOG areas (e.g. weather services), including by:
 - providing infrastructure (space, power, etc.) and connectivity to support the IOC and IPC results operations;
 - contributing to the costs of updating the ORIS requirements' documents in accordance with the cost-sharing principles established by the IOC. The ORIS and ODF requirements will be updated by the IOC from time to time to include the new requirements of the Olympic Games, IFs, other stakeholders of the Olympic Family and the Technology development; and
 - contributing to the costs defined by the IPC for updating the PRIS requirements' documents. The PRIS requirements will be updated by the IPC from time to time to include the new requirements of the Paralympic Games, IFs, other stakeholders of the Paralympic Family and the Technology development.
- Based on the scope and responsibilities of the sport entries delivery, support the IOC and financially contribute to this service provided by the IOC to the OCOG including, without limitation, results planning, operational support, documentation preparation and support the IOC and the IPC with the provision of necessary space and resources (people and physical) required during pre-Games and Games-time operational periods (see [SPT 16 – Sport entries](#)).
- Make Games results and news information defined in ORIS and PRIS available for transmission in ODF format:
 - to the IOC, the IPC, IOC Controlled Entities, international news agencies recognised by the IOC and/or the IPC, accredited media, IFs, NOCs and NPCs and other persons and entities designated by the IOC or the IPC; and
 - to the MRHs through OBS.
- Ensure that any terms and conditions determined by the IOC and the IPC (e.g. service fee that may be charged by the OCOG to certain categories of recipients) are respected in the provision of ODF.

TEC 04 - Cyber security

- In cooperation with the IOC and IPC and/or its providers, ensure that cyber threat is mitigated, for the full range of Olympic and Paralympic Games technology solutions and services, by establishing and implementing a comprehensive Cyber Security Strategy incorporating the most appropriate industry and government standards and best practices available. The strategy shall 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;
 - cyber threat intelligence;
 - cyber security education and awareness;
 - supply chain security and third-party risk management;
 - situational awareness; and
 - comprehensive testing of security posture and incident response (through cyber war games, pen testing and technology rehearsals).



- Address, within the above, the relationships and collaboration required with the many external organisations involved in the delivery of the Games, including Marketing Partners, service providers, Host Country Authorities, the IOC,IPC and others as appropriate. Such collaboration shall include raising awareness of the cyber threat with third parties that may directly or indirectly provide critical services to the Games (e.g. relating to transport, accommodation and 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.
- Provide, with the cyber security services provider appointed by the IOC, an ongoing cyber security posture assessment of key OCOG partners, providers and other key stakeholders to ensure security posture is consistent across the Games technology landscape.
- Actively participate in, and ensure other key OCOG providers and stakeholders actively participate in, any IOC/IPC initiative or platform on threat intelligence and threat sharing.
- Ensure that IOC/IPC-issued cyber security and architectural principles and policies are adopted and implemented in all OCOG infrastructure, services, systems and solutions.
- Extend or apply the cyber security services provider’s standards, controls and Policies and Procedures (P&P) across the OCOG IT landscape to ensure all critical services and data assets are protected.

TEC 05 - Operational planning and readiness

- Through the Venue Use Agreements (VUA) or other mechanisms, ensure sufficient access conditions to allow the telecommunications supplier(s), service integrator and other technology suppliers to start and continue infrastructure/equipment implementation and testing at each venue, as per defined and agreed dates documented in an integrated Venue Technology Implementation Plan (VTIP), detailed technology provider roll-out schedules and within the OCOG-wide Venue Integrated Schedule (VIS) of the Olympic and Paralympic Games.
- Provide necessary infrastructure (space, power, cable paths, etc.) and connectivity to support the Marketing Partners that provide technology services.
- In case the OCOG delegates any responsibilities and/or obligations under the Technology operational requirements to third parties (i.e. Host Country Authorities or service providers), put in place robust, strong and clear central management of such third parties to ensure that consistent services and service levels are provided; that the services are secure, robust and resilient; and that the OCOG has full visibility of the risks, issues and project progress.

TEC 06 - IOC Technology provider and Marketing Partners

- Ensure that all Games-related technology agreements entered into between the OCOG and third parties respect the rights of Marketing Partners.
- Ensure that, subject to prior notice, IOC providers and Marketing Partners have free access to the OCOG’s premises and make available to IOC providers and Marketing Partners reasonable space and facilities, including without limitation meeting rooms, work desks and access to the appropriate office and administration systems to enable ongoing collaboration, alignment and planning in order to meet operational needs.
- Should the IOC appoint a supplier/provider of a technology solution, use such supplier/provider for the provision of such technology solution. Should the IOC not appoint such a supplier/provider, select such a supplier/provider and submit to the IOC for approval.
- Implement the responsibilities matrix developed by the IOC, OCOG and service providers, representing the tasks or activities that have been identified for the Technology programme and

the allocation of responsibilities for completing those tasks and activities among the OCOG, Marketing Partners, IOC providers, OCOG providers and other stakeholders. Ensure that the OCOG service providers respect the responsibilities assigned to each of them.

TEC 07 - OCOG systems and application services

- Ensure that all applications, web services, technology solutions and services are created, procured, developed, deployed and supported in line with industry best practices, with a focus on cyber security, consistent user experience, adherence to accessibility standards and consideration for users with different languages and levels, different hardware types and operating systems/browser versions.
- Ensure that any applications, web services or stakeholder-facing solutions are appropriately and thoroughly tested and validated before deployment, including regular cyber-testing (such as penetration testing and adequate load testing) to ensure robustness when used by a global, distributed audience. Upon request, provide to the IOC (and where applicable the IPC) all relevant results regarding such testing activities.

TEC 08 - Programme management

- Implement robust and recognised project management methodologies that link to the Games-wide governance framework, to manage the depth and breadth of the technology programme including project scheduling, management of risks, issues, budget and implementation of the required project governance.
- Produce a Technology Sustainability Strategy in alignment with the IOC and the IPC and best “green IT” practices based on prior Games editions. Ensure that all aspects of technology services are responsibly sourced and selected, designed and implemented and have a sustainable disposal strategy.
- Ensure that any proposed technology solution and or service change is presented to the IOC (and IPC if the proposed solution or service change affects the Paralympic Games) for approval prior to the project initiation.
- Ensure that the OCOG, key technology suppliers and appropriate stakeholders participate in and contribute to technology governance activities, providing necessary access to OCOG office facilities as needed as well as dedicated seating in the Technology Operations Centre (TOC)/Cyber Security Operations Centre for all technology partners and the IOC/IPC.
- Ensure that all ad hoc or new technology projects, especially those that cross multiple OCOG areas, are clearly defined and documented with the exact technology involvement and scope agreed as well as being aligned to the IOC evolution and innovation roadmap. Working with the IOC and IPC, ensure that solutions or services that have complex stakeholder landscapes, complex and multiple demarcation points, and/or provide new or different service scope or levels are robust, resilient, secure and, where appropriate, integrated into any existing platforms or solutions.
- Ensure that all agreements concluded by the OCOG with its technology suppliers/providers contain the requirement for the supplier/provider to adhere to the following requirements:
 - regularly update the IOC/IPC and relevant third parties designated by the IOC/IPC regarding the progress of the provision of services and/or products;
 - provide the OCOG and the IOC/IPC a written report describing in detail the services and/or products delivered during the preparation and staging of the Games; and
 - on 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 knowledge transfer to benefit future OCOGs.



TEC 09 - Technology Transition Plan for the Paralympic Games

- Plan 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 needs of the venues during the Olympic Games (e.g. different sports being hosted in the same venue); and
 - the plan to transition a Paralympic venue during the Paralympic Games when a venue is used for more than one sport.
- Modify or add services to meet accessibility requirements for the technology to be used during the Paralympic Games.

STAKEHOLDERS SERVICES AND OPERATIONS

29. IF SERVICES

Introduction

The International Federations (IF) assume the responsibility for the control and direction of their sports at the Olympic and Paralympic Games. As the governing bodies for sport, the IFs' expertise, experience and resources are essential to Games delivery. They play a direct role in staging the Games by providing the regulations and requirements as well as the technical officials, referees, judges and other technical personnel to deliver the sport competition. The role of IF Services is to assist the IFs in carrying out their essential duties in the delivery of the best level of sport competition for the athletes.

IF Services is generally managed by the OCOG Sport area and is the IFs' primary liaison within the OCOG, communicates on their behalf within the OCOG and hosts pre-Games visits by the IFs to the Host. As such, the IF Services team is responsible for defining and validating all sport- and IF- related service levels with the other relevant OCOG areas.

For the IF Services area, key success factors include:

- implementing a framework of cooperation with the IFs from the early stages of an OCOG's lifecycle to identify roles and responsibilities among the OCOG, OBS and IF;
- a full understanding of and compliance with IF requirements and regulations;
- efficient delivery of information to the IFs before and during the Games, including informative engagement sessions;
- detailed planning and efficient sharing of information in the pre-Games period and the timely provision of facilities and services for the sport and IFs at the venues;
- coordination of all requirements for IF visits, travels, meetings, seminars and webinars;
- ensuring required services are provided for IFs to deliver the sport competition;
- a full understanding of the unique opportunities and distinctive features and needs of the Olympic and Paralympic sports; and
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement HAT 01 Hospitality and ticketing governance.

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

- optimising sport and IF requirements; and
- providing expertise and a lasting legacy for the local sport movement.

Close coordination and collaboration within the OCOG, as well as with delivery partners, including the IOC, IPC, the IFs, Association of Summer Olympic International Federations (ASOIF), Association of the International Olympic Winter Sports Federations (AIOWF) and OBS 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 Sport and any cross-referenced documents listed within it.



Operational Requirements

In order to deliver the Sport requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

IFS 01 - Olympic/Paralympic flags and IF recognition

- Ensure that the requirements for Olympic/Paralympic flags at competition and training venues outlined respectively in [PRT Annex 3 – Specifications on Olympic Protocol](#) and [PRT Annex 4 – Specifications on Paralympic Protocol](#) are met.
- 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.

Cooperation with IFs

IFS 02 - Attendance at IF events

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

IFS 03 - Appointment of IF representatives

- As soon as possible after the OCOG is created, contact each IF whose sport is on the Games 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 and/or discipline depending on the respective IF.

IFS 04 - Olympic framework for cooperation with IFs

- Establish a framework and plan for cooperation with each IF to ensure the successful planning and delivery of the sport competition in collaboration with the IFs. The framework shall establish the working relationship and terms of cooperation, and the plan shall include detailed milestones/deliverables, roles and responsibilities and timelines. The plan shall be part of the wider Event Delivery Plan (EDP) for the respective discipline. The framework and plan shall identify the solutions to source expertise and deliver sport-specific operations including, if applicable, any delegation or transfer of responsibility from the OCOG to the IFs, with associated compensation formalised in an agreement between the OCOG and the relevant IF.

IFS 05 - Paralympic framework for cooperation with IFs

- Agree with the IPC and each IF a framework and plan for cooperation adapted specifically for the Paralympic Games that clearly sets out the relationship, responsibilities, scope, levels of service and delivery timelines. The plan shall be part of the wider Event Delivery Plan (EDP) for the respective sport/discipline. The framework and plan shall identify the solutions to source expertise and deliver sport-specific operations including, if applicable, any delegation or transfer of responsibility from the OCOG to the IFs, with associated compensation formalised in an agreement between the OCOG and the relevant IF.

IFS 06 - Pre-Games IF visits to the Host

- Submit for approval an IF Visit Policy to the IOC and the Association of Summer Olympic International Federations (ASOIF)/Association of International Olympic Winter Sports Federations (AIOWF) for the Olympic Games, and the IPC for the Paralympic Games. This policy shall be adjusted on a sport-by-sport and/or discipline-by-discipline basis in accordance with the



respective framework for cooperation with IFs and shall include the OCOG obligation to cover the expense of round-trip air tickets, board and lodging for an agreed number of IF Delegates for the pre-Games visits.

IFS 07 - 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 territory of the host city/region from the IF Delegates' place of residence or previous IF event location as agreed with the OCOG, and back;
 - accommodation (including breakfast) (see [Accommodation](#) section);
 - for the Paralympic Games only, the OCOG may propose to accommodate IF Delegates in a separate and distinct zone of the Paralympic Village(s), at service levels comparable to the accommodation for the Olympic Games and subject to IPC approval; and
 - a per diem to cover daily out-of-pocket expenses and incidentals. The per diem amount will be no less than USD 100 for all IF Delegates. The period to be covered is 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/IPC.
- In the event that the presence of IF Delegates is required earlier than specified above due 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 and IPC for review an overall policy specifying the details for the above principles.

IFS 08 - 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 territory of the host city/region from the ITOs' place of residence and back. The total number of ITOs for the Olympic Games shall be confirmed by the IOC Executive Board (EB) following a proposal from the relevant IF and by the IPC following a proposal from the relevant IF for the Paralympic Games;
 - accommodation (including breakfast) (see [Accommodation](#) section);
 - for the Paralympic Games only, the OCOG may propose to accommodate ITOs in a separate and distinct zone of the Paralympic Village, at service levels comparable to the accommodation for the Olympic Games and subject to IPC approval; and
 - a per diem to cover daily out-of-pocket expenses and incidentals. The per diem amount will be no less than USD 100 for all ITOs. Any change to this amount proposed by the OCOG shall be approved by the IOC/IPC. The period to be covered is from the ITO's day of departure from their home country until the day following the end of their respective event.
- Submit a policy to the IOC and IPC specifying the details for the above principles.

IFS 09 - 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), as specified in the [Accommodation](#) section; and
- a per diem to cover daily out-of-pocket expenses and incidentals. The per diem amount for NTOs shall be set by the OCOG.

IFS 10 - 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/IPC. If the IF chooses to provide its own FOP uniform, which shall be compliant with the IOC Guidelines on Authorised Identifications for the Olympic Games as communicated by the IOC for the relevant edition of the Games or approved by the IPC for the Paralympic Games, the OCOG shall be released from the obligation to provide an official uniform.

IFS 11 - Opening and Closing Ceremonies' tickets for International Technical Officials (ITO)

- In line with the official duration of their role, provide Opening and Closing Ceremonies' tickets to all technical officials who are in the territory of the host city/region during the Opening and/or Closing Ceremony.

IFS 12 - IPC Games officials' transport, accommodation, per diem and uniforms for the Paralympic Games

- Ensure the following services are provided to IPC Games officials (the duration of stay for each IPC Games official is to be agreed with the IPC):
 - travel to the territory of the host city/region from the IPC Games official's place of residence and back;
 - accommodation (including breakfast) as specified in the [Accommodation](#) section;
 - a per diem to cover daily out-of-pocket expenses and incidentals. The per diem amount shall be USD 100 for all IPC Games officials. Any change to this amount proposed by the OCOG shall be approved by the IPC. The period to be covered is from the IPC Games official's day of departure from their home country up to and including the day of arrival back to their home country; and
 - a FOP uniform as approved by the IPC.

Sport competition

IFS 13 - Appointment and approval of Sport Managers/dedicated contact for IF

- Ensure that a dedicated contact (often a Sport Manager) is appointed for each sport on the Olympic/Paralympic programme, also aiming at increasing gender balance in appointments. The person shall be responsible for the planning and implementation of the sport competitions and training in accordance with the requirements of IFs, the Olympic Charter for the Olympic Games, the equivalent rules applicable for the Paralympic Games and the OHC – Principles.
- Ensure that all proposed contacts are approved by the relevant IFs. An experienced person should also be recruited for each individual discipline of the relevant sports.
- Where possible, the dedicated person shall be the same for the Olympic and Paralympic Games.

30. NOC/NPC SERVICES

Introduction

The National Olympic Committees (NOC) and National Paralympic Committees (NPC) 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 NPCs' primary liaison with the OCOG, communicates on their behalf within the OCOG and hosts pre-Games visits by the NOCs and NPCs to the Host. As such, the NOC/NPC Services team is responsible for defining and validating all athlete and NOC/NPC service levels with the other relevant OCOG areas.

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 and NPC Assistants) that includes safe recruitment processes for any roles involving direct contact with children and other vulnerable groups;
- coordination of all requirements for NOC and NPC visits, travels, meetings, seminars and webinars;
- 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; and
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement HAT 01 Hospitality and ticketing governance.

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 and NPC 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Plan and the Games Plan supporting strategies and plans:

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 [NF], 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 persons 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 person act as a journalist, reporter or in any other media capacity for the duration of the Olympic and Paralympic Games. This is to ensure a fair and impartial depiction of the Games, the Host 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 cost 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 should an OCOG offer one.

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

- Should the OCOG decide to provide gifts bags:
 - ensure the content is sustainably sourced, of use and has souvenir value; and
 - submit the content for approval to the IOC for NOC gift bags and to the IPC for NPC gift bags.

NOC/NPC visits and travel

NCS 06 - Pre-Games official NOC/NPC visits

- 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 territory of the host city/region to facilitate smooth travel and a convenient stay including, but not limited to, information on accessible local transport and accommodation.
- 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 (P&P) to the IOC and IPC respectively for approval.

NCS 07 - Pre-Games access to venues

- Ensure a minimum level of pre-Games venue access to NOCs and NPCs, based on the rules and regulations of the sport concerned as communicated by the IFs and as may be further requested by the IOC/IPC.



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

NCS 08 - Travel Support Grant (TSG)

- Provide a Travel Support Grant (TSG) to each NOC with participating athletes in the Olympic Games, and to each NPC with participating athletes in the Paralympic Games.
- The TSG 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/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 POE on these dates is not possible from the NOC/NPC's capital city (or other city if agreed with NOCs/NPCs), adjacent dates that 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.

Athletes' Commission

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 definition and validation of service levels for athletes, and to monitor and advise the OCOG on their implementation; and
 - to be ambassadors for the Games and promote the Games among athletes as well as the public locally and internationally.

Meetings, seminars and guide

NCS 10 - Use of official languages in publications and meetings

- Provide all NOC/NPC publications in an electronic and accessible format, in the following languages at a minimum:
 - French, English and Spanish for both the Games of the Olympiad and the Paralympic Games; and
 - French and English for both the Olympic and Paralympic Winter Games.
- Provide Simultaneous Interpretation (SI) 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 and for the Paralympic Games; and
 - French, English and Russian for the Olympic and Paralympic Winter Games.



NCS 11 - Chefs de Mission Guide

- Submit the NOC Chefs de Mission Guide to the IOC for approval and the NPC Chefs de Mission Guide 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.

NCS 13 - Delegation Registration Process (DRP)

- Ensure that the Final Delegation Registration Meetings (FDRM) start once the sports entries deadline has expired but at the latest on the date of the Olympic and Paralympic Villages opening, and continue until the day before the Olympic and Paralympic Opening Ceremonies.

31. VILLAGE(S) 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 team officials for the duration of the Games with special attention to cultural requirements, safeguarding, non-discrimination and vulnerable groups such as, but not limited to, child athletes. Divided into three areas – Residential Zone (RZ), Olympic/Paralympic Village Plaza (OVP/PVP) 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 Olympic and Paralympic 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;
- high standards of sustainability (environment and social, including safety, safeguarding and health);
- a focus on ensuring integrated accessible spaces and services, particularly to meet the specific needs of Paralympic athletes and team officials; and
- a focus on ensuring the spaces and services work for people from diverse backgrounds, including minors, nursing mothers, people of faith, etc.

The IOC, the IPC, the OCOG, NOCs and NPCs 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 and Paralympic 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, Arrivals & Departures, Ceremonies, Food & Beverage, People Management, Logistics, Finance, Press Operations, Marketing Partner Services, Medical Services, NOC & NPC Services, Protocol, Security, Sport, Technology, Transport, and Cleaning Services & Waste Management.

More information on the topics covered in this section is available in the Olympic Games Guide on Olympic and Paralympic 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

VIL 01 - Olympic and Paralympic Villages accommodation

- Provide one bed for each participating athlete and eligible team official within an Olympic Village and a Paralympic Village, 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 is accommodated in one bedroom (taking into account protection against abuse and harassment considerations, e.g. gender segregation, separation of child athletes under 18s, as well as separation of athletes and team officials);
 - sufficient accessible rooms;
 - athletes and team officials are accommodated within 50 km or 60 minutes' drive (under normal road and traffic conditions) to their respective training and competition venue(s); and
 - all Olympic and Paralympic Villages provide comparable types and quality of services to the residents with a view to meeting the needs and numbers of athletes and team 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 Village 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 capacity for residents as follows:
 - 8,000 people (including 1,900 people using wheelchairs) at the Paralympic Games; and
 - 2,200 people (including 450 people using wheelchairs) at the Paralympic Winter Games.
- To allow the reduction of the required number of beds in the Olympic and Paralympic Villages, implement, in collaboration with the IOC/IPC and NOC/NPCs, a process for early projection of athletes and team official numbers as well as alternative housing solutions and/or incentives.
- At the latest three years prior to the 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 and Paralympic Games Sport Programme 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 the following housing spaces:
 - a single bedroom for the Chef de Mission;
 - bedrooms for athletes and team officials;
 - NOC/NPC team offices;
 - NOC/NPC meeting rooms;
 - NOC/NPC medical/physiotherapy space; 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 (TPC);
 - NOC/NPC services centre (including Sport Information Centre (SIC));
 - resident centres;
 - polyclinic(s);
 - social and entertainment areas; and
 - wheelchair and prosthetic repair centre (for the Paralympic Games).

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 the IOC;
 - remaining days of Olympic 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 - Paralympic Village(s) period of operations

- 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.
- Share a detailed Transition Plan in advance with the IPC; this plan shall consider the bump-out of the Olympic Games and provide minimum service standards for the Paralympic Games before the pre-opening of the Paralympic Village(s) and the athletes' arrival.

VIL 06 - 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 team 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/team officials within the local context, especially in case of a concept involving multiple villages.

Standard space requirements	Games of the Olympiad/ Paralympic Games	Olympic Winter Games/ Paralympic Winter Games
Housing		
Single bedroom	9m ²	9m ²
Double (2-person) bedroom	12m ²	12m ²
NOC/NPC office medical/workshop/storage space		
See VIL Annex 1 – Specifications on NOC Office Space		
Dining halls		
Main dining hall – seating/ serving	6,000m ² with a seating capacity approx. 1/3 of bed capacity	3,000m ² with a seating capacity approx. 1/3 of bed capacity)
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 and including WADA space)	300m ²	150m ²
Main dining hall – total	10,750m ²	5,340m ²
Casual dining hall	3,000m ²	Not applicable
Café	See OVP/PVP sub-section below	See OVP/PVP sub-section below
Workforce dining	850m ²	600m ²
Other areas in Residential Zone (RZ)		
Polyclinic	3,500m ²	1,500m ²
NOC/NPC services centre	1,000m ²	400m ²
Sports Information Centre (SIC)	Desk(s) in NOC/NPC services centre that combines information for all sports	A desk in NOC/NPC 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/prayer room	500m ²	100m ²
Recreational area	6,000m ²	1,500m ²
Sport facilities	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
Team Processing Centre	10,000m ²	4,000m ²



Standard space requirements	Games of the Olympiad/ Paralympic Games	Olympic Winter Games/ Paralympic Winter Games
Transport mall	20,000m ²	10,000m ²
NOC/NPC parking	1,000 car parking spaces*	600 car parking spaces*
Olympic/Paralympic Village Plaza (OVP/PVP)		
Convenience 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
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 a ticketing office, information office and medical station are also available in the OVP/PVP.
- The services offered in the villages should be accessible to all residents, including people who use wheelchairs.
- Ensure that the Paralympic Villages also contain a wheelchair and prosthetic repair centre in the PVP and wheelchair storage facilities in the RZ.

VIL 07 - 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 08 - Grooms' accommodation

- Provide accommodation for grooms conveniently located in or close 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/NPC's expense.

Residential Zone (RZ)

VIL 09 - Residents' housing technical requirements

- Comply with the following technical requirements:
 - each apartment shall:
 - be lockable (apartments or residential units and bedrooms);
 - have free Wi-Fi access;
 - 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
10 clothes hangers	n/a
Mirrors	n/a
Wastebaskets	A separate medical waste bin shall be provided to residents upon request.
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, the bed top height shall be 450–500mm)	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	If mobile is provided, telephone provision is not required.
Television with Olympic/Paralympic feed	n/a

- Consider to place items in a bedroom such as switches, controls, clothes hangers, mirrors and furniture to ensure they are accessible and adaptable to the widest number of users.
- For the bathrooms, ensure that the ratio of no more than four athletes or team officials per one bathroom (4:1) is respected and that no more than two people who use a wheelchair shall share a bathroom.
- 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 10 - 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 11 - NOC/NPC office space, meeting rooms, doctor's room and other spaces

- For the Games of the Olympiad and the Paralympic Games, 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	Physiotherapy/ 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 the 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	Physiotherapy/ massage room	Storage space
1-6	1 (12m ² – combined with Chef's bedroom)	Dedicated workstation	Bookable	Bookable	Bookable	10m ²



Delegation size	Chef de Mission office	NOC/NPC office	Meeting room	Doctor's room	Physiotherapy/massage room	Storage space
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 the minimum requirements of Furniture, Fixtures and Equipment (FFE) in team offices, meeting rooms, medical space (doctor's rooms and physiotherapy/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
 - supplied 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);
 - supplied with lighting;
 - supplied with electrical power outlets;
 - ventilated;
 - supplied with climate control; and
 - compliant with local Health and Safety (H&S) regulations.

VIL 12 - 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. 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 for the Olympic Games and IPC for the Paralympic Games for approval. All food and beverage menus must be communicated to the NOC/NPCs, one month before the Chefs de Mission seminar.

VIL 13 - Election to the IOC Athletes' Commission and the IPC Athletes' Council in 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/Paralympic Village Plaza (OVP/PVP)

VIL 14 - Additional services in the OVP/PVP

- Submit any additional services contemplated by the OCOG that would significantly enhance the residents' experience to the IOC for the OVP and IPC for the PVP for approval.

Operational Zone (OZ)

VIL 15 - Athlete and team official accreditation

- Ensure that athletes and team officials are only accredited for the Games and to the Olympic/Paralympic Village after the Final Delegation Registration Meeting (FDRM) has been completed by the NOC/NPC Chef de Mission.

VIL 16 - Firearms and ammunition in the Olympic and Paralympic Village(s)

- Prohibit any sport firearms and ammunition from being allowed in the Olympic and Paralympic Village(s).
- Ensure that these items are stored securely in the rifle storage centre at the Olympic and the Paralympic Village(s) or at the competition venue, in compliance with applicable laws.

VIL 17 - Village media centre

- Provide a Village media centre 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 18 - Media guest pass quota

- Respect the following media guest pass quotas per village:
 - Games of the Olympiad/Paralympic Games: 400 rotational passes daily for press and MRHs; and
 - Olympic/Paralympic Winter Games: 200 rotational passes daily for press and MRHs.
- Submit any proposed changes to the media guest pass policy to the IOC or IPC, respectively, for approval.

Other requirements related to Olympic and Paralympic Villages

VIL 19 - NOC and NPC guarantee deposits

- NOC/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 (TSG) balance payment may be used for any damages that may be incurred by the NOC/NPCs in the Olympic and Paralympic Villages.

VIL 20 - 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 Partners), suppliers, contractors and non-commercial institutions related to the use of their spaces and operations comply with Rule 50 of the Olympic Charter for the Olympic Games, the equivalent rules applicable to the Paralympic Games and the relevant venue branding policy.
- Submit Marketing Partners' branding designs for the Olympic and Paralympic Villages to the IOC for approval.



VIL 21 - 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 and the IPC, may be provided through the multi-faith centre.

VIL 22 - Place of mourning in the Olympic Villages

- Establish a place of mourning in the Olympic Villages, preferably in an outdoor, quiet area, in agreement with the IOC. The space should allow hosting of a structured event with audience if needed.

VIL 23 - IF Delegates and International Technical Officials' (ITO) accommodation in the Paralympic Village(s)

- Should the OCOG for practical and/or economic reasons consider to accommodate IF Delegates and ITOs in a separate and dedicated Games officials' accommodation zone of the Paralympic Villages, submit a proposal to the IPC for approval.
- The proposal shall demonstrate to the IPC how the OCOG will ensure that:
 - athlete experience is not impacted;
 - sufficient space is provided within the dedicated IF Delegates and ITOs accommodation zone of the Paralympic Village(s) at the same level as if they were accommodated in a stakeholder group hotel;
 - accessibility needs are met;
 - provision of services (e.g. dining, transport, etc.) and flows for IF Delegates and ITOs are separated from those of athletes and team officials;
 - IF Delegates and ITOs only have access to their own accommodation zone and the PVP (i.e. no access to the RZ of the Paralympic Village(s)); and
 - athletes and team officials have no access to the IF Delegates and ITOs' accommodation zone of the Paralympic Village(s).

32. 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), Heads 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/Paralympic 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 territory of the host city/region, 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;
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement HAT 01 Hospitality and ticketing governance; and
- 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), International Testing Agency (ITA), 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, the following annexes and any cross-referenced documents listed within them:

- [OFS Annex 1 – Specifications on services for IOC Offices, IOC Session venue and Olympic Club;](#)
and
- [OFS Annex 2 – Specifications on services for IPC offices, IPC Governing Board meeting venue and Paralympic Hospitality Centre.](#)

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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

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



- Delivery Partners Meeting (DPM); and
- other meetings and workshops, as deemed necessary by the IOC/OCOG.

Other regular meetings and workshops between IOC and OCOG are expected to take place in OCOG headquarters, and not have any cost associated.

- 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 the OCOG's headquarters where available and more convenient for all parties, access control when necessary and remote access for hybrid meetings.
- 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 (EB) 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](#).
- If agreed between the IOC and the OCOG, 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 territory of the host city/region until their 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) 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 close to the OFH. The services specified in [OFS Annex 1 – Specifications on services for IOC offices, IOC Session venue and Olympic Club](#) shall be provided.
- Submit the proposed facilities, including prices and locations, 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) 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 (SI) and interpreters should be provided.
- If required by ITA, make available to ITA a fully equipped and operational space (for eight people) in the hotel where ITA is accommodated or in an alternative location close to either the hotel or the Doping Control Coordination Centre (DCCC), at no cost for the OCOG.
- 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 EB 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

- Identify and propose to the IOC an existing venue(s) that could be used by the IOC for the purposes of the Olympic Club. If no existing venue is available and/or appropriate, the OCOG is to propose an adequate location for a temporary construction solution. The final selection of the Olympic Club location will be made by the IOC, 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 1 – Specifications on services for IOC offices, IOC Session venue and Olympic Club](#) be provided.
- In case the Olympic Club is located within the perimeter of Olympic venues, ensure that the provisions included in the [Hospitality and Ticketing](#) section are fulfilled.



Dignitary services

OFS 07 - Provision of dignitary services

- Submit a Dignitary Services Plan to the IOC for the Olympic Games and to the IPC for the Paralympic Games 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 cross-area and Games-wide reviews and visits (separate from the DPMs held jointly with the IOC); and
 - IPC area-to-area meetings and reviews.
- Cover the organisation costs, facilitate accommodation booking and support the above pre-Games meetings/events including remote access for hybrid meetings. The IPC will cover the accommodation and travel costs for its administration members and experts.
- Host the IPC Governing Board meeting, and 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)

- Upon request of the IPC, identify and propose an existing venue or an adequate space (plot of land or temporary construction) to be operated by the IPC as the PHC 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 PHC 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 Presidential Box and official stand reserved for the Paralympic family members, a specific number of seats, including accessible and companion seats, in the Opening and Closing Ceremonies venue for IFs, NPCs, dignitaries, the OCOG, IPC staff, Marketing Partners, future OCOGs, Interested Parties/Preferred Host(s) and the media. Submit the proposed Seating Plan incorporating all these groups to the IPC for approval before finalising the allocation and printing the tickets.



OFS 12 - Paralympic family seats at competition venues

- Provide seats, including accessible and companion seats, in a dedicated area at 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 (Paralympic Village(s), International Broadcast Centre [IBC] and Main Press Centre [MPC]), along with the required 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, including appropriate office and meeting spaces in a venue(s) agreed with the IPC.
- Depending on travel distance and upon request from IPC, provide an IPC office in venues or accommodation located in Games sites outside the host city/region.

OFS 14 - Look of the Games at the Paralympic Family Hotels (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, IBC 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 their departure, to allow them to fulfil their official duties:
 - IPC President and Governing Board Members;
 - IPC CEO;
 - IPC Lifetime Members and IPC Honoured Guests;
 - IPC Executive Directors and Directors;
 - President and Secretaries General of IFs on the Paralympic Games Sport Programme; and
 - NPC Presidents and Secretaries General.
- 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 IPC and the OCOG). If this requirement cannot be met with one PFA, then additional PFAs shall be allocated for planning purposes.
- Ensure that the above-mentioned requirements are implemented in accordance with the applicable laws of the Host Country.
- Since the Paralympic family stakeholders that are provided a PFA 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 PFA and the driver.



33. PROTOCOL

Introduction

The IOC Protocol comprises 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 requirements related to the Ceremonies, including seating arrangements and flag display at the Opening and Closing Ceremonies' venue(s) and at the Olympic and non-Olympic venues.

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

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.

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

- PRT Annex 1 – Olympic Symbol Guidelines;
- PRT Annex 2 – Paralympic Symbol Guidelines;
- [PRT Annex 3 – Specifications on Olympic Protocol](#); and
- [PRT Annex 4 – Specifications on Paralympic Protocol](#).

Operational Requirements

In order to deliver the Protocol requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan:

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, the Host NOC and the OCOG, in all aspects of the staging of the Olympic Games, abides by the PRT Annex 1 – Olympic Symbol Guidelines.

PRT 02 - Production of flags

- Produce all flags needed for the Olympic Games and submit a sample to the IOC for approval, as specified in the [PRT Annex 3 – Specifications on Olympic 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 3 – Specifications on Olympic 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 among nations, as specified in the [PRT Annex 3 – Specifications on Olympic Protocol](#).

PRT 05 - Victory medals, medallist and participation pins, and victory diplomas

- Produce the victory medals, as well as the box that will contain both the medal and the medallist pin following all requirements (e.g. size, weight, material, origin of raw materials, design) specified in the [PRT Annex 3 – Specifications on Olympic Protocol](#). Submit the final medal design to the IOC for approval. The medallist pin is produced by the IOC.
- Submit the number of medals and boxes to be produced to the IOC for approval.
- Take relevant measures with the medals' manufacturer and cooperate with the IOC as necessary to ensure that all produced medals are traceable and to avoid distribution to unauthorised third parties.
- Once medals have been produced, provide the IOC:
 - 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 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 (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 3 – Specifications on Olympic Protocol](#). Produce and distribute the victory diplomas to all eligible athletes, as specified in this annex.
- Provide the IOC 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

- 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.
- 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, the medals may be awarded to the competitors in some events at the Medals Plaza where applicable.



PRT 08 - Presidential Box at the Opening and Closing Ceremonies

- Ensure that the Presidential Box is constructed as a dedicated and accessible area within the Olympic family seating inside the Opening and Closing Ceremonies venue(s), as agreed with the IOC. The Presidential Box is 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 rearrange 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 – Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games](#).
- Ensure that the Olympic anthem is 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, short version); and
 - other events to be determined by the IOC.

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

- Should the IOC and the OCOG agree to organise an 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 Country or elsewhere, without the IOC's prior approval.

PRT 12 - Champions' mural (Olympic Games)

- Create a "champions' mural", 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 mural.

PRT 13 - Olympic Truce

- Carry out various activities during the periods leading to and throughout the Olympic 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 an Olympic Truce mural within the Olympic Village(s) as a symbol of peace, which all participating NOCs, particularly athletes, can sign to show their support for the ideals of the Olympic Truce.
- Display the Olympic flag and the flag of the Host Country beside the Olympic Truce mural(s) during the Olympic Games; the Olympic Truce flag shall be added beside the Olympic Truce mural during its inauguration ceremony.



- 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

- Ensure that the use of the Paralympic symbol by the Host, the Host NPC and the OCOG, in all aspects of the staging of the Games, abides by PRT Annex 2 – Paralympic Symbol Guidelines.
- 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. Ensure that, should the OCOG decide to rearrange or re-record, at its own expense, the existing version of the Paralympic anthem retained by the IPC, such recording and/or arrangement are approved by the IPC.

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 Opening and Closing Ceremonies venue(s) (or location as determined by the IPC) and in all other venues under the responsibility of the OCOG. Such flag in the Opening and Closing Ceremonies venue 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 4 – Specifications on Paralympic Protocol](#).

PRT 19 - Presidential Box at the Paralympic Games Opening and Closing Ceremonies

- Ensure that the Presidential Box for the Opening and Closing Ceremonies is accessible so that all those seating 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 4 – Specifications on Paralympic Protocol](#).



PRT 21 - Paralympic victory 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 4 – Specifications on Paralympic Protocol](#) (e.g. size, weight, material, origin of raw materials, design) and provide the IPC 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 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 - Champions' mural (Paralympic Games)

- Create a "champions' mural" with engravings of all the names of the Paralympic medallists at that particular edition of the Paralympic Games. The concept and location shall be submitted to the IPC for approval. The method used to engrave names shall allow for name changes after the initial set up of the mural.

PRT 23 - Paralympic Mural

- Build in the Paralympic Village(s) a Paralympic Mural for the promotion of the UN Sustainable Development Goals that all participating NPCs, particularly athletes, can sign to show their support. The IPC shall work together with the OCOG to develop a detailed concept, theme, legacy and activities for the mural.
- While the general design of the Paralympic Mural can be similar to that of the Olympic Truce Mural, ensure that the Mural is located in an area that is accessible; the concept, design and activities related to the Paralympic Mural are subject to the IPC's approval.
- Collaborate with the IPC to stage a ceremony to unveil the Paralympic Mural at least one day prior to the start of the Opening Ceremony, where delegates from the IPC and other invited guests shall be present.

34. ON-SITE FAN EXPERIENCE

Introduction

Fans comprise both spectators and visitors; spectators being ticket holders for a sport or ceremony session while visitors are those who attend a sport or cultural Games-related activity outside the competition or ceremony venue secure perimeter.

Spectators and visitors represent the largest population on site at the Games. While hosting spectators dictates many of the operational requirements and services at the venues and relies on effective, clear and consistent communication leading to the Games, visitors are typically attendees with fewer expectations who should be offered opportunities to connect with the Games.

While the core of the fans' experience will remain on the sport in the venues, the OCOG and the Host have the opportunity to make the Games experience more inclusive by engaging with the largest possible audience prior to, during and after the Games. Games-related activities refer to, among others, mass events, stakeholder houses, live sites, lifestyle festivals and sport initiation. These activities critically affect how the public will perceive and assess the success of the Games and will contribute to the Games legacy.

The development of such Games-related activities is highly recommended to generate excitement and reinforce the overall support for the Games and the OCOG brand. They can also provide visibility and exposure to athletes, sports organisations and Marketing Partners.

To plan for successful on-site fan experiences, the OCOG, together with the Host and supported by the delivery partners, needs to co-construct an end-to-end journey, based on a strategy that combines both spectator and visitor requirements and expectations.

For the On-site Fan Experience area, key success factors include:

- a dedicated OCOG On-site Fan Experience team to assess and represent the fan stakeholder group across the organisation at critical decision-making moments throughout the lifecycle of the OCOG;
- early development of a fan strategic vision supporting the wider Games vision;
- early focus on development of an end-to-end journey plan (pre-, during- and post-Games) for each defined spectator and visitor segment;
- building on the pre-Games engagement programme initiatives;
- planned Games-related activities to engage the widest possible audience, considering the Host Country as an extension of the in-venue experience. Each activity should have a dedicated strategy and operations plan;
- allocation of roles and responsibilities for the delivery of Games-related activities and guaranteed OCOG supervision overall (in the Olympic and Paralympic venues, the territory of the host city/region and throughout the Host Country) before, during and after the Games;
- agreements with private or public delivery partners involved in Games-related activities that respect the marketing, commercial and supply rights of Marketing Partners;
- focus on the stakeholder group through consistent evaluation and research, providing the OCOG a wider understanding of spectators and visitors' concerns; and
- the provision of accessible facilities and services for persons with disabilities.



Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, OBS, Marketing Partners, contractors and 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 On-Site Fan Experience and any cross-referenced documents listed within it.

Operational Requirements

In order to deliver the requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

Governance, vision and strategy

OFX 01 - On-Site Fan Experience Governance, Vision and Strategy

- Collaborate with the IOC for the Olympic Games and the IPC for the Paralympic Games to develop and agree the following items:
 - an On-site Fan Experience Vision for the stakeholder group that shall serve to unite teams and guide decision-making;
 - an On-site Fan Experience Strategy for planning the spectators' and visitors' experience both pre-Games and at Games time that goes across all venues and the Host Country and engages the widest possible audience, including but not limited to:
 - a dedicated portfolio of Games-related experiences including initial strategic information on each experience and specifying which experience(s) will be delivered by the On-Site Fan Experience area;
 - a plan to deliver fan services levels across all venues, with particular emphasis on accommodation, travel and transport, food and beverage, information, sustainability, hospitality and ticketing provisions;
 - a proposed Engagement and Commercial Plan for Marketing Partners to support Games-related experiences (e.g. live sites, mass events, etc.);
 - a fan information journey and calendar aligning all communication channels and core areas. It should cover the entire stakeholder group journey, i.e. pre-Games communication (from two years prior to the Games), Games-time communication (including exceptional situations and other security communications) and post-Games communication in line with legacy plans;
 - a Fan Insight Plan that covers pre-Games and Games-time periods, considers all data streams and includes a potential research programme; and
 - an accessible environment for fans and all stakeholder groups to ensure a broad and diverse attendance by all.

OFX 02 - Collection and use of fan information

- Submit to the IOC for the Olympic Games and the IPC for the Paralympic Games for their prior written approval all plans to capture and use fans' personal data in the context of on-site fan experience implementation, including any plans to share such information with third parties (before, during and after the Games).
- Ensure that all applicable terms and policies supporting such activities are also submitted to the IOC and IPC for their prior written approval and that such terms guarantee the right for the IOC and IPC to access and use such personal data, as of the time of its collection, for the promotion of the



Olympic Movement and Paralympic Movement respectively, including after the Games and for other purposes described in the IOC's privacy policy and IPC's privacy policy.

- Agree with the IOC for the Olympic Games and the IPC for the Paralympic Games the modalities of use of fan personal data and coordination between the IOC/IPC and the OCOG to ensure on-site fan experience delivery and compliance with all applicable legal requirements.

OFX 03 - Rights for Marketing Partners and/or MRHs

- Ensure that sponsorship, promotions and advertising relating to the Games-related activities (including live sites) are granted only to Marketing Partners, as approved by the IOC pursuant to the MPA.
- Ensure that any media rights relating to the Games-related activities (including live sites) are reserved for MRHs.
- Ensure that the official hospitality provider is offered as a first opportunity any commercial exploitation of hospitality rights relating to live sites and other Games-related activities when appropriate.

Live sites

OFX 04 - Live Site Strategic and Operations Plan for the Olympic Games

- Should the OCOG decide to implement a live site programme, collaborate with the IOC to develop and agree strategic and operations plans, including a programme of activities, together with a detailed Commercial Plan that incorporates marketing, merchandising, supply of products and/or services by Marketing Partners, financial and budget planning, rights protection and hospitality aspects, and inform OBS accordingly.
- Ensure that the live site programme is in line with the OCOG's sustainability requirements.

OFX 05 - Live Site Strategic and Operations Plan for the Paralympic Games

- Should the OCOG decide to implement a live site programme in the period between the end of the Olympic Games and the start of the Paralympic Games and/or during the Paralympic Games, collaborate with the IOC and the IPC to develop and agree strategic and operations plans, including a programme of activities, together with a detailed Commercial Plan that incorporates marketing, merchandising, supply of products and/or services by Marketing Partners, financial and budget planning, rights protection and hospitality aspects, and inform OBS accordingly.
- Ensure that the live site programme is in line with the OCOG's sustainability requirements.

OFX 06 - Delivery partner agreements

- Ensure that agreements guaranteeing the OCOG's overall control of the live sites are entered with the Host, the Host Country Authorities and/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.

OFX 07 - Live sites' broadcast feed

- For live sites within a Games venue cluster, follow the IOC's guidance to obtain and use a clean broadcast feed of Games competition, which shall be sourced either from the MRH in the Host Country or from OBS.
- For live sites in the Host Country:



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- obtain and use the regular MRH broadcast feed of Games competitions distributed in the Host Country;
 - ensure that any sponsorship, promotional and advertising activities on the feed are granted first to Marketing Partners. All such activities shall receive prior approval of the IOC/IPC; and
 - ensure that critical times/areas in between competitions are offered first to Marketing Partners for activations.

Mass events

OFX 08 - Mass Events Plan

- Should the OCOG decide to implement a mass events programme, collaborate with the IOC for the Olympic Games and the IPC for the Paralympic Games to develop and agree a plan including vision, targeted sports, targeted audience, high-level engagement and proposed commercial framework and rights protection. Additionally, consult OBS regarding any broadcast-specific requirements.
- Ensure that the mass events programme is in line with the OCOG's sustainability requirements.

Stakeholder houses

OFX 09 - Stakeholder Houses' Plan

- Collaborate with the IOC and/or the IPC (as relevant) to develop and agree a plan for the management of the stakeholder houses' programme including vision, scope, proposed commercial framework/rights protection efforts, roles and responsibilities. The stakeholder houses' programme should be developed in line with the OCOG's sustainability requirements.
- Develop a centralised stakeholder houses' support solution in collaboration with Host Country Authorities to help secure, deliver, operate and commercialise stakeholder houses as may be required.

Sport initiation

OFX 10 - Sport Initiation Plan

- Collaborate with the IOC for the Olympic Games and the IPC for the Paralympic Games to develop and agree a sport initiation programme that allows fans of all ages to better understand and experience sports on the Programme of the Games or respectively part of the Paralympic Games Sport Programme, including the concept, the period of activation and an engagement framework with IFs/NFs and other concerned stakeholders.

35. HOSPITALITY & TICKETING

Introduction

Hospitality and ticketing not only represent primary revenue opportunities to support staging the Olympic and Paralympic Games and meet Games stakeholders' requirements, they also represent the most prominent contact that spectators have with the Games. The hospitality and ticketing programmes are the main touch point by which visitors, stakeholders and delivery partners will forge an impression of the Games. Thorough and robust planning and delivery for both hospitality and ticketing are key criteria for achieving a positive public opinion of the Games; early and positive engagement of the public and many stakeholders will drive the success of the Games based on smooth delivery of these programmes.

For hospitality and ticketing, key success factors include:

- a full stadia strategy that mitigates empty seats at venues;
- worldwide, equitable access to ticket-inclusive hospitality packages and stand-alone digital tickets at face value by the global general public;
- effective hospitality and ticketing services that meet the needs, expectations and requirements of all stakeholder groups (e.g. redistribution services, athletes' family and friends programme, availability of accessible services);
- well-developed ticketing operations plans, including design, pricing, zoning, seat assignments and allocation and distribution;
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage;
- integrity and enforcement plans at national and international levels for stakeholder groups and the general public to mitigate Games ticket and assets fraud, counterfeiting and unauthorised resale;
- priority access to hospitality space, facilities, packages and services that meet the rights and requirements of the relevant stakeholder groups;
- fulfilment of contractual requirements towards Marketing Partners/Media Rights-Holders (MRH), as well as delivery of other services and assets related to hospitality per the Marketing Plan Agreement (MPA) or other relevant OHC – Operational Requirements; and
- effective exploitation of commercial opportunities related to hospitality and ticketing per the MPA that will support the OCOG's funding of the Games.

The IOC, the IPC and the OCOG will cooperate to ensure efficient delivery of the hospitality and ticketing programmes, the utmost satisfaction and delivery of contractual rights to all stakeholder groups and effective exploitation of commercial opportunities. Particularly, the IOC, IPC and OCOG will collaborate by:

- leveraging the continuity and Games experience of a central Ticketing System and Service Provider (TSP) approved 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 a flexible accredited seating bowl plan to maximise attendance;
- unlocking the ability to drive hospitality and ticketing sales on a worldwide basis by establishing a collaboration framework for OCOGs and NOCs; and
- ensuring a centralised and transparent approach for the commercialisation and exploitation of hospitality rights that prioritises the requirements of the relevant stakeholder groups while maximising revenue opportunities for OCOGs.



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 is subject to the prior written approval of the IOC.

Regarding hospitality and ticketing for the Paralympic Games, the agreement signed between the IOC and the IPC foresees that:

- the OCOG has the exclusive worldwide right to sell sport/Ceremony and other ticketed events to the public, and other elements, including 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 Paralympic Hospitality Centre (PHC) during the Paralympic Games.

Close coordination and collaboration within the OCOG and with a variety of other stakeholders, including the IOC, IPC, NOCs, NPCs, IFs, Marketing Partners, MRHs, 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 Hospitality and Ticketing.

Operational Requirements

In order to deliver the Hospitality and Ticketing requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

Hospitality and ticketing: strategic planning

HAT 01 - Hospitality and ticketing governance

- Establish a centralised Olympic and Paralympic hospitality and ticketing governance model with a dedicated OCOG team or area to liaise with the IOC, the IPC and relevant OCOG areas in order to oversee and optimise the provision of hospitality and ticketing assets and services to designated Games stakeholders (such as, without limitation, IOC, IPC, MRHs, Marketing Partners, International Federations (IFs), NOCs and NPCs that have a direct affiliation to the Games and Olympic and Paralympic Movements), delivery partners and the global general public and to manage and coordinate the planning and delivery of the Games hospitality and ticketing programmes.
- IOC reserves the right to appoint a ticket systems provider and/or an official hospitality provider. Should the IOC not appoint any such provider(s), ensure that the OCOG's appointment of a ticket systems provider(s) and/or hospitality provider(s) and all hospitality and ticketing distributions channels are subject to the approval of the IOC.
- Grant access to the hospitality provider to the Host for the purposes of the development, sale, distribution and promotion of hospitality products for the given edition of the Games and for other OCOGs of other Games editions taking place during the host OCOG's lifecycle.
- Ensure proper planning and management, with all relevant stakeholders and operators, of the entire seating bowl for all venues. Particularly, coordinate drafting of policies, procedures and operations to achieve full stadia, through the Seating Bowl Working Group (SBWG), composed of OCOG, IOC and IPC counterparts, that is implemented to govern the overall planning and delivery of accurate seating bowls to maximise sales and attendance.



HAT 02 - Hospitality and ticketing plans

- Submit Olympic and Paralympic ticketing plans to the IOC/IPC for approval including:
 - a ticketing strategy (including timelines, full stadia strategy, ticket prices, price zoning plans, package products, access control, terms and conditions, digital ticket distribution, etc.) taking into account the different demographics and needs of stakeholders who attend the Olympic and Paralympic Games, respectively;
 - the OCOG's business plan to achieve ticketing revenue targets;
 - a ticketing marketing, promotions and communications plan;
 - a ticketing data use plan and data sharing with IOC/IPC;
 - all quotas and market segments;
 - all ticket allocations and seat assignments for all stakeholders and all ticketed sessions;
 - all guides and supporting ticketing documentation to educate and promote sales to stakeholders and global general public; and
 - the accredited seating plan and accessible seating plan for all stakeholders (quantity and locations).
- Submit Olympic and Paralympic hospitality plans to the IOC/IPC for approval including:
 - a hospitality strategy (including vision, objectives and timelines);
 - a Games stakeholders' hospitality plan detailing services and solutions proposed for each group;
 - a business model for exploitation by the OCOG of the hospitality rights and underlying assets, considering both sales and production options;
 - a pool and quality of assets to be allocated by the OCOG to the various hospitality programmes, such as tickets, in-venue hospitality services (access to a space or lounge including food and beverages inside the perimeter of an Olympic/Paralympic venue) and/or off-venue hospitality services, accommodation and transport privileges and/or services for the purposes of such commercial hospitality programme;
 - an OCOG business plan and "go-to-market" strategy to optimise profitability, including target market segments and sales strategy for domestic and international sales;
 - detailed information on all hospitality package products, prices and the corresponding sales terms and conditions that will apply; and
 - a hospitality communications plan.

HAT 03 - Integrity and enforcement

- Ensure that all hospitality and ticketing stakeholders agree to manage and use their hospitality and ticket packages according to the applicable code of conduct, terms and conditions and any other regulations, as implemented by the OCOG and approved by the IOC for the Olympic Games and by the IPC for the Paralympic Games.
- Develop and submit for approval to the IOC a global hospitality and ticketing integrity and enforcement plan addressing risks in respect of all Games stakeholders, including the general public. This plan shall include solutions for preventing and acting against illicit sales and activities by unauthorised sources, as well as lack of adherence to rules by authorised sources. In alignment with the rights protection plan, the plan shall also include:
 - legal assessment of enforcement options in respect of illicit sales and activities under local and international applicable laws;
 - hospitality and ticketing compliance guidelines and policies, including procedures to enforce cases of non-compliance (including legal proceedings); and



- coordination with relevant Host Country Authorities and relevant third parties to ensure that effective anti-scalping measures are in place before the commencement of the hospitality and ticket sales.

HAT 04 - Games assets and services

- Make available required Games assets and services for the development, sale, distribution and promotion of the Games hospitality products on a worldwide basis including tickets and spaces located within the venue secure perimeter.
- Submit for the prior written approval of the IOC any commercialisation plans of Games assets and services, including all forms of “Games experiences”.

HAT 05 - Full stadia strategy

- As part of the hospitality and ticketing strategic and operations plans, define and implement a detailed full stadia strategy, including but not limited to:
 - a comprehensive plan to optimise sales and attendance across all ticketed sessions for each stakeholder group;
 - development of efficient hospitality and ticketing redistribution and donation solutions to minimise unused tickets;
 - 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 quantities/locations for Olympic/Paralympic family, MRHs, 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 for each group of seats/per session;
 - a thorough analysis of 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 unsold and unused seats; and
 - a detailed plan of rehearsals, table-tops and operational readiness exercises, etc.
- Provide effective and innovative solutions to ensure that the OCOG’s ticketing programme supports the opportunity for the general public to have access to the Games on a worldwide basis.

HAT 06 - Games stakeholders’ access to hospitality and ticketing

- Ensure that the access of designated Games stakeholders to ticketing and other OCOG assets is protected through pre-established quotas approved by the IOC and is in line with contractual rights or with past Games practices.
- Ensure that customised hospitality products, services and solutions are provided to these designated Games stakeholders through a consolidated hospitality proposition with the highest level of service and a long-term partnership approach.
- Ensure that designated Games stakeholders and their sub-groups have priority access to OCOG hospitality products (i.e. preferential treatment compared to other customer groups, especially for high demand sessions and products as per the stakeholders’ hospitality principles and policies established by the IOC, and where applicable by the IPC).



HAT 07 - TOP Partners' and Media Rights-Holders' rights

- Ensure that sponsorship, promotions and advertising relating to Games hospitality and ticketing activities are granted only to the TOP Partners and MRHs, as approved by the IOC pursuant to the MPA.
- Comply with TOP Partners' supply rights in relation to the hospitality and ticketing programme and ensure the integration of any goods and/or services of TOP Partners in their respective product categories (i.e. payment services).

HAT 08 - National Federations' (NF) hospitality and ticketing

- Provide NFs the opportunity to purchase a limited number of stand-alone tickets for their own sports by requesting these through their NOCs/NPCs. These tickets may only be used for activities related to sport performance or for unaccredited NF staff or leaders.
- Provide NFs priority access to purchase hospitality products for their own sports by requesting these through their NOCs/NPCs.

HAT 09 - Ceremonies' access for NOC and NPC delegations

- Ensure that, for the Opening and Closing Ceremonies, there is reasonable space available in the Ceremonies' venue(s), free of charge, for non-marching accredited athletes, team officials and other team personnel.

HAT 10 - Athletes' Friends and Family (AF&F) and team hospitality and ticketing

- Develop solutions to ensure that tickets are held aside for sale so that competing athletes' respective friends and families can attend the sessions in which the athletes are competing.
- Provide a centralised process for AF&F additional services (stand-alone or packaged) in order to improve and enhance the offerings available and further support their needs.

HAT 11 - Competition schedule

- Before commencing the hospitality and ticket sales for stakeholders, ensure that the session-by-session competition schedule is approved by the IOC/IPC in agreement with OCOG Sport, Broadcast Services and other relevant areas.
- Ensure that the competition schedule is optimised through discussion with the OCOG Sport and Broadcast Services areas to maximise hospitality and ticketing sales and drive full stadia.

HAT 12 - Reporting

- Report to the IOC for the Olympic Games and the IPC for the Paralympic Games data and statistics including but not limited to:
 - hospitality and ticket quota and inventory status (stand-alone, packaged and unbundled other assets);
 - venue seating bowl inventory and capacity status;
 - hospitality and ticket requests including needs for accessible services;
 - hospitality and ticket actual sales, sales to date, forecast sales and sales for remaining periods. Sales reported to the IOC/IPC should include all ancillaries/other sales including but not limited to fees, insurance sales, etc.
 - hospitality and ticket return, re-sale and redistribution programme; and
 - hospitality and ticket usage/attendance.
- As part of the above reporting, ensure that the following information is shared:



- overall status of the progress of implementation of the hospitality and ticketing plans, identifying milestones achieved, next steps, risk and issues and decisions to be taken;
 - status of development of hospitality sales, including names of prospective clients (in accordance with applicable data privacy laws) and number of tickets/packages in sales negotiation;
 - status of TSP and hospitality suppliers' programme planning and milestones;
 - status of compliance issues and disciplinary actions that have been undertaken; and
 - status of successes, challenges and learnings from the different stakeholder groups.
- Provide the IOC/IPC access and ensure compatibility of the reporting systems for the hospitality and ticketing programmes to allow agreed reports to be generated on demand.

Hospitality and ticketing: operations

HAT 13 - Hospitality and ticketing allocations

- Conduct Olympic Games allocations with an IOC-led allocation process to be agreed in advance. Regarding the designated Olympic Games stakeholders, the IOC reserves the right to lead and conduct specific allocations for some high demand sessions, including seat and hospitality space assignments within competition venues.
- Carry out allocations in line with stakeholders' priority levels established by the IOC for the Olympic Games and by the IPC for the Paralympic Games while ensuring a fair and balanced distribution across all market segments.
- For the designated Games stakeholders, apply the Sports Based Allocation Matrix (SBAM) principle to the NOC allocation of tickets and hospitality assets, i.e. a methodology pre-defined by the IOC to ensure the fair allocation of tickets and OCOG hospitality products among NOCs.
- For the Paralympic Games, work with the IPC to ensure the fair allocation of tickets and OCOG hospitality products among NPCs.

HAT 14 - Hospitality and ticketing operations plan

- Develop and submit for approval to the IOC and IPC respectively, hospitality and ticketing operations plans fully integrated with other OCOG areas' plans, including a centralised management structure.
- Ensure hospitality and ticketing operations are integrated within the overall operational readiness strategy and programme plan and testing activities.

HAT 15 - Ticket design and distribution

- Provide the design and layout of all Olympic Games tickets, testing and implementation process for all digital tickets as well as distribution to the IOC for approval.
- Provide the design and layout of all Paralympic Games tickets, testing and implementation process for all digital tickets as well as distribution to the IPC for approval.
- Ensure that accessibility requirements are taken into consideration when designing both Olympic and Paralympic Games tickets.

HAT 16 - Hospitality and ticketing systems

- Ensure hospitality and ticketing Information Technology (IT) systems are highly secure, resilient and built on modern architectural principles and industry best practices. These systems must be able to meet the significant peaks in demand and must be designed considering Games stakeholders' needs as well as the OCOG commercial programme scope. Any technology solution must coexist, integrate, leverage and build from existing OCOG or IOC platforms, partners,



services, architectures and technologies to ensure a clear, simple and unified experience for all stakeholders and fan servicing, purchasing and engagement initiatives.

- Develop TSP service requirements based on the standard TSP requirements communicated by the IOC and submit to the IOC for approval.
- Ensure that the hospitality and ticketing IT systems are comprehensively tested prior to launch and that an appropriate support plan, including roles and responsibilities with the adequate resources, are in place for their operation.
- Agree, as soon as commercially reasonably possible, but prior to any sale of tickets or hospitality products, an appropriate data governance model setting out the modalities applicable to the acquisition and use of user data collected through or generated by the hospitality and ticketing activities.

HAT 17 - Ticket distribution principle

- Ensure that Olympic and Paralympic tickets are distributed only following receipt of payment.

HAT 18 - Prices, products and revenue projections

- Submit for approval proposed ticket prices, price zoning, supporting market research and key price concepts to the IOC and IPC respectively. Any deviation from the Host's pre-election submission, especially on revenue levels and ticket prices, must be highlighted to and approved by the IOC.
- Submit proposed hospitality product types, prices and supporting market research to the IOC and IPC, as applicable, for review.

HAT 19 - Spectator venue access plan

- Ensure that spectators' access into Games venues is exclusively governed by the hospitality and ticketing programmes, as overseen by the IOC and IPC respectively.

HAT 20 - In-venue hospitality production and delivery

- Ensure the production of one or more in-venue hospitality programmes that shall include any minimum requirements set forth by the IOC for the Olympic Games or by the IPC for the Paralympic Games.
- Conduct in-venue hospitality production and delivery in a manner that respects the principles of transparency and fairness.
- Ensure the implementation of in-venue hospitality operational 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.



36. 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 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 highest level of Olympic sponsorship, The Olympic Programme (TOP). In return for their support and expertise, the TOP Partners are granted category-exclusive worldwide marketing rights, ticketing rights and supply rights to the Summer, Winter and Youth Olympic Games, and the Paralympic Games and Paralympic Winter Games. 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 Olympic and Paralympic commercial 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 territory of the host city/region.

Marketing Partners shall be the same partners for both the Olympic and Paralympic Games, except for 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 or commercial rights by the IOC, the IPC 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 OHC – Principles).

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

- a full understanding of and compliance with the MPA;
- respect for commercial rights, ticketing rights, supply rights and Intellectual Property Rights (IPR) of the Marketing Partners;
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement [HAT 01 – hospitality and ticketing governance](#);
- effective protection against ambush marketing;
- implementation of procurement agreements with Marketing Partners in accordance with the processes for supply of product and services 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, the IPC 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;
- education and integration of Marketing Partner products and services into all OCOG areas within the OCOG's operations plans; and
- ensuring that the Marketing Partners have relevant opportunities to strategically showcase their products and services at the Games.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, 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 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 OHC – Principles and the MPA, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

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 publicly communicate 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 digital and physical advertising, public relations activities, signage and internal and external communications.

MPS 03 - Outdoor advertising

- Enter into agreements with relevant owners of public advertising sites to secure binding options for all existing or to-be-developed outdoor advertising space (e.g. billboards) at least for a period starting two weeks prior to the beginning of the Games and covering the entire duration of the Games:
 - at the sites at which competitions or official events and activities of the Games will be held as well as any neighbouring land and facilities up to 500 metres in and around the perimeter of such sites;
 - on public transport (e.g. buses, metro, trams, etc.) and adjacent parking facilities in the host city/region; and
 - in cities/regions having an operational role in the staging of the Games (e.g. venue and Event cities, Ports of Entry [POE], transport hubs, including indoor or outdoor advertising at airports).
- 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.



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- Educate such owners of public advertising sites on the competitor sensitivities of the TOP Partners and their categories.

MPS 04 - Marketing Partner access to Games assets

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

MPS 05 - Showcasing Strategy and Plan

- Submit a strategy and plan for showcasing facilities in line with the OCOG's sustainability requirements, to the IOC for the Olympic Games and to the IPC for the Paralympic Games for approval.
- Provide a space agreed by the IOC in appropriate locations for the duration of the Games period in order to enable the IOC to establish showcasing opportunities (both consumer facing and B2B) 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 branding at the in-venue OCOG concessions, merchandise stores, retail kiosks, on ecommerce sites and relevant non-competition venues as communicated by the IOC.

37. 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 Media Rights-Holders (MRH) and coordinates the services and facilities provided directly to the MRHs 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 (or a Main Media Centre [MMC] when these venues are combined), with 24/7 support; a Mountain Broadcast Centre (MBC) may also be needed depending on the geographical context;
- a joint IBC/MPC transport hub, or separate hubs for each centre, serving all venues and official media accommodation;
- detailed planning in the pre-Games period and the timely provision of facilities and services for the media at the venues;
- effective delivery of Games-related information, results, data, timing and other information needed by the media to perform their job of effectively covering the Olympic and Paralympic Games; and
- collaboration with other areas to optimise the allocation of assets and services, and monitor their proper usage, as defined in the requirement [HAT 01 – Hospitality and ticketing governance](#).

The IOC, the IPC 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:

- agreeing to house the MPC and IBC in one location (a combined MMC) if possible and so long as overall costs, operations and service levels are not negatively impacted;
- 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 capacities and services in venues in accordance with the geography of the Games and actual media needs; 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 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 (Part 1 – General Services and Press Operations, Part 2 – Broadcasting and Part 3 – Photo Operations), 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](#); and



- [BRS Annex 3 – Specifications on Broadcast Lighting.](#)

The OCOG and OBS will enter into a Broadcasting Cooperation Agreement to further agree specific, core aspects of the Host broadcast operation.

Operational Requirements

In order to deliver facilities and services to the media in line with the introduction and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

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, dedicated telecom services and telecommunication infrastructure, 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 Games.
- Ensure that press facilities and services for the 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 that has to be approved by the IOC for the Olympic Games and IPC for the Paralympic Games.
- For the Paralympic Games, provide a video conferencing solution for press conferences for accredited media.

PRS 02 - Main Press Centre (MPC) at the Olympic Games

- 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.
- Ensure, whenever achievable, that co-location with the IBC (i.e. in an MMC) be considered as the preferred option as it leads to efficiencies in the delivery of integrated services for broadcasters and press.
- 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 Mountain Broadcast Centre (MBC) may be needed with appropriate level of services.
- For the MMC, 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 discussion and agreement with 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 facilities in sufficient time for fit-out and temporary installations, 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 temporary installations compared to a newly constructed building. The fit-out timeframe other than that specified above shall be agreed with the IOC.

PRS 03 - Paralympic Main Press Centre (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 accessible conference rooms.
- Should the Olympic MPC be used for the Paralympic Games, ensure that the design of the MPC allows 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 Venue Media Centre (VMC) or spread over several VMCs, as agreed with the IPC:
 - two 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;
 - transport 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 04 - 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:
 - VMCs available for both press and broadcasters with fully equipped media workrooms;
 - mixed zones, press conference areas, media lounges and press tribunes with cabled and wireless broadband internet access, power and Cable Television (CATV) monitors in the tabled tribune seats and mixed zones; and



- clearly identified photo positions, established in agreement with OBS, 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.
- For the Paralympic Games, ensure the provision of accessible facilities sufficient to meet the needs of media with disabilities, including:
 - 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; and
 - ensure at least two accessible photo positions per venue.

PRS 05 - Internet connectivity for the press

- Provide internet connectivity with sufficient resilience for the written and photographic press that includes cabled positions along with Wi-Fi connectivity in all press tribunes, the MPC and VMC workrooms and photo positions in all venues and media areas, as well as in media buses. All cabled internet positions require appropriate power connectivity supplied.
- For the Olympic Games, provide a dedicated network (Press Plus) 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 06 - Olympic Information Service (OIS)

- Support the IOC in the provision of the OIS for the Olympic and Paralympic Games, a professional sports reporting and information service designed to keep the accredited media informed and to help them achieve the best possible coverage of the Olympic and Paralympic Games, in particular by dedicating staff in the Press Operations area to the development of the OIS starting from the Planning Phase. OIS content is written in English. The OIS delivery includes the provision of data (athletes' biographies, historical results, NOC/NPC profiles, records, etc.). For the Paralympic Games, the OCOG is in charge of the data delivery. The OIS is co-funded by the IOC and the OCOG and its costs are agreed at the start of the project.
- Enter into an agreement with the IOC, the IPC or any relevant third party in relation to delivery of the OIS, including, where necessary to ensure compliance with applicable laws.

PRS 07 - Media services at the Olympic/Paralympic Village(s)

- Provide a dedicated media centre at the Olympic/Paralympic Village(s), adjacent to the Olympic/Paralympic Village Plaza (OVP/PVP) and with a dedicated media entrance.
- Organise, in cooperation with the IOC and the IPC respectively, guided tours for the media in the Residential Zone (RZ) of the Olympic Village(s) or Paralympic Village(s).



Broadcast services

BRS 01 - Planning Phase – facilities and services

- Manage the venue planning process, release timelines, provide original Computer-aided Design (CAD) drawings, cross-sections, 3-D renderings and cooperate fully with OBS on the design and integration of all broadcast-related facilities and venue temporary installations.
- Establish a standard procedure for OBS and MRHs to access the venues and the IBC 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 rate card with the OCOG's provided services (e.g. specific rates for internet, information services, telephony, Virtual Local Area Networks [VLAN], computers, printers, vehicles and bus services, Furniture, Fixtures and Equipment [FFE]).
- Contribute to the Directory of Services (DOS) containing the OBS-supplied services to the MRHs.
- Ensure that all the services for which the OCOG may be entitled to charge a fee to the MRHs are defined in the rate card, together with specific rates for these OCOG-provided services that are incorporated into the DOS.
- Ensure that the services provided to OBS and MRHs are according to pre-agreed service levels, which will be based on previous Games.
- Ensure that all contracts between the OCOG and telecommunication company(ies) or any broadcasting organisation concerning any services or facilities that involve costs to be paid by MRHs, which are not fully addressed in the rate card, 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), Olympic Data Feed (ODF), graphical virtual enhancement elements and any other technology information/services, subject to specifications provided by OBS.
- Provide the redundant underground dark fibre network connecting the venues and the IBC/MPC, as per the OBS specifications and requirements described in [BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities](#).
- Provide the redundant underground dark fibre network connecting IBC/MPC to two Points-of-Presence (PoP); the PoPs shall host a significant number of telecommunications carriers and cloud providers.
- Provide the required general technology services for OBS areas such as Information Technology (IT) and telecommunications in accordance with OBS's technical specifications and detailed requirements.
- Procure and maintain the relevant insurance policies as defined in [FIN Annex 1 – Specifications for OCOG Insurance](#).
- Develop Health & Safety (H&S) policies and sustainability policies for the IBC and venues that include guidelines for all phases.
- Ensure that broadcast facilities and services for each competition and non-competition venue of 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 IBC, which is the central workplace for all broadcast-related activities, offering 24/7 support and facilities. The IBC shall be an existing facility, new construction (only with confirmed



legacy function and known operator) or temporary building in proximity to the competition venues. Whenever achievable, it must be co-located with the MPC (i.e. in an MMC) as it leads to efficiencies in the delivery of integrated services for broadcasters and press. Furthermore, for Olympic and Paralympic Winter Games, a similar facility on a smaller scale may be required in the form of an MBC. Upon prior approval by the IOC, IPC and OBS, the IBC/MBC can also be provided as a multi-site, temporary or demountable solution, notably for reasons of legacy, sustainability and cost-efficiency.

- Ensure that the IBC/MBC facilities meet the appropriate height clearance and space requirements and that these facilities are properly equipped in accordance with [BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities](#) and the Key Design Parameters issued by OBS. 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, following the pre-agreed handover protocol.
- Ensure that possession is maintained until the removal of equipment and cabling, OBS dismantling completion and any other necessary retrofit of the building are complete, following the MRHs' and OBS's bump-out after the Paralympic Games period.
- Allocate appropriate space within and surrounding the facility as specified in BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities for the guest pass office, daily briefing room, compound/satellite farm, power backup equipment, loading dock, logistics operations, motorpool, parking facilities, drop off areas and OCOG-provided services. During the OBS fit-out works, an appropriate container staging area shall also be identified and made available to OBS, prior to the handover, as well as temporary fit-out offices (cabins or existing areas) for OBS project managers and supervisors.
- Provide fixtures and infrastructure as specified in [BRS Annex 1](#). 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.
- Ensure appropriate services are operational beginning from the day of the IBC/MBC handover to OBS until the completion of dismantling, including security and perimeter control supplying personnel to provide access control services and night patrolling, and ensuring appropriate access procedures for delivering fit-out materials and broadcast equipment
- Provide all maintenance and facility management of the building and its services, including specialised management system (e.g. Building Management Systems [BMS]). Deliver BMS monitoring stations in the OBS management area, following the specifications agreed with OBS.
- Provide H&S services for all phases from fit-out to dismantling included, in compliance with applicable laws and regulations.
- Design and implement in its full extent the venue's Fire Safety Strategy.
- Ensure sufficient availability of accessible facilities, particularly to meet the needs of the Paralympic Games.

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

- Ensure that each venue contains all broadcast-related structures and temporary installations, 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 and any other structure specified in [BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities](#).



- 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 equipment bump-in until equipment bump-out is complete.
- Provide dedicated service vehicles for equipment bump-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, see [BRS Annex 3 – Specifications on Broadcast Lighting](#).
- Ensure access to venues for OBS installations is granted according to the agreed Games-time timelines and an efficient access method (i.e. uniform non-Games-time pass) is established.
- For the Paralympic Games, agree with the IPC and OBS the accessible design of broadcast spaces within each venue (e.g. accessibility in the compound, accessible mixed zones, accessible commentary positions, etc.)

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 or operational permits as required for personnel and vehicles to access controlled areas.
- Provide all necessary operational permits and licences for OBS and MRH personnel before, during and after the Games, including permits for conducting the fit-out works and installations in the IBC/MBC.
- Provide all necessary permits for OBS's broadcast aerial operations (fixed wing, helicopters, drones and blimps, etc.).
- Provide warehouse and field shop facilities required for OBS close to most of the Olympic and Paralympic venues and/or the 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 MRH and OBS personnel in accordance (see [Accommodation](#) section).
- Provide a fully constructed and operational facility to house up to 12 MRH studios (approximately 70m² per studio) and stand-up positions, which are accessible to people with disabilities where required. The facility needs to be equipped with broadcast power, HVAC, security, compound space, etc., with an unobstructed view of an Olympic and Paralympic area or interest point of the territory of the host city/region.
- 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 MRH needs.

BRS 05 - Paralympic-specific broadcast structure and roles

- In line with the OHC – Principles and the IOC/IPC Agreement, 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 and OCOG. This shall take into



consideration the requests of MRHs and the level of production and scope of services carried out for previous Paralympic Games, which define the baseline level of production and scope of services. The IPC shall approve the Paralympic-specific elements of the Broadcasting Cooperation Agreement between OBS and the OCOG in which the level of production and scope of services are defined; and

- the IPC is provided 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 media rights in the relevant Host Country and on an international basis in accordance with the principles of the IOC/IPC Agreement. The details of each agency appointment shall be set out in an agency agreement between the IPC and the OCOG.



ENABLE

38. 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 OHC – Principles, OHC – 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](#) section);
- 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 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

FIN 01- OCOG lifetime budget evolution

- Ensure that the OCOG budget and cash flow properly reflect at all times 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 OHC and the Pre-election Commitments.



- 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 Games Plan and the Games Plan supporting strategies and plans.

FIN 02 - Statement of accounting principles

- Present to the IOC for its approval a statement of the accounting principles that the OCOG proposes to use to determine the amount of the surplus. 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 covering both the Olympic and Paralympic Games.

FIN 03 - Standardised budget structure

- 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 budgeting and reporting dimensions shall be developed (e.g. Event by Event, key stakeholder).

FIN 04 - Rate card

- Submit for approval the Olympic and Paralympic Rate Card Catalogues to the IOC and IPC respectively. The rate card 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, Marketing Partners/suppliers, IOC, IPC and other members of the wider Olympic/Paralympic family).
- Ensure that the rate card programme is conceived and implemented on a cost-recovery basis rather than as a profit-generating activity and, consequently, that the prices within 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; draft Annual Financial Statements are to be shared in advance of their publication;
 - regular detailed management accounts/reports 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 and reconciliation reports, 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, 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 (OPC) document and statistic lists, to the IOC/IPC for 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 a plan detailing the measures to be implemented in cooperation with the Host Country Authorities to give effect to the customs- and tax-related provisions of the OHC – Principles and submit to the IOC for approval.
- Work jointly with the Host Country Authorities in order to have the various measures included in such plan officially enacted by the Host Country.
- Develop and submit to the IOC and IPC for approval an Olympic Tax Guide i) presenting the measures enacted by the Host Country to comply with the customs and tax-related provisions of the OHC – Principles; and ii) explaining the compliance procedures that the individuals and legal entities mentioned in the customs- and tax-related provisions of the OHC – Principles need to complete in order to apply said measures.

FIN 09 - Procurement Strategy

- Develop and submit a Procurement/Tendering Strategy allowing the OCOG to operate throughout its lifetime. This will be in accordance with the OCOG legal status, Policies and Procedures (P&P), in line with sustainability, human rights, Health & Safety (H&S) and post-Games asset disposal requirements.

Additional finance requirements for the Paralympic Games

FIN 10 - 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%

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

FIN 11 - 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, Marketing Partners) 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 in English 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 12 - Paralympic Games insurance

- Secure and maintain insurance coverage, including the IPC as an additional insured where applicable, with 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.

39. 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), contract management 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 while taking into account ethical and social considerations. 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 cross-cutting and are therefore relevant to practically all areas of the OCOG.

Key sourcing and resource management success factors include:

- integration of sustainability considerations including social, environmental and local economic aspects into each stage of the procurement process, with mechanisms in place to ensure the requirements are effectively met;
- a successful procurement programme that supports the OCOG's organisational objectives and operational requirements, and that manages the procurement process efficiently and effectively;
- shared responsibility across the OCOG, with central coordination to ensure organisation-wide synergies and opportunities are exploited to their full potential;
- 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 are crucial, including with Procurement, Finance, Sustainability, Impact and Legacy, Marketing Partner Services, Technology, Communications, Event Management, Cleaning Services & Waste Management, 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 Sustainable Sourcing, 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 OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

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.
- Submit the Resource Management Plan to the IOC for approval.



SRM 02 - Sustainable Sourcing Code

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

SRM 03 - 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, human rights, Health & Safety (H&S) and post-Games asset disposal.

SRM 04 - Complaints and Dispute Resolution Mechanism (CDRM)

- As part of the sustainability grievance mechanism (see [SIL 08 – Grievance Mechanism](#)), develop and implement a Complaints and Dispute Resolution Mechanism (CDRM) 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 05 - 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 Country.

40. 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” marketplace 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/or the IPC and, on the other the Marketing Partners, MRHs, 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), key success factors include:

- a strong OCOG Marketing Plan;
- comprehensive sales and activation strategies for each OCOG signature property;
- draft domestic partnership and licensing template agreements;
- the creation of an integrated procurement working group to review, explore, identify and/or create sustainable 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, the IPC 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 fit as much as possible the OCOG’s scope of work, budget and sustainable sourcing principles, in a manner that allows both the OCOG and Marketing Partner to be innovative;
- 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 areas and marketing.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, 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.

Operational Requirements

In order to deliver the Business Development requirements in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:



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, IPC 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

- Collaborate with the IOC to develop and agree a Marketing Plan to be appended to the MPA.
- Agree changes with the IOC prior to implementation.

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 has been agreed 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 and activation platforms

- 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 including signature properties

- 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 include representatives from the relevant delivery partners, OCOG areas (e.g. Procurement, Sustainability, Impact and Legacy, Technology, Event Infrastructure and Food & 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)

- With the Host Country's NPC, execute the "Paralympic Joint Marketing Programme Agreement" (PJMPA) that was agreed pre-election.
- 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 domestic partnership rights to the Paralympic Games only will be permitted. 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.



41. RIGHTS PROTECTION

Introduction

Protecting the Olympic and Paralympic brands, Games-Related Properties and the rights of Marketing Partners safeguards the inherent value of the Olympic properties and the IPC properties 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 and guards in particular against ambush marketing, counterfeit merchandise, illegal or pirated broadcasts, hospitality and ticketing integrity and enforcement, and the non-observance of IOC rules and policies.

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 and efficient manner.

For the Rights Protection area of the Olympic and Paralympic Games, key success factors include:

- timely creation, protection and maintenance of Games-Related Properties and properties related to the Paralympic Games under exclusive agreements with all bodies involved;
- consideration of requirements related to the creation, protection and maintenance of intellectual property assets (including clearances and registrations);
- a detailed rights protection programme that includes inter alia an assessment of the legal framework, a clear description of the structure of the Rights Protection area, a communications/education component and a digital piracy prevention plan; and
- comprehensive legislation in the Host Country that provides appropriate, timely and efficient protection against infringements of Olympic Properties and Paralympic Properties, ambush marketing, unauthorised ticket sales and marketing rights offences.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, MRHs, Marketing Partners, the Host NOC and the Host NPC, are also essential for the successful delivery of this area. Coordination with the Host Country Authorities such as law enforcement, customs, municipalities, agencies and industry representatives in the Host 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 Accommodation, the Olympic Games Guide on On-Site Fan Experience, the Olympic Games Guide on Marketing Partner Services and the Olympic Games Guide on Business Development.

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

Operational Requirements

In order to deliver an appropriate, effective and timely programme for Rights Protection in line with the introduction above and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

Creation and protection of Intellectual Property (IP) 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 "work 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, trade mark or design protection and domain names 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, agree 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, the IOC and third parties authorised by the IOC in accordance with the provisions of the OHC – Principles.
- 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 identifications of the Games (i.e. the "HOST + [year when the Games take place, e.g. "2026"]") and the official emblem should be registered in 45 classes of protection of goods and services; and
 - for the other OCOG Marks, the OCOG shall 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 conformity with guarantees requested pre-election and in coordination with the Host Country Authorities, ensure, where appropriate in collaboration with competent Host Country Authorities, the following:
 - that all Olympic Properties (in particular the Olympic symbol, the terms “Olympic” and “Olympiad” and 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;
 - that the IOC’s exclusive rights and interests in relation to the Games (as defined in the OHC – 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, minimising and acting in a timely and efficient manner against 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 after the Closing Ceremony);
 - measures to prevent and sanction unauthorised ticket resale;
 - measures (including border, offline and online enforcement 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 in airports, train stations, means of transports, etc.) in the territory of the host city/region and other venue cities/regions;
 - measures to control unauthorised celebration/live sites, public viewing events or similar concepts;
 - protections against unauthorised Games broadcast, coverage and exhibition; and
 - procedures and remedies to allow 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) especially 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, the Host NOC, the OCOG or by any other third party as a consequence of any form of agreement with the Host, 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 and Management Plan including proposed measures and processes for handling ambush marketing in collaboration with the IOC, allowing timely and efficient handling of cases, education, public relations and communications activities internally within the OCOG and externally towards the Host NOC, IFs, all relevant Host

- Country Authorities, trade organisations, the general public, media entities and other key stakeholders;
- a Monitoring and Action Plan on ambush marketing, IP or other infringements, unauthorised resale of tickets (including online and on-site [ticket touting]) and counterfeit issues in the Host Country;
- management of displays, advertising and clean sites in connection to the Games;
- Online/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 MRHs, to efficiently combat ambush marketing, IP infringements, unauthorised ticket re-sale (including online and on-site [ticket touting]), counterfeit activities and unauthorised Games broadcast, coverage and exhibition.
- In coordination with the Host, the Host NOC and the Host NPC, ensure that relevant Host Country Authorities:
 - comply with the key principles established in the Olympic Charter, the OHC – 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 commercial 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 other 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, sampling activities and all other commercial activities within and around the Olympic/Paralympic venues/Events and other sites used for the purposes of the Games during the Olympic and Paralympic Games period and in the two-week period leading 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 in tenders in connection with government entity-controlled Games-related infrastructure works.
- In cooperation with the Host NOC and the Host, ensure that:
 - there are no other commercial programmes in the Host Country where these activities will have any impact on the Joint Marketing Programme or the IOC's commercial 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 or individuals in the Host Country refrain from and/or do not undertake any IP infringement or ambush marketing activity including, without limitation, the development of marketing or promotional activities (commercial or non-commercial), in connection with the Games; and



- sponsorship or marketing rights identified with the Host (including any of its agencies, agents or any entity of which the Host 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 (that have not acquired the marketing or commercial 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 or involvement with the Games.
- Implement all necessary measures to enforce those clauses in an efficient and timely manner at the IOC’s request.

RPP 10 - Monitoring and enforcement

- Protect the Olympic Properties and the rights of Marketing Partners and MRHs in the Host Country by monitoring, preventing and/or terminating infringements and ambush marketing activities including, where appropriate, by undertaking public relations campaigns and taking appropriate legal recourse in a timely manner.
- Ensure that all the OCOG’s monitoring efforts pursuant to the rights protection programme are seamlessly 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. Such monitoring plan shall be subject to prior validation by the IOC.
- 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 the rights of the IOC and/or of Marketing Partners or MRHs; and
 - participating in any legal action, whether within the Host Country or outside, brought by the IOC and/or any Marketing Partners or MRHs 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, any unauthorised ticket resale, ambush marketing or any unauthorised Games broadcast, coverage and exhibition related specifically to 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 venue 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 are encumbered by any franchise, concession or any other commercial agreement of any kind or nature (including but not limited to the right to name the venue to give visibility to or 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, commercial identification or visibility of any products 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 and other cities/regions and venues hosting Olympic events during the period in which the Olympic Villages are required to be open.
- Ensure that any marketing, commercial, institutional or signage programmes in relation to the Games (or which could be perceived to be associated with the Games) carried out by the Host 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 strict 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 until the conclusion of the Paralympic Games.

RPP 12 - Advertising and branding at the Olympic Games

- 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 (EB), in respect to all matters relating to advertising and branding, including Rule 50 of the Olympic Charter and its Bye-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 and associated enforcement obligations (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, advertising, 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, which shall be reviewed and approved in advance by the IOC.



RPP 15 - Transition from Olympic Games to Paralympic Games

- Ensure that the changeover from Olympic to Paralympic branding adheres to the relevant guidelines established by the IOC and the IPC. Apart from a few authorised exceptions to be communicated in due course (in particular in relation to Field of Play [FOP] branding opportunities), 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 identification of the Games (i.e. "HOST + [year when the Games take place, e.g. "2026"]") are assigned to the IOC for the purposes provided under Section 19.3 of the "OHC – Principles".
- Ensure that, starting from the formation of the OCOG and from the outset of the creation of any Games-Related Properties, the IOC are provided, on a regular basis and in conformity with the guidelines determined by the IOC, all relevant legal instruments and related documentation, as previously approved by the IOC.
- Ensure that no later than ninety (90) days following the Closing Ceremony, all Games-Related Properties are collectively transferred and assigned by the Host, Host NOC and OCOG to the IOC (including all applicable registrations), executing, as required by the IOC, any 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 is executed promptly on the request of the IOC¹⁰.

RPP 17 - Transfer of physical and digital files

- Starting from the formation of the OCOG and from the outset of the creation of such Games-Related Properties, provide to the IOC on a regular basis 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 guidelines 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 winners' medals and commemorative medals), torch designs and all undistributed medals, diplomas and torches on the

¹⁰ Music will, in particular, require close attention, in terms of both appropriate rights clearances and accurate reporting of music use. See Rights Protection section 33 and CER Annex 1 – Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and Paralympic Games or further details.

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.

- In conformity with the guidelines determined by the IOC transfer, in a fiduciary capacity, the Games-Related Properties with archival value validated by the IOC to the designated archival entity in the Host Country.

Paralympic-related Intellectual Property Rights (IPR)

RPP 18 - Paralympic Properties

- 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 IP and 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 the Paralympic Properties. All rights to the Paralympic Properties, 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.
- Recognise that the IPC and IOC have agreed, in a coordinated effort, joint registration of the word mark "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 are available from the IOC and IPC.

RPP 19 - Protection of IPC trademarks and other properties related to the Paralympic Games

- Include the word ("Paralympic") in the OCOG's official constitutional name and title.
- Create, in consultation with an 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 Paralympic Properties, 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.
- Ensure that the IPC's rights under [RPP 03 – Clearances and registrations](#) and [RPP 18 – IPC IPR](#) and the properties related to 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 OHC – 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 the properties related to the Paralympic Games in a manner consistent with the requirements included in [RPP 01 – Creation of Games-Related Properties](#);
 - submission of any properties related to the Paralympic Games that are subject to trade mark registration to the IPC for approval prior to any use, in a manner consistent with the requirements included in [RPP 02 – OCOG Marks](#);
 - clearance and registration of properties related to the Paralympic Games in a manner consistent with the requirements included in [RPP 03 – Clearances and registrations](#), 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 “HOST + [year when the Games take place, e.g. “2026”]” and/or the word “Paralympic”;

- inclusion of the Paralympic Properties described in [RPP 18 – IPC IPR](#), properties related to the Paralympic Games and the NPC emblem in a manner consistent with the requirements included 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 – Advertising and branding at the Olympic and Paralympic Games](#) do not apply to the Paralympic Games (but that the IPC has its own equivalent rules and policies) 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 Sponsorship Opportunities 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 – RPP 15; and
- assignment of IPR and transfer of physical embodiments in favour of the IPC over properties related to the Paralympic Games in a manner consistent with the requirements included in [RPP 16 – Assignment of Games-Related Properties to the IOC and, where applicable, to the IPC](#) and [RPP 17 – Transfer of physical and digital files](#), being understood that rights in the identification of the Games “HOST + [year when the Games take place, e.g. “2026”]” shall only be assigned to the IOC.

ANNEXES

The OHC – 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 (October 2022) *
- ACR Annex 2 – Accreditation at the Paralympic Games – Detailed Specifications (February 2021) *

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 2021) *
- CER Annex 3 – Specifications on Protocol Elements for Ceremonies (June 2021) *

Finance

- FIN Annex 1 – Specifications for OCOG Insurance [240](#)

Games Delivery

- GAD Annex 1 – Games Plan supporting strategies and plans [247](#)

Media Part 2 – Broadcasting

- BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities [250](#)
- BRS Annex 2 – Broadcast Master Plan – Timelines [274](#)
- BRS Annex 3 – Specifications on Broadcast Lighting [279](#)

Medical Services

- MED Annex 1 – Specifications on Office Space for the IOC Medical and Scientific Commission and the IPC Medical Committee [284](#)



Olympic/Paralympic Family and Dignitary Services

- OFS Annex 1 – Specifications on services for IOC offices, IOC Session venue and Olympic Club [286](#)
- OFS Annex 2 – Specifications on services for IPC offices, IPC Governing Board meeting venue and Paralympic Hospitality Centre [287](#)

Protocol

- PRT Annex 1 – Olympic Symbol Guidelines (February 2022) *
- PRT Annex 2 – Paralympic Symbol Guideines (August 2022) *
- PRT Annex 3 – Specifications on Olympic Protocol [288](#)
- PRT Annex 4 – Specifications on Paralympic Protocol [283](#)

Villages Management

- VIL Annex 1 – Specifications on NOC Office Space [300](#)

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 OHC – Operational Requirements on [Ceremonies](#). They are contractually binding on the Host, the Host NOC, the Host NPC and the OCOG, and aim to provide a general understanding of the OHC requirements with respect to Intellectual Property Rights (IPR) and other rights in relation to Ceremonies (as defined in the OHC – Principles); together with other Olympic and Paralympic events and activities, including sports presentations for all competition events included in the Programme of the Games, Paralympic Games Sport Programme, the Olympic Torch Relay (OTR) and the Paralympic Torch Relay, 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 the context of broadcasting and which are addressed in the OHC – 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 authorised 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 with any issue arising during implementation of the required specifications.

For the rights related to the Paralympic Games, see sections VI and VIII below.

II. General principles

In conformity with the Olympic Charter and the OHC, all IPR 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 Preferred Host Committee, the Host, 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 IPR, for the full term of such Intellectual Property (IP) (including all renewals, revivals, reversions and extensions thereof) and thereafter in perpetuity. These requirements aim to protect the integrity of the legacy of the Olympic Games through the Olympic IP (and other rights) and the image and reputation of the Games and the Host; in addition to ensuring the fulfilment of the IOC's, the Host's, the Host NOC's or the OCOG's corresponding obligations vis-à-vis third parties. This requirement applies in particular to all music (i.e. musical works, any accompanying lyrics, recordings and performances) specifically commissioned in connection with the Olympic Games.

As part of its IPR and other rights-related requirements, the OCOG must ensure in particular that:

- i. the procedure for designation of either the IOC as owner and beneficiary of the copyright in any Audio-visual (AV) works, music and/or other content specifically commissioned in connection with the Olympic Games or the IOC and all IOC Controlled Entities as licensees of any pre-existing works or content used 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 makes any required payment in connection therewith, in each case as necessary for the public performance at the venues or events 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 purposes 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 OHC) 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 authorised by them, and that my captured or recorded image, together with my name, likeness, voice, performance and biographical information, may be used, without further authorisation 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 authorised 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 and/or Events, including in particular all artists taking part in the Ceremonies. If, for any reason, artists have access to Olympic venues and/or Events 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 IPR (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/publicity rights, have been secured for the benefit of the IOC, 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 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 IP 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 acquire 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 purposes 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 rearrangement and rerecording 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 rearrangement and rerecording (where such rearrangement and rerecording 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, assignees, designees) will have the irrevocable right to exploit this new arrangement throughout the world, on all media (now or in the future known) 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 rearrangements and rerecording 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 that: (i) the rights 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 Media Rights-Holders (MRH); 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, services or activities, without the prior written approval of the IOC.

In no event shall an Artist be allowed to use, or to 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 IPR (e.g. the work is original and does not infringe any third parties' rights, waiver from any exclusivity agreement 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, but no later than ninety (90) days prior to the Ceremonies (and other events when applicable) the IOC 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 (and other events when applicable), including without limitation (i) the reports on music to be used during any such event (in accordance with the “IOC”/IPC music reporting instructions- cue-sheet template” appended to this annex and any other similar or related guidelines); and (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 areas (i.e. Ceremonies, Legal, etc.), and additionally by a trustworthy and qualified external entity with the necessary expertise in the corresponding domain, prior to any such event¹¹.

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 Ceremonies (and other events when applicable) and before any hiring is undertaken. Any changes to the IOC-approved contract templates should be submitted to the IOC for prior written approval.

VIII. Requirements for properties related to the Paralympic Games in relation to the ceremonies and other events of the Paralympic Games

The OCOG shall ensure in accordance with [RPP 03 – Clearance and registrations](#) that the Ceremonies and other events of the Paralympic Games are protected.

¹¹ It is important that all cue sheets are entirely complete and accurate (and that any related content clearances are supported by suitable contracts), as they will be needed for onward reporting to broadcasters and for collecting-society registration purposes.



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 the segment/part of the event programme to which 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) NB: 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.	This is a unique code indicating the identity of a composer, author or publisher. Add this wherever available (e.g. from a local collecting society).

5. **Publisher(s)** – Give the full name(s) of the music publisher(s) (e.g. the IOC for commissioned works). Where the work is not published, indicate with the designation "**Unpublished**" in the column.
CAE no. – See Note 4 (above).
6. **Performer(s)** – Full details to be given, both featured performer(s) and any accompanying ensemble.
7. **Record company** – Specify name of the recording entity (e.g. the OCOG or IOC for commissioned recordings).
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, e-c.)
 - **X** – Specially commissioned score

9. **Music use code** – These 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.).

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FIN Annex 1

Specifications for OCOG Insurance

Introduction

In accordance with the OHC – 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 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 Games 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 (see section II. Terms and Conditions Applicable to OCOG's Insurance Policies and Risks). The list below is not exhaustive and required insurance policies, limits and scope of coverage are to be considered as minimums. Higher limits and additional lines of business may be procured depending on the outcome of the OCOG's risk assessment (as further described in the [Games Delivery](#) section).

Beyond and above the key insurance policies to be procured by the OCOG as described in this annex, the IOC reserves the right to require the OCOG to procure, maintain and/or increase any insurance policy justified by each OCOG's specific context and risk environment.

1. Third party liability insurance policies

a) Public/general and products liability

- Scope of coverage:
 - premises and operations liability;
 - products and completed operations liability (claims arising in connection with the sale of products specifically bearing the OCOG's emblem or other OCOG trademarks or products otherwise licensed or authorised by the OCOG, and extend this coverage when the IOC's emblems are co-branded);
 - advertising liability;
 - contractual liability;
 - independent contractor operations;
 - damages to property leased, rented or in the care, custody or control of the OCOG, covering the following damages:
 - bodily injury and personal injury, without deductible;
 - property damage; and
 - consequential/ensuing financial loss and pure financial loss;
 - as well as, in all instances, defence costs and related expenses to apply in addition to the respective limits of indemnity/liability.
- Inception date: upon creation of the OCOG and expiring not earlier than six months after its dissolution. The policy shall provide for an extended reporting period of no less than three years as of its expiry date, or longer if local legislation warrants otherwise.

- Limit per claim and in the annual aggregate: USD 10 million when the OCOG is formed and increasing to at least USD 250 million. The latter limit should be in force by the date of the first Test Event organised under the auspices of the OCOG or on its behalf.
- The OCOG should ensure that this policy acts in Difference in Conditions (DIC) and Difference in Limits (DIL) with the individual general liability policies taken out by the owners/managers of all venues (competition or non-competition related) rented or otherwise made available to the OCOG in delivering the Games.

b) Professional liability

- Scope of coverage: costs related to the defence and indemnification of claims in connection with actual or alleged negligent acts, errors or omissions of the OCOG in the services it provides in the planning, organising and staging of the Olympic Games and Paralympic Games.
- Inception date: upon creation of the OCOG.
- Limit per claim and in the annual aggregate: at least USD 10 million for the first two years, increasing to USD 50 million, the latter limit should be in force at least four years before the Opening Ceremony and the additional limit should provide full retroactive coverage back to the date of the OCOG's creation.
- The policy should expire no earlier than six months after the dissolution of the OCOG and provide a three-year extended reporting period as from expiry date of the policy.

c) Terrorism liability and civil commotion

- Scope of coverage:
 - any act of terrorism, riot, civil commotion including the use of force or violence, of any person or group(s) of persons, whether acting alone or on behalf of or in connection with any organisation(s), for acts committed or not for political, religious or ideological purposes including the intention to influence any government and/or to put the public in fear for such purposes, including an active shooter;
 - this policy should cover the following damages:
 - bodily injury and personal injury;
 - property damage; and
 - consequential/ensuing financial loss and pure financial loss.
- Inception date: three months before the first Test Event and during the Olympic Games and Paralympic Games.
- Limit per claim and in the annual aggregate: at least USD 100 million. The policy should expire no earlier than six months after the dissolution of the OCOG and provide a three-year extended reporting period as from expiry date of the policy.

d) Environmental pollution liability

- Scope of coverage:
 - damages resulting from water, land, air or chemical waste contamination due to the sudden and accidental release of hazardous materials;
 - this policy should cover the following damages:
 - bodily injury and personal injury;
 - property damage;
 - consequential/ensuing financial loss and pure financial loss; and



- ancillary costs (clean-up, depollution/decontamination, compensation in kind for damage to the environment and biodiversity, waste disposal).
- Limit per claim and in the annual aggregate: at least USD 50 million, the latter limit should be in force at least three months before the first Test Event and/or beginning of activities. The policy should expire no earlier than six months after the dissolution of the OCOG and provide a three-year extended reporting period as from expiry date of the policy.

e) Medical malpractice insurance

- Scope of coverage:
 - claims arising from the medical activities of all the OCOG's medical workforce for 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) or in excess of said covers if required;
 - 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 (by the hospital's insurance cover and/or by the Host Country's health system or provider).
- Inception date: three months before the first Test Event and/or beginning of activities.
- Limit: according to local laws and regulations but, in no event, less than USD 25 million, per occurrence and in the aggregate, during the Olympic Games and Paralympic Games.
- The policy should provide an extended reporting period of no less than three years as of expiry date of the policy, which should be no earlier than six months after the dissolution of the OCOG.

f) Directors' and Officers' (D&O) liability insurance

- Scope of coverage: to protect D&O from claims made against them while serving on a board of directors and/or as an officer of the OCOG. It is payable to/or on behalf of the D&O of a company, or to the organisation itself, as indemnification (reimbursement) for payment or advance of defence costs (including where arising out of criminal or regulatory investigations/trials) and actual damages.
- Inception date: upon creation of the OCOG.
- Limit per claim: no less than USD 25 million per claim and in the annual aggregate.

g) General

- Every liability policy can be procured on a stand-alone basis or written within the same insurance policy. However each listed coverage shall keep its own separate aggregate limit as listed under points a) to f) above.
- When applicable, all policies should provide worldwide coverage.

2. Cyber risks

- Scope of coverage: risks deriving from cyber incidents and cyber attacks against the OCOG's owned, rented or outsourced Information Technology (IT) and digital assets. Cover should be worldwide and include third-party liability as well as property damage and business interruption resulting from cyber incidents and cyber attacks. Where not prohibited by law or regulation, payment of ransom (ransomware) and fines and penalties should be included.
- Inception date: upon creation of the OCOG
- Limit: increasing from beginning of the creation of the OCOG and to be scaled to a minimum of USD 50 million; the latter limit should be in force at least four years before the Opening Ceremony.

3. Self-propelled vehicles insurances

a) Automobile/motor third-party liability, personal accident and own vehicle damages

- This policy must at least provide cover for the following:
 - claims for bodily injury and property damage caused by any registered or non-registered vehicles used on-road or off-road (e.g. golf carts, snow mobiles, motorcycles, All Terrain Vehicles [ATV], forklifts) by the OCOG, during its entire lifecycle. Non-registered vehicles can also be included in the public or general liability policy;
 - Drivers/passengers' accident insurance; and
 - own vehicles' damage coverage.
- Inception date: from the time the OCOG uses vehicles or when it assumes the responsibility of vehicles.
- Limits: in compliance with local compulsory insurance regulation but to be no less than USD 15 million per occurrence for liability towards third parties, including the driver and the persons being transported. The requested limit can be secured either by a single policy or through a combination of policies as part of the public/general liability policy or as a stand-alone insurance contract.
- Personal accident cover shall be taken out to cover at least no less than the benefits described under point 5. Personal accident including permanent disability below.

b) Watercraft liability insurance (to the extent that such watercraft are not already covered by other means (effective owner) or in excess of said covers up to the requested limits)

- Scope of coverage: 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: when the OCOG assumes responsibility for watercrafts (one month prior to the first Test Event where watercrafts will be used in relation to the Games of the Olympiad).
- Limit: no less than USD 10 million combined single limit for bodily injury and property damage per occurrence and in the annual aggregate. This insurance cover may be included within the public or general liability policy, where permitted by law.

c) Aircraft liability insurance (to the extent that such aircraft are not already covered by other means (effective owner) or in excess of said covers up to the requested limits)

- Scope of coverage:
 - claims for bodily injury and property damage arising from the use of any aircraft (including drones) owned, rented, borrowed, chartered or leased by the OCOG. Policy includes use of drones if provided and/or regulated exclusively by local/government supplier;
 - 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.
- Inception date: at the latest on the first day prior to the use of the aircraft.
- 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. Where available, the limit can be granted under the general/public liability policy.

4. Medical treatment and repatriation insurance

- Scope of coverage: the medical expenses relating to all injuries and illnesses (health and accident) suffered by any accredited person that require treatment before the person is able to return home, as well as costs incurred for their 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. No exclusion or limitation from the insurer can be opposed to injured parties and the OCOG will take charge of every cost.

- Inception date: three months prior the first Test Event.
 - Limits:
 - 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; and
 - repatriation has to be covered at real cost.
- 5. Personal accident including permanent disability**
- Scope of coverage: to provide compensation in the event of death or disability of accredited persons resulting from an accident occurring in connection with their activities at the Olympic Games and Paralympic Games (including as a result of acts of terrorism). No exclusion or limitation from the insurer can be opposed to injured parties and OCOG will take charge of every cost.
 - 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 greater than 59 per cent, otherwise pro rata of that amount if the disability percentage is between 1 – 59 per cent.
- 6. All-risks property damage/business interruption insurance**
- Scope of coverage: damages to all property/equipment/buildings owned, leased or in the care, custody and control of the OCOG, or for which the OCOG is contractually responsible, including ensuing financial loss of income (business interruption, loss of rental income and additional costs). 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). This policy shall also cover risks of terrorism, earthquake, hurricanes and any specific coverage usually excluded from standard insurance, according to the OCOG's own risk assessment.
 - Inception date: immediately after the OCOG leases, rents or buys buildings or property.
 - Limit: the value of the relevant property.
- 7. Construction all risk insurance**
- Scope of coverage: risks related to the OCOG's responsibility for specific construction projects (including equipment and temporary infrastructure).
 - Inception date: one month prior the beginning of construction projects.
 - Limit: value of the construction(s) including taxes and fees.
- 8. Crime, fidelity and fraud**
- Scope of coverage: the loss arising from employee fraud, dishonesty and fraudulent acts committed by third parties, theft and robbery of assets or fraud (crime).
 - Limit: dependent on the risk exposure.

II. Terms and Conditions (T&C) applicable to the OCOG's insurance policies and risks

The following T&Cs shall apply to all insurance and risks described in the present annex. The OCOG is responsible to take any necessary measures so that these T&Cs are respected at all times.

1. Notification to and approval by the IOC

- 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 for its prior written approval prior to any contract being entered into between the OCOG and the relevant insurer. The approval of the IOC shall not relieve the Host City, the Host NOC or the OCOG of their responsibilities under the OHC or this annex.

2. Proof of insurance

- The OCOG must provide the IOC written proof (in English) of each insurance policy taken out (copy of the insurance policy or detailed certificates of insurance) as and when each such insurance policy is placed, modified or renewed.

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, if the OCOG demonstrates to the IOC's satisfaction that the concerned requirements are already provided for 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, decide to cover some of the risks described in section I. Key insurance policies to be procured by the OCOG through other means than insurance policies (e.g. self-financing). In such case, the OCOG must inform the IOC of all measures and arrangements to be implemented by, or on behalf of, the OCOG to cover these risks (including funding, claims management process, etc.) and, on request of the IOC, take all necessary measures to further address these risks to the satisfaction of the IOC.

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. In addition, the IOC 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, equal to the amount of any deductible or self-insured retention on a per policy basis. Should any financial guarantee listed above be triggered in whole or in part, the OCOG is required to immediately reinstate/replenish the guarantee to its 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 Games and Paralympic Games delivery through to its dissolution. Should, for any reason, a policy be cancelled or the cover be restricted, the IOC shall be informed as soon as practically possible.

6. Insurers

- All insurance policies must be underwritten by insurers that are licensed, admitted, authorised and/or approved to underwrite the respective line of insurance in the Host Country and have a



minimum A.M. Best's Rating of A- VII. The approval of any policy and/or insurer shall be sought and obtained from the IOC.

7. Additional insureds

- The OCOG shall designate and maintain, at a minimum, the following entities as additional insureds in all liability insurance policies listed in section I. Key insurance policies to be procured by the OCOG above:
 - the IOC, as well as Olympic Broadcasting Services (OBS), Olympic Channel Services SA (OCS) and all other IOC Controlled Entities, including their respective subsidiaries (as defined in the OHC); and
 - the Host NOC.
- 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 the right to procure, or to have any IOC 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 to procure said coverages 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 to do so. The failure or refusal of the IOC 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. If the IOC does procure and effect (bind) coverage for the OCOG, the latter shall be responsible for reimbursing the IOC any premium, all fees and expenses invoiced to the IOC (or any third party acting on the IOC's behalf) by the IOC's insurance broker or the insurance company underwriting the insurance policies related to the placement of the OCOG's insurance contracts.

9. Claims process and guidelines

- The OCOG should develop its own claims process in cooperation with the relevant insurers and ensure that every incident is reported in due time and followed and settled appropriately.

10. Reporting

- After the end of the Games edition, information related to the actual implementation of the OCOG's insurance plan is to be provided to the IOC for future Games with the following documentation: insurance plan (list of policies placed, limits, deductibles, cover and exclusions, premium, etc.), Risk Management Guidelines/Risk Register (at least for insurable risks, but risk analysis should be performed for other risks and not only insurable/hazard risks)/detailed claims/loss statistics for each purchased line of business split between the Olympic and Paralympic Games.

GAD Annex 1

Games Plan supporting strategies and plans

The following detailed strategies and plans form the basis of the generic Games Delivery Roadmap. Specific timelines for the deliverables shall be based on the OCOG's baseline Master Schedule (MS), agreed between the IOC, IPC and the OCOG. Prior to its finalisation, the generic timelines shall apply.

Strategy Phase

- Integrated Sustainability, Impact and Legacy Strategy ([SIL 02](#))
- Vision for Stakeholder Experience ([GAD 03](#))
- Games Operations Concept ([GAD 04](#))
- Operational Readiness Strategy, including testing ([GAD 18](#))
- People Strategy ([PEM 01-15](#))
- OCOG Lifetime Budget ([FIN 01](#))
- Baseline Master Schedule (MS) and Lifetime Games Delivery Roadmap ([GAD 05](#))
- Games-wide Governance Framework ([GAD 17](#))
- Games Partners' Responsibility Matrix ([GAD 06](#))
- Risk Management Framework and Strategy ([GAD 07](#))
- Risk, Action, Decision, Issue, Opportunity Register (RADIO) ([GAD 08](#))
- Engagement Programme Strategy ([ENG 01](#), [ENG 02](#))
- Communications Strategy (Pre-Games) ([COM 02](#))
- Venue Master Plan ([VEN 15](#))
- Olympic and Paralympic Event Briefs ([EVD 04](#))
- Event Delivery Strategy ([EVD 01](#))
- Marketing Plan Agreement (MPA; [MPS key success factors](#))
- Register of Pre-election Commitments and Legal Register ([GAD 09](#))
- OCOG Learning Strategy ([IKL 02](#))
- Scope and Resource Plan (with annual detailed updates) ([GAD 12](#))
- Cultural Programme Strategy ([CUL 01](#))
- Olympic and Paralympic Education Programme Strategy ([EDU 01](#))
- Hospitality and Ticketing Strategic Plans ([HAT 02](#))
- Brand Strategy ([BIL 01](#))
- Games Demand Model ([GAD 16](#))
- Procurement Strategy ([FIN 09](#), [SRM 03](#))
- Cyber Security Strategy ([TEC 04](#))
- Accessibility Strategy ([GAD 11](#))
- Accessibility Awareness and Enhancement Programme ([CTY 02](#))
- Stakeholder Management Strategy ([GAD 10](#))
- Venue Master Plan ([VEN01](#), [VEN 15](#))
- Paralympic Venues Master Plan ([VEN 01](#), [VEN 05](#))
- Programme of the Games – list of sports (see OHC – Principles)



- Paralympic Games Sport Programme – list of sports/disciplines (see OHC – Principles)
- Maximising Opportunities arising from the Paralympic Games Strategy ([GAD 25](#))
- Paralympic Games Transition Strategy ([GAD 26](#))
- Digital Cooperation Agreement (DCA; [DIG 02](#))
- Digital Media General Plan ([DIG 01](#))
- Technology Programme Management ([TEC 08](#))
- Technology Sustainability Strategy ([TEC 08](#))
- Games Energy Council Terms of Reference ([NRG 02](#))

Planning Phase

- Integrated Operational Planning Approach ([GAD 13](#))
- Services Operations Plans (e.g. [AND 05](#), [FNB 01](#), [TRA 06](#))
- Post-Games Impact and Legacy Plan ([SIL 10](#))
- Look of the Games ([BIL 04](#))
- Olympic Energy Book ([NRG 01](#))
- Annual Communications Plans ([COM 02](#))
- Service Model ([GAD 15](#))
- Operational Readiness Programme Plan ([GAD 18](#))
- Model Event Operations Plan (MEOP; [EVD 05](#))
- Event Delivery Plan (DP; [EVD 03](#))
- Sustainability Management System (SMS) and Human Rights Due Diligence ([SIL 07](#))
- Spectrum Management Plan ([TEC 02](#))
- Broadcast Cooperation Agreement ([BRS Annex 2 – Broadcast Master Plan – Timelines](#))
- Country Entry Plan ([PEM 06](#))
- Venue and Event Sustainability Management Plans (SMP) ([VEN 12](#))
- Programme of the Games – List of events (see OHC – Principles)
- Paralympic Games Sport Programme – List of events (see OHC – Principles)
- Test Event Calendar ([GAD 18](#))
- Testing Service Levels matrix ([GAD 18](#))
- Venue Design Development Process ([VEN 19](#))
- Hospitality and Ticketing Plans ([HAT 02](#))
- Test Event Operation Plans (TEOP; [EVD 05](#))
- On-Site Fan Experience Governance, Vision and Strategy ([OFX 01](#))
- Technology Solution Designs ([TEC 01](#), [TEC 07](#))
- Workforce Training Strategy and Plans ([PEM 15](#))

Readiness Phase

- Pre-Games Exceptional Situation Communications Plan ([COM 02](#))
- Games-time Communications Plan ([COM 03](#))
- Games-time Exceptional Situation Communications Plan ([COM 03](#))
- Games-wide Governance Framework (pre-Games transition) ([GAD 17](#))



- Agreed ORIS and PRIS Requirement documentation ([TEC 03](#))
- Creative Approach and Vision of the Ceremonies ([CER 02](#))
- Ceremonies Operations Plan (approvals of Opening and Closing Ceremonies-related elements for the Olympic Games [CER 08](#), and [CER 20](#) for the Paralympic Games)
- City Integration Plan ([CTY 01](#))
- Sport-specific presentation Plans ([SPT 09](#))
- MOC and FCC Operating Plans ([GAD 18](#))
- Policies & Procedures ([GAD 14](#))
- Event Operations Plans (EOP; [EVD 05](#))
- Event Contingency Plans ([GAD 18](#))
- Broadcast Contribution Backbone Network Design and Implementation ([BRS Annex 2 – Broadcast Master Plan – Timelines](#))
- FOP Lighting Designs ([BRS Annex 2 – Broadcast Master Plan – Timelines](#))
- IOC/IPC/OCOG Exceptional Situation Management Plan ([GAD 18](#))
- Venue Emergency Response Plans (VERP; HNS 02)
- Energy Resilience, Reliability and Event Continuation Testing Plan ([NRG 01](#))
- Technology Test Strategy ([TEC 05](#), [TEC 07](#), [TEC 09](#))
- Venue Use Agreements (VUA; [VEN 17](#))
- Venue Seating Bowl Parameters ([VEN 24](#))
- Paralympic Games Transition Strategy and Detailed Plans ([GAD 26](#))
- Dissolution Plan ([GAD 23](#), [FIN 05](#))

Games

- N/A

Legacy Realisation Phase:

- Games Impact and Legacy Plan Implementation ([SIL 10](#))
- OCOG Official Report ([IKL 10](#))
- Pre-Games and post-Games reporting ([FIN 06](#))
- Games Evaluation ([GAD 24](#))



BRS Annex 1

Operational Specifications for Broadcasting Services and Facilities

In order to deliver broadcasting services in line with the OHC – Operational Requirements and in accordance with the OHC – Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Plan and the Games Plan supporting strategies and plans:

Planning Phase

01. Broadcast Master Plan timelines and milestones

- Ensure strict adherence to and timely progress on the Broadcast Master Plan timelines (see [BRS Annex 2 – Broadcast Master Plan – Timelines](#)).

02. Event planning process

- Manage the Event 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 (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 MRHs for the Games broadcast. Release to OBS the required drawings and cross-sections according to the agreed publication dates and other pre-agreed timelines. Develop and provide detailed CAD management procedures in agreement with OBS.
- Design all broadcast-related facilities and venue temporary infrastructure based on information, specifications, drawings and guidance provided by OBS. These designs, both interim and final, shall be approved by OBS prior to implementation.
- Provide OBS information about local Health and Safety (H&S), labour rights, environmental and accessibility regulations and requirements related to the IBC, the venues (including television towers/studios) and OBS Warehouse. Specifically this must cover the fit-out design and construction of the IBC as well as installation and cabling works. For the venues, it must address the regulations as well as permits regarding installation and operations of the structures in the broadcast compounds (including food and beverage facilities) and the specialty equipment (cable cam towers, 4 point systems, robotics, overhead truss installations, etc.) as well as any possible regulation regarding the usage of the announce positions, camera platforms and other broadcast areas, if applicable.

03. OBS Technical Specification Manuals

- Take into consideration detailed technical and specification manuals provided by OBS as supplements to the OHC, including but not limited to:
 - OBS Construction and Temporary Installations Manual;
 - OBS Cabin Style Guide;
 - OBS Computer-aided Design (CAD) Guidelines Manual;
 - OBS Specialty Systems – OCOG Deliverables;
 - IBC/MBC Key Design Parameters; and
 - OBS Warehouse and Fieldshop Specifications.

04. Operational planning of Events and venues

- Implement a consistent approach across Events, venues and sports to Event operational planning including Policies and Procedures (P&P), provided in a timely manner, in conjunction with various OCOG areas and consistent with previous Games.
- Manage all broadcast-related Event 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 and Sports Presentation.
- Develop, in consultation with OBS, the IBC Operations Plan detailing access procedures, operational areas, and provided services throughout all operational phases of the IBC (from handover to hand back).

05. Development of the competition schedule with OBS

- Coordinate the details and development of the competition schedule with OBS and relevant OCOG areas.

06. Venue access for OBS and MRHs

- Establish a standard procedure to provide OBS and MRH personnel and vehicles access to venues (including the IBC) during the Planning Phase, based on operational needs (i.e. technical and production surveys, MRH surveys, etc.).

07. Broadcaster meetings/briefings

- Participate in briefings/meetings with MRHs in which the OCOG and OBS update their plans for the Games and provide relevant information.

08. 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 and 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)

09. Building/venue capabilities

- Provide an existing exhibition centre-type facility, new construction or temporary building in finished condition 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, if a second facility is required, ensure that the proposed MBC also complies with OBS's specifications, including the operational needs for the surrounding area.
- Ensure that all facilities are accessible to meet the needs of person with disabilities.

10. 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 services according to the agreed service levels;
 - H&S policies and on-site support;
 - security and access control 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 excluding temporary infrastructure and gap works services) to be a minimum of 9m, for a net area between 7,000 and 10,000m² for the Games of the Olympiad and 4,000 and 7,000m² 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 5m.
 - Games of the Olympiad: single building or a building complex with an internal net and free space of at least 46,000m² unobstructed and conveniently shaped for the internal fit-out of broadcast facilities. Indicatively, buildings or building complexes with total/gross covered areas of at least 60,000m² could potentially offer such net space capacity and be considered. The estimated gross area is not applicable if the IBC is proposed to be co-located with the MPC and thus designed as an MMC, where the circulation and common services needs may vary significantly.
 - Olympic Winter Games: single building or a building complex with an internal net and free space of at least 32,000m² unobstructed and conveniently shaped for the internal fit-out of broadcast facilities. Indicatively, buildings or building complexes of total/gross covered areas of at least 40,000m² could potentially offer such net space capacity and be considered. The estimated gross area is not applicable if the IBC is proposed to be co-located with the MPC and thus designed as an MMC, where the circulation and common services needs may vary significantly.
 - 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, unobstructed 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 MRHs, 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 and in the Key Design Parameters issued by OBS.

11. Possession, handover and services

- The timing of the IBC handover to OBS will 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 five months before the Olympic Winter Games. Any later dates shall be approved in writing by the IOC.
- The IBC and MBC for the Olympic Games should also be the IBC/MBC for the Paralympic Games unless otherwise agreed with the IOC, IPC and OBS.
- Ensure that possession is maintained until the removal of equipment and cabling, OBS dismantling completion and completion of any other necessary retrofit of the building, following the MRHs' and OBS' bump-out after the Paralympic Games period, as per below:
 - a minimum period of two-and-a-half months for the Games of the Olympiad and Paralympic Games; and

- a minimum period of one-and-a-half months for the Olympic Winter Games and Paralympic Winter Games.
- Take full possession of the facilities (IBC and MBC) and hand them over to OBS having fully completed any necessary internal temporary installations and gap works, for OBS to start the fit-out works.
- Provide building documentation, completion and commissioning reports to OBS at handover.
- Provide power, HVAC and all necessary infrastructure and services fully commissioned and operational, following OBS specifications, H&S and security services as per the fit-out plan approved by OBS.

12. 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, network equipment rooms and power rooms. The OCOG shall define and deliver these areas and provide specifications to ensure that OBS can properly plan the entire facility. Such areas will not be considered part of the Net Broadcast Area requirement.
- In accordance with the IBC/MBC Design Milestones document, provide OBS all indicated deliverables (architectural, civil, electrical, HVAC, fire safety drawings, etc.) and building documents and reports, to allow OBS to conduct the necessary planning of the IBC broadcast operations, and for final approval of the space and services within the building.

13. 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 – low/zero emission options to be favoured, where possible – (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;
 - Games of the Olympiad/Paralympic Games – 6,000m² minimum;
 - Olympic Winter Games/Paralympic Winter Games – 4,000m² minimum; and
 - MBC or secondary facility (for Olympic Winter Games/Paralympic 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.

- The provided IBC/MBC compound area may also be utilised in the early stages of fit-out and end of Games for dismantling as the fit-out containers' staging area, to support OBS operations. Alternatively, other areas adjacent to the IBC/MBC must be proposed by the OCOG. Such area(s) need to be compliant with OBS specifications, including sufficient office space (cabins or existing areas) for OBS project managers and supervisors.



14. Loading dock

- Provide space within or adjacent to the building for the necessary truck staging areas, as well as multiple loading docks/areas for deliveries and services (pre-Games/Games time/dismantling), planned in such a way to allow all broadcasters to deliver equipment to their areas.

15. 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 cleaning services in these cabins and parking areas for the entire operational period.
- 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.

16. Logistics services

- Provide complete services to OBS and MRHs during the construction, bump-in, Games time and bump-out periods. These logistics services shall include management of loading areas, establishment of early Master Delivery Schedule (MDS) access procedures, personnel, Materials Handling Equipment (MHE)/service vehicles (forklifts, small delivery vehicles, pallet jacks, scissor lifts, golf buggies, etc.) and cartage.
- Provide charging points for electric logistics vehicles if necessary.
- Provide a Waste Management Plan in line with the OCOG Sustainability Strategy and Sourcing and Resource Management Plan.

17. Parking facilities and drop off areas

- Provide sufficient parking facilities for the exclusive use of OBS and MRHs (P5 parking code as specified in ACR Annex 1 – Accreditation at the Olympic Games – Detailed Specifications and ACR Annex 2 – Accreditation at the Paralympic Games) 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/Paralympic Games – 800 spaces;
 - Olympic Winter Games/Paralympic Winter Games – 600 spaces; and
 - MBC (for Olympic Winter Games/Paralympic 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 and accessible vehicle drop-off area, conveniently located near the IBC and MBC (if applicable) main entry (no more than 50m from the entrance), allowing easy access for equipment and personnel.

18. 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/MBC);
 - 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;
 - night patrolling of perimeter and sensitive technical areas to protect from fire, flooding and other risks.

- 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 dismantling and hand back of the building by OBS.

19. Cleaning and recycling operations

- Ensure and provide:
 - deep cleaning before delivery of each area and, after delivery, daily cleaning, waste collection and vacuuming in common areas (lobby, stairs, corridors, lifts, etc.) and private areas (OBS and MRH 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 MRH installation throughout all phases to tear down;
 - regular cleaning of all toilets and all broadcast areas outside the building (satellite farm, motorpool, television tower/studios, guest pass office, temporary toilets, staging area, etc.); and
 - for Olympic Winter Games/Paralympic Winter Games, snow removal and de-icing services on vehicle and pedestrian areas and access points/routes, including cabin roofs and temporary buildings located outside the IBC and MBC.
- Provide a Waste Management Plan in line with the OCOG Sustainability Strategy and Sourcing and Resource Management Plan.

20. HVAC

- Provide and operate an HVAC system that ensures an appropriate working environment throughout the building and meets sustainability requirements in relation to emissions and refrigerants used, from the construction/fit-out phase through to dismantling. The HVAC system shall include water chillers, air handling units, heaters, exhaust fans, sound attenuators, fire dampers, grills and registers in finished spaces, horizontal high-level thermally insulated ductwork covering all the MRH 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 50 per cent +/- 5 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 all OBS and MRH areas with or without ceilings, keeping temperature levels between 19-23°C and operating at less than 35dB(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 3-4m apart, in order to be used for the purpose of this vertical extension.
- Considering the high-density heat load requirements for technical equipment, and for the efficient satisfaction of the above requirements, the OCOG shall provide a number of strategically located Centralised Technical Areas (CTA) with specialised HVAC provision by means of Computer Room Air Conditioning (CRAC) units for the adequate servicing of OBS' and MRHs' technical equipment. Detailed technical requirements for the CTAs are described in the IBC/MBC Key Design Parameters.



- For the IBC public spaces (including common corridors between the broadcast areas), the OCOG shall ensure that the areas are correctly serviced in terms of heating and cooling, according to applicable design standards and regulations of the Host Country.

21. Acoustic requirements

- Guarantee noise levels not higher than NR-35 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). Such level must be attained and measured under the following conditions:
 - within the empty space available for the fit-out works, from measuring points spread across the entire empty area;
 - when the spaces are ready to be delivered for the fit-out phase and with the HVAC plant fully operational, as per the Games operational needs;
 - considering outside sources of noise such as external electro-mechanical plant, back-up generators, nearby traffic, rainfall, etc.; and
 - considering internal sources of noise and vibration such as CTAs, power rooms and any other technical facilities within the building perimeter.

22. Fire services and emergency evacuation

- Ensure, provide, install and operate the fire prevention infrastructure as per the local code (fire/smoke detection, extinguishers, emergency announcement systems, emergency lighting, evacuation signage, etc.) for both high-level (base-build) and low-level (fit-out) systems,
- Develop, in consultation with OBS, an Integrated Fire and Major Emergencies Strategy (fire protocol) 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, including operating fire safety devices such as fire monitoring, alarm systems, detection and suppression, from the construction phase until dismantling. Prevention systems must be enhanced at the start of the soft opening period 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 any code variances for OBS constructed spaces due to the specialist nature of their intended use (broadcasting).

23. 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 MRHs, including HVAC power. Such power shall be supplied from the grid with full redundancy (e.g. main and backup medium voltage power from geographically independent substations, with diverse cabling and automatic 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 MRHs 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 5MVA is available for distribution to MRHs and OBS as per their requests for the Games of the Olympiad and Paralympic Games and 4MVA for Olympic Winter Games and Paralympic 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; low emission options are to be favoured where possible. 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. Bypassable isolation transformers are required for all the technical power distribution.
- Deliver power for the use of OBS and the MRHs 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 a refuelling plan that can support continuous operations for the entire IBC, in the case that the stand-by generators will operate for very long periods even covering the full duration of the Games, should there be such a need.
- Ensure that power supply and delivery for the MBC (for the Olympic Winter Games and Paralympic Winter Games only) is designed, implemented and operated following the same principles as the IBC, but scaled according to size.

24. Cable paths and infrastructure

- Provide all infrastructures to cable and cable paths (i.e. cable trays, etc.) to support broadcast cabling within the IBC (including the satellite farm) and to reach the main press conference room in the Main Press Centre (MPC) if co-located with the IBC); the provision must also cover other cabling purposes such as Information Technology (IT), telecommunications and CATV.
- 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.

25. General telecommunications specifications

- Provide the general telecommunications services for MRHs' operational needs through rate card at users' cost.
- Ensure appropriate mobile phone and operational radio coverage throughout the IBC, via an appropriate in-building antennae system or equivalent. Coverage shall be established at handover of the IBC to OBS.

26. 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 and two telecommunications Points of Presence (PoP), as selected by OBS within the territory of the host city/region.
- 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 sets 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 shall be 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 80km, in any of the two fibre paths, provide an equivalent active transport solution of adequate bandwidth for the transfer of all the OBS and MRHs' 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.

27. Information Technology (IT) requirement

- Provide the following IT equipment:
 - for all OBS areas (including warehouse, IBC and competition and non-competition venues): all technology services as per OBS requirements (such as computers, tablets, monitors, printers, copiers, CIS, fixed telephony, mobile phones, radios, high speed internet connections [wired and wireless], etc.) including the required infrastructure, backend systems, printing, installation, operation, usage and maintenance , also some light provisions for future technologies and cabling from Telecommunications Equipment Rooms (TER) to end user positions;
 - for common areas in the IBC: CATV, video wall and free-Wi-Fi;
 - for IPC area or area designated by the IPC in the IBC (for Paralympic Games and Paralympic Winter Games): a high-speed dedicated internet line (minimum upload speed of 1Gbps) and free Wi-Fi; and
 - for common areas in the venues: CATV in the mixed zones that must include all OBS feeds for that particular venue, Wi-Fi and cabled internet in the commentary tribunals and only Wi-Fi in the mixed zones and broadcast compounds.

The needs of technology equipment will be based on the previous Games allocation considering actual usage of the allocated equipment.

28. 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. When planning wayfinding signage/services, ensure consideration of ways of servicing persons with different types of disabilities (including physical and vision).
- Provide IBC/MBC maps showing the OBS and MRHs' spaces (content will be provided by OBS), placed in various common areas for wayfinding purposes.
- 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/MRH Look elements as specified by OBS. Ensure that Look includes any necessary painting of OBS office space, MRH 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.

29. Furniture, Fittings and Equipment (FFE)

- Provide all FFE for common circulation areas, break out areas, restaurants, monitor wall viewing area, lobby, OCOG-provided areas and all OBS offices and technical areas, in accordance with OBS specifications, timelines and operational needs for all its offices and technical areas. The FFE Catalogue shall include appropriate furniture types to support broadcast operations.
- Make FFE available to MRHs through the rate card (at users' cost).

30. Guest pass office requirements

- Provide an accessible tent, cabin or office space, located as close as possible to the IBC main entrance, to serve as a guest pass office, if possible adjacent to the Media Accreditation Centre. If multiple guest pass offices are needed (i.e. if there are multiple entrances), additional facilities (tent, space, etc.) will be required. These areas shall be easily accessible for accredited and non-accredited personnel as well as accessible for vehicles without Vehicle Access and/or Parking Permits (VAPP) and for taxis.
- 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 and security.

31. Food service facilities

- Provide all 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 handover 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 reinstatement.
 - Access to reduced food services (including the availability of some hot meals) shall be granted overnight during Games time (24h).
 - Food and beverages pricing shall be in line with market prices.
- Ensure that MRHs have the right to bring food and beverages for daily consumption into the IBC and MBC. MRHs have the right to have their own pre-cooked food delivered into their own IBC space at their own expense and following the OCOG's delivery procedures.
- Submit a Food Service Plan to OBS for approval.

32. IBC/MBC facility maintenance and 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. The BMS shall be available from the handover of the IBC to OBS and the start of the fit-out works.

33. 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 400lux.



34. 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.

35. Portable/temporary facilities

- Provide cabins, trailers, structures and partitioning complete with power and HVAC (21-26°C).
- Provide office facilities in the compound/satellite farm and areas around the IBC and MBC to manage the compound/satellite farm and motorpool operation and provide any overflow closed space facilities for OBS and MRHs.
- Provide office facilities for OBS to house project management staff, supervisors and support staff during fit-out, either in the form of temporary external cabins, available spaces within existing IBC facility or in an existing building, adjacent to the IBC, complete with domestic power outlets (including distribution to end users), IT equipment and services (including but not limited to internet, Wi-Fi, printing services, laptops, monitors, etc.), telecommunications (mobile phones/SIM cards, landlines and mobile coverage) and FFE according to OBS requirements. Bathrooms are also to be provided, as well as regular cleaning services of offices and toilets.

36. 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/Paralympic Games-related and general information;
 - medical services (doctors and nurses), first aid, ambulance on stand-by;
 - news stand;
 - shipping and receiving services, logistics support desk;
 - 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 MRH presence in the facility, with adjustments where necessary, and should start becoming operational from the soft opening of the IBC.
- Agree the IBC (and MBC for the Olympic Winter Games and Paralympic Winter Games) and MPC common service levels between OBS and the OCOG Press Operations area.

37. CATV

- Provide CATV distribution infrastructure, the required equipment, monitors and installation for all common and other required areas within the IBC and MBC (the MBC for Olympic Winter Games and Paralympic Winter Games only) to ensure those in the common areas can properly watch the broadcast coverage of the Games.

38. Daily briefing

- Provide sufficient space, power, furniture and podium for OBS to host daily briefings with MRHs, and cable paths to the IBC suitable for broadcast cabling.

Games Operations Phase – venues (competition and non-competition)

39. Broadcast compound space

- Ensure that each venue contains a broadcast compound to host OBS technical and production facilities and, within reasonable limits, unilateral MRHs' production facilities and vehicles as per the broadcasters' requirements. 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 –low/zero emission options to be favoured where possible (twin-pack generators and UPS) and other facilities and services;
 - compound space located as close to the 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, commentary positions and Commentary Control Room (CCR) and with short and easy access to those same locations;
 - the compound surface shall be a resilient hard standing material sufficiently installed to both support the weight and movement of heavy vehicles while also ensuring a minimum of dust and dirt generation;
 - areas inside the compound shall be properly graded and surfaced to ensure proper pedestrian pathways in all weather conditions, with accessibility;
 - mobile units and other facilities shall have easy access into and out of the compound;
 - Broadcasters' operational vehicles with the appropriate VAPP 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 among multiple venues).
- Further OBS requirements regarding the compound space include the following:
 - OBS/MRH office space and technical/production spaces in cabins, tents or existing buildings, as per OBS specifications;
 - OBS/MRH technical and production facilities should be accessible where required, or as specified by the local rules and regulations;
 - catering facilities, including dining and kitchen areas;
 - storage areas;
 - generators;
 - restrooms, some of which are accessible;



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- Olympic/Paralympic 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-hours from lockdown;
 - access control during OBS operational hours;
 - sanitation (sewerage, grey water and potable water connections for food and beverage and toilets);
 - trash containers and removal; and
 - snow removal and de-icing 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 Paralympic Games; and alpine and Nordic venues for Olympic Winter Games and Paralympic Winter Games).
 - OBS will publish the Construction and Temporary Infrastructure Manual, which details the host broadcast compound specifications.

40. Provision of containers/cabins/trailers/tents

- Provide containers/cabins/trailers/tents/existing buildings (if applicable) that are accessible to serve as offices, technical facilities, food and beverage facilities (dining and kitchen) and storage for OBS and MRHs as per OBS specifications and timelines to be discussed, reviewed and approved as part of the Venue Integration Group (VIG) with the participation of the IOC, OCOG, OBS, technology partners and temporary infrastructure providers.
- Provide weather protection covers/helters for the Outside Broadcast (OB) vans for protection from the elements.
- Provide air conditioning and/or heating as per OBS specifications.
- Ensure the installation of anti-slip devices for access to such facilities for the Olympic/Paralympic Winter Games.

41. Furniture, Fixtures and Equipment (FFE)

- Provide FFE for all OBS offices, meeting rooms, dining, technical and production areas in accordance with OBS specifications, timelines and operational needs. The FFE Catalogue shall include appropriate furniture types to support broadcast operations. Make available FFE to MRHs through the rate card (at users' cost).

42. 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, accessible and acoustically insulated.
- Provide the CCR the necessary power (from the same distribution for all broadcast loads – domestic with backup, technical and UPS), lighting, heating and air conditioning (21-24°C) and demarcation point. The size ranges of the CCRs shall be from 30-110m² depending on the venue.

43. Broadcast Information Office (BIO)

- Provide an accessible room, container, cabin or tent in close proximity to the Venue Media Centre (VMC) or within major media flows from the venue media entrance to serve as the BIO. The BIO shall be secure and enclosed and shall require power, lighting, HVAC, FFE, CIS, wayfinding signage and Info.
- The size ranges of the BIO shall be 30-110 m² depending on the venue.
- Ensure the installation of anti-slip devices for access to such facilities especially in outdoor venues for the Olympic/Paralympic Winter Games.

44. Technical and domestic power

- Supply and operate:
 - technical and domestic power with full-time back-up generators (twin-packs) for 100 per cent load – low emission options to be favoured where possible, 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, flight packs, 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, amongst others:
 - compound;
 - camera platforms/positions;
 - CCR;
 - commentary positions;
 - BIO;
 - mixed zones;
 - Occasional Presentation Positions (OPP);
 - announce positions;
 - data and timing hub;
 - RF receive point;
 - specialty and robotic cameras;
 - beauty camera locations; and
 - TV studios.



45. Facilities and parking space requirements

- Provide sufficient and accessible parking spaces (P5) for OBS and MRHs, to be managed and allocated by OBS, complying 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 will be used for planning purposes). Parking can be located either outside or within the venue secure perimeter, based on the distance to venue media entrance. If the distance between the allocated parking area and the venue media entrance is extensive, either an extended operation of the transport system, accessible by media, or an internal venue shuttle should be made available
- Define and locate ENG drop-off points at each venue.
- Define and locate accessible media vehicle drop-off points at each venue, as close to the venue media entrance as possible.
- If the distance between the security perimeter and the venue media entrance is extensive an ENG drop-off point and accessible media vehicle drop-off point should be made available in front of the venue media entrance, inside the venue secure perimeter.
- Ensure the installation of anti-slip devices for access to such locations for the Olympic/Paralympic Winter Games.

46. Heating and air conditioning

- Supply HVAC service to all broadcast areas in order to maintain appropriate environmental conditions for operations. All broadcast technical areas, as identified by OBS, should be maintained at 21°C and the other operational areas at 21-26°C depending on space use.
- Provide heating for outdoor commentary cabin/booths for the Olympic/Paralympic Winter Games.

47. Cleaning

- Ensure and provide:
 - daily cleaning of all broadcast offices, cabins, temporary tents, technical rooms, waste containers, OBS dining areas 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 MRH 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/Paralympic Winter Games, snow-removal and de-icing services on vehicle and pedestrian areas and access points and routes, including container/trailer roofs, camera positions/platforms and mixed zone.

48. Venue 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.).

49. 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](#).

50. Cable infrastructure

- Provide all broadcast cable infrastructure and containment including poles, bridges, ducts, conduits, hooks, fences, messenger wire, trays, in particular the underground diverse conduits connecting the TOC to metropolitan fibre networks, the troughs, piping, culverts, core drilling, protection, maintenance, etc., as per OBS's specifications and approval, and delivered to all broadcast areas on demand (compounds, offices, camera platforms/positions, microphone areas, specialty equipment locations, etc.).
- Ensure that cable infrastructure is in place by the date specified by OBS's Games-time timelines for venue pre-cabling and agreements reached during the VIG.
- For some mountain venues, cable paths may be required to be installed during the previous summer.

51. Beverage services

- Supply beverage services (soft drinks, water and coffee) to the broadcast compound, commentary positions, CCR and BIO.

52. Information Technology (IT) operations

- Provide CIS for OBS broadcast areas, including production/technical facilities, offices, commentary positions, CCR and BIO.
- Provide the number of terminals depending on the size of the venue, ranging from 10–30 CIS, not including CIS for commentary positions.
- Provide computers and printers for all OBS venue spaces (broadcast compound, BIO, CCR, etc.).

53. 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.

54. Telecommunications devices and services

- Provide the necessary telecommunications devices and services, including long-distance as required (landlines, mobile, two-way radios) for communication during Games time and pre-Games installation phase. Provide land-lines for venue operational offices, mobile phones for key Event Management personnel and two-way radios for OBS staff to communicate between the OBS crews and with the OCOG staff, per OBS specifications and requirements.



55. Public Address (PA) feed delivery to OBS areas

- Deliver the PA feed to OBS areas to provide the integration of the PA 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.

56. Commentary positions

- Provide commentary positions, built in accordance with [BRS Annex 2 – Broadcast Master Plan – Timelines](#), the OBS Construction and Temporary Infrastructure Manual and the OBS Cabin Style Guide, to allow 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 and Paralympic Games shall be protected from sun and rain; for the Olympic Winter Games and Paralympic Winter Games, they shall be enclosed and anti-slip devices shall be installed for access points and routes.
- 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;
 - cabled internet;
 - beverages (see [Food and Beverage](#) section);
 - waste removal and general cleaning including window cleaning when applicable;
 - 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 at Olympic/Paralympic Winter Games outdoor venues);
 - 2.0m x 2.5m (for Olympic/Paralympic Winter Games outdoor venues);
 - the positions must be in cabins (for Olympic/Paralympic Winter Games outdoor venues) to provide enclosed, acoustically isolated booths. Cabins may also be required for the outdoor venues for the Games of the Olympiad and the Paralympic Games;
 - 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.

57. Broadcaster seats

- At all venues except the Opening and Closing Ceremonies venue(s) combine a small allocation of broadcaster seats (including accessible seats) with the non-tabled press seats, providing the MRHs the opportunity to work or assist the commentators during the competition.
- Ensure the installation of anti-slip devices for access to such facilities especially in outdoor venues for the Olympic/Paralympic Winter Games

58. Camera positions/platforms

- Provide locations and infrastructure/construction for OBS/MRH 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 according to MRHs' requests.
- Positions may be within venues, along courses or located outside venues (beauty cameras, RF receive points, etc.).
- Provide platforms, anchor and loading points for OBS rigging infrastructure.
- Provide foundations demonstrably suitable for the forces imposed by OBS specialty camera systems. Also provide geo-technical studies and all necessary permits and authorisations for the installation and operation of said systems, as well as the required MHE (such as scissor lifts, cherry pickers, cranes, etc.) for installation.
- Provide cherry pickers, scissor lifts, cranes or other equipment for certain broadcast positions that require maximum height.
- 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 H&S standards. OBS camera platforms shall be freestanding and physically separate from MRH camera platforms.
- Ensure spaces are available near the camera position or a group of camera positions for storing equipment.

59. 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 (accommodating the height of people who use a wheelchair and people of short stature) to separate individual broadcasters, broadcasters and press, and broadcasters/press from the athletes as per actual use in previous Games. Ensure that these barriers/dividers are suitable for both the Olympic and Paralympic Games.
- Ensure lighting for all booked positions and for mixed zones located in the FOP. For complete detail, see [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.
- Provide sun protection for television monitors so that they can be viewed in sunny weather and rain protection for wet weather.
- For the Olympic/Paralympic Winter Games, provide rubber matting on all flooring to stop MRHs from slipping on snow/ice while carrying heavy equipment.

60. 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 accessible and 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 4.0m x 4.0m 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.



- OPPs are similar to announce positions but include a lighting kit and have a slightly smaller footprint (2.0m x 4.0m).
- For indoor venues, studios could be converted from existing suites in the venue and are not necessarily adjacent to the commentary positions.

61. Water, sewerage, drainage

- Provide potable water delivery and connections, appropriate waste water, sewerage 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 venue connectors, to all toilets, OBS and MRHs' food and beverage facilities within the compound.

62. Logistics service/support vehicles

- Provide dedicated and/or bookable service vehicles (4-wheel drive pickup trucks, cargo vans, snowmobiles, 4-wheel gators, golf carts, quads of varying types that OBS shall define for operational needs, All Terrain Vehicles [ATV], etc.) for equipment bump-in/bump-out, movement and television coverage. Additional scissor lifts, cherry pickers, etc. shall be required for installations and cabling. The OCOG shall also provide MHE (i.e. forklifts, pallet jacks), a limited amount of which shall be dedicated to OBS, and logistics support including forklift drivers for broadcast deliveries to the venues.
- Provide access and relevant logistical support for refuelling across all venues and sites, in and around the territory of the host city/region.

63. Heliports

- For the Games of the Olympiad, provide a total of three heliports: one heliport near the coastline of the sailing venue and two more heliports close to the outside race courses (marathon, race walk, cycling road, etc.). Additionally, OBS will require an airport located up to 100km from the outside race courses with a runway of no less than 2,000m, ground services, vehicle access and parking near the hangar for two fixed-wing aircraft. For the Paralympic Games, if covered live, the same infrastructure will be required.
- For Olympic Winter Games, provide one heliport at the mountain cluster with a minimum of two helipads and another heliport close to the IBC/warehouse again with a minimum of two helipads. For the Paralympic Winter Games, OBS shall provide the specific requirements.
- Provide an OBS office (with internet connectivity, power and HVAC), toilets and storage cabins for the aerial teams at all the heliports and airports. These facilities are required with 24/7 access to support the aerial broadcast coverage of selected sports as well as general filming of the host territory; also for equipment movement during set-up.

64. 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 the mixed zone should be considered to ensure their backdrop contains Look elements.
- Implement the Look of the Games in close coordination with OBS.
- Submit the venue Look Application Plans for review and validation by OBS within the framework of the IOC approval process.

65. Sports presentation requirements

- Ensure that the use of theatrical lighting/audio is integrated with venue planning and coordinated and approved with OBS taking into consideration the requirements for broadcast.
- Submit the Lighting Plans to OBS as per [BRS Annex 2 – Broadcast Master Plan – Timelines](#) (see [BRS Annex 3 – Specifications on Broadcast Lighting](#) for complete details on lighting specifications).

Games Operations Phase – other facilities and services

66. Warehouse/field shop

- Provide warehouse/field shop facilities for OBS, close to most of the Olympic/Paralympic venues and/or the 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 possibly 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; if not possible to be co-located with the Main Distribution Centre (MDC), OCOG to provide proposals to OBS for evaluation and approval.
 - 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); the OCOG to design and fitout the space.
 - 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/Paralympic Games and the Olympic/Paralympic Winter Games: approximately 9,000m², depending on shape and other constraints; 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 specifications for this facility are detailed in the "OBS Warehouse and Fieldshop Specifications" document, and include:
 - technical and domestic power and distribution (with backup generator and UPS);
 - warehouse shelving and racking (some to be heavy duty);
 - lighting;
 - perimeter fencing;
 - internal movable fencing that separates various areas inside the warehouse;
 - partitioning for office and technical areas with gypsum walls and ceilings where required;
 - service vehicles (forklifts, scissor lifts, trucks, golf carts, etc.) including charging points if necessary;
 - all FFE required;



- required telecommunications (service, usage and equipment for telephony, internet and broadcast telecommunications, including video fibres, Wi-Fi, cabling), etc.;
- IT equipment (such as computers, printers, Local Area Network [LAN] including cabling to end-user positions);
- 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 H&S 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.

67. Accreditation

- Provide pre-Games, Games time (including transition) and post-Games 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 and ACR Annex 2 – Accreditation at the Paralympic Games – Detailed Specifications). The following elements shall be respected:
 - For MRHs accredited under the code RT, all accreditations, numbers and categories for MRHs shall be coordinated by OBS with the totals based on previous Games and MRH contracts.
 - Accreditations for personnel of MRHs, including contractors, suppliers, drivers, etc. shall be included in the RT allocation.
 - Host broadcaster: OBS staff shall be accredited under the code “HB”. For planning purposes, a sufficient number of accreditations including those for support staff, shall be set aside.

68. Transport

- Provide media transport according to the transport-related requirements included in this document (see [Transport](#) section).

69. 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, and between venues, depending on OBS operational requirements. 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 transmission days: two services at the start of each shift (from accommodation to venues) and at the end of each shift (from venues to accommodation).
 - Service scheduling for dark 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 different 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 generally 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 as media transport planning.

70. OBS allocated vehicles

- Provide OBS 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 MRHs, 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, FOP access, etc.

71. Permits/licences

- Provide all working, design, construction, installation (including temporary) and occupancy permits at venues and the IBC/MBC (including health-related and all the associated necessary permits required for food services).
- Additionally, provide broadcast aerial permits and specialty equipment operations including cable cameras (as per OBS specialty systems OCOG deliverables).

72. Work permits/visas

- Ensure MRHs 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 OHC – Principles).
- Coordinate with the relevant authorities and ensure 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/Paralympic functions, in accordance with the specific needs and requirements of such functions.
- Ensure that foreign broadcasting companies may employ local personnel, outside the Olympic Identity and Accreditation Card (OIAC)/Paralympic Identity and Accreditation Card (PIAC) validity period, without constituting a permanent establishment in the country within the meaning of the Host Country tax legislation.



73. Rooms for broadcasters' production teams

- Ensure the availability of rooms as specified in [ACM 04 – Olympic Games stakeholder group accommodation requirements table](#) and [ACM 05 – Paralympic Games stakeholder group accommodation requirements table](#). Accommodation requirements for OBS within Broadcasters Production allocation are to be agreed with OBS directly.

74. TV studio facility

- Provide an operational facility to house a number of MRH mid-sized studios (e.g. 50-100m² each) and ensure that the following parameters are respected:
 - The design of such facility, which could also be an existing facility that meets these criteria, shall be based on specifications provided by OBS, with the final design and location approved by OBS before construction.
 - The number of MRH studios shall be on average 10-12. 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 facility shall have a Back of House (BOH) fenced area (compound, including cabins and tents) and be provided 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, etc.) and telephone, data circuits and CIS.
 - The TV studio facility shall be accompanied by a number of stand-up positions with a similar view to the individual studios, either close to the TV studio facility or as an integral part of the facility; the BOH 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 facility should be erected in a location that allows unobstructed views towards an area of Olympic/Paralympic venue or landmark interest.
 - The TV studio facility's operational hours are 24/7 for MRHs to use within their live programming, hence the OCOG shall endeavour to facilitate the best possible night time lighting of the backdrop view from the studios to better showcase the territory of the host city/region.
- Assist with securing public space and relevant permits for OBS to setup/construct additional studio facilities for broadcasters to better showcase the Host.

75. Beauty cameras

- Assist OBS to survey potential beauty camera locations, which provide coverage of important and iconic buildings and skylines.
- Following the definition of these locations by OBS, obtain approvals from the owners of these structures and arrange OBS access for surveys, installation and operation of the systems.
- Provide all permits to construct/assemble and operate such systems.
- Ensure that OBS installation timelines are met in terms of readiness and availability.
- Provide power and security to all "beauty camera" locations.
- Proactively support OBS to achieve the best possible lighting and effect for/of the beauty cameras in line with the OBS production philosophy and accordingly collaborate with OBS and apply best efforts to make sure that the effect envisaged by OBS is fully achieved, taking into consideration the fact that the cameras operate day and night for MRHs to use within their live programming.

76. Frequency coordination

- Organise and coordinate with the relevant authorities regarding the Games-time frequency allocations and coordination for cameras, microphones, telemetry, air-to-ground communications, point-to-point transmissions, microwaves, satellites and general two-way communications.
- Provide assurances that adequate frequency spectrum is available for use by OBS and the MRHs during the Games, at least at the level of the previous Games edition, by provision of a frequency allocation simulation using data from the previous Games edition to ensure adequacy of available spectrum that will allow 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 MRH requests are satisfied and appropriately managed.
- Provide and operate a frequency request management system, capturing OBS and MRH frequency requests and facilitating approval processes.
- Provide accurate and timely feedback to OBS and MRHs 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 MRHs with frequency conflicts from both approved and non-approved sources including onsite attendance and local frequency scans.

77. 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 MRHs can manage clearance in their own territories.

78. Graphics standards manuals and elements

- Provide manuals containing the various OCOG graphic specifications and requirements, in quantities defined by OBS.

79. Vendor Certification Programme (VCP)

- Ensure the availability of a VCP for OBS to apply at the OBS Warehouse and for MRHs and MRH vendors if required.

80. Venue dress rehearsals

- Conduct a full test of all systems during the rehearsal of the event to include participation by Sport, Sports Presentation and other OCOG areas as required.
- Agree with OBS and all other stakeholders, during the Planning Phase, the dates for the full dress rehearsals for all venues.

81. Filming policies and procedures in the host city/region

- Submit generic filming policies and any required generic licences, or procedures to obtain licences, for OBS and MRH filming in the host city/region, 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: OHC signed by IOC and OCOG	X	X	
Six years out: Contacts initiated between OBS and the OCOG (G-72)		X	X
• Initial brief on IBC (MMC) conducted (G -72)			X

Five years out	Responsibilities		
	IOC	OCOG	OBS
• OCOG preliminary IBC plans (to incorporate basic broadcast requirements) (G-54)		X	
• OCOG and OBS agree formal coordination structure/procedure with OBS (G-54)		X	X

Four years out	Responsibilities		
	IOC	OCOG	OBS
• OCOG and OBS to agree contract (Broadcast Cooperation Agreement) (G-48)		X	X
• OCOG Preliminary Venue Plans (to incorporate basic broadcast requirements) Update of IBC preliminary plan, v2.0 (G-48)		X	
• Health and Safety guidelines need to be provided with the beginning of the venue planning phase concerning construction, fit-out, bump in, operations, transitions and dismantling (G-48)		X	
• OCOG/OBS CAD revisions procedures agreed and in place (G-48)		X	X
• Release of previous edition Production Plans establishing baseline scope (G-44)			X
• OCOG provides block plans of accredited seating. Working group is established (G-42)	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):		X	X
– initial Detailed Venue Plans; compound locations/sizes, commentary positions, mixed zones, multilateral camera positions (G-38)		X	X
– Draft IBC Master Plan in detail to allow for MRHs' space allocation and first version of IBC Fit-out and Operations Plan (G-38)		X	X
– an introduction to logistics, accommodation, accreditation and transport (G-38)		X	
– technology – IT (CIS, Info, RF) and telecommunications (G-38)		X	
– initial Power Plans (G-38)		X	X
– other general information (G-38)		X	X



Three years out	Responsibilities		
	IOC	OCOG	OBS
• OCOG gathering source/pricing information in order to prepare/develop their rate card and supply necessary information for the DOS (G-36)		X	
• OBS issues Broadcast Lighting Guidelines to OCOG as the basis for the delivery of broadcast lighting (G-36)			X
• OBS conducts first World Broadcaster Briefing (G-36)		X	X
• OBS starts unilateral meetings and surveys with MRHs (G-36)		X	X
• Broadcast Telecommunications Contribution Optical Cables Master Plan compiled and presented by the OCOG to be approved by OBS (G-36)		X	X
• OCOG provides first draft of competition schedule (daily competition schedule with medals) to OBS for review (G-33)	X	X	X
• OCOG provides the session competition schedule to OBS for review (G-30)	X	X	X
• OBS/MRHs initial estimation of broadcast accommodation requirements (G-24)		X	X
• OBS finalises negotiations for major elements required for the DOS 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)			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)		X	X
– Venue Plan (including detailed CADs/temporary infrastructure) for compounds, commentary positions, mixed zones, camera positions, cable paths (G-30)		X	X
– OCOG's Broadcast Rate Card (G-26)		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)		X	X
– Detailed Games Services Plans (e.g. logistics, accommodation, accreditation, transport) are provided (G-26)		X	
– IT (CIS, Info), Telecommunications, RF Spectrum Allocation and Management Plan (G-26)		X	
– power system design (IBC and venues) (G-26)		X	X
– specifications for FFE (G-26)		X	
– specifications for Materials Handling Equipment (MHE) (G-26)		X	
– other general information (G-26)		X	X

Planning Phase timelines: key deliverables/milestones (continued)

2 years out – kick off for MRHs' planning	Responsibilities		
	IOC	OCOG	OBS
• OBS conducts first WBM (G-24)			X
• High Level Design (HLD) of backbone network and cable containment solution for the Broadcast Contribution Network. Broadcast Contribution Network cable containment proposed specifications and layout from the venue secure 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 secure perimeter. HLD approved by OBS (G-24)		X	X
• OCOG provides initial creative concept/basic running order of Opening Ceremony to OBS (G-24)		X	



2 years out – kick off for MRHs’ planning	Responsibilities		
	IOC	OCOG	OBS
• First draft of the “Brand Guidelines for Media Rights-Holders” provided; these guidelines include emblem, Look of the Games graphics, pictograms, mascots, font and Look of the Games application examples (G- 24)		X	
• Service Level Agreement (SLA) (for both TC and DDS): OCOG submits PSLA draft to IOC/OBS for discussion/review (G-24)		X	
• OCOG provides all FOP lighting designs based on the broadcast lighting guidelines to OBS for review and approval (G-20)		X	
• OCOG provides final competition event schedule to OBS for review (G-20)	X	X	X
• SLA (for both TC and DDS): OCOG submits PSLA final to IOC and OBS (G-18)		X	
• Final design of Look of the Games including Field of Play (FOP) (G-18)		X	X
• Air space rules and regulations for helicopters and Unmanned Aerial Systems (UAS) or drones coverage (G-18)		X	
• IF/sport presentation/Omega camera splits plus additional cameras (video adjudication and sport presentation) (G-18)		X	X
• OCOG provides final Event operational Policies and Procedures to OBS (G-16)		X	X
• OBS and MRHs confirm and secure their accommodation requirements (G-16)		X	X
• Broadcaster final unilateral requirements submitted to OBS (G-15)			X
• Final broadcast Games-time timelines (G-14)		X	X
• Final version of the “Brand Guidelines for Media Rights-Holders” delivered (G-14)	X	X	
• OCOG to provide final cable path designs to OBS for review for all venues (G-14)		X	X
• Provide Media Transport Guide v.1 to OBS for review (G-16)		X	
• Provide Media Transport Guide v.1 to OBS for distribution among MRHs (G-13, before WBM)		X	X

Planning Phase timelines: key deliverables/milestones (continued)

1 year out	Responsibilities		
	IOC	OCOG	OBS
• Detailed Design (DD) of backbone and cable containment solution for the Broadcast Contribution Network. Cable containment proposed specifications and layout from the venue secure perimeter to TOCs and CCRs. OCOG shall align with OBS for the meeting point of the telecommunications backbone network at the venue perimeter. DD approved by OBS (G-12)		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)	X	X	
• SLA (for both TC and DDS): OCOG submits DSLA draft to IOC/OBS for discussion review (G-12)		X	
• OBS submits final unilateral broadcast requirements to OCOG (G-12)		X	X
• OCOG to provide OBS with a detailed and substantially complete running order/script of Opening Ceremony (G-12)		X	
• Final WBM (G-12)			X
• OCOG provides final accreditation and zoning plans as well as accreditation material (e.g. manual, submission fields and forms) to OBS (G-12)		X	
• Final sports presentation scripts and running order (G-12)		X	



1 year out	Responsibilities		
	IOC	OCOG	OBS
<ul style="list-style-type: none"> OCOG to provide for OBS review and approval the first draft version of the generic filming policies and any required generic licences, or procedures needed to obtain licences, for OBS and MRH filming in the Host City and Co-Host Cities. (G-12) 		X	
<ul style="list-style-type: none"> OCOG provides broadcast feed requirements from IF, Sports Presentation and Omega to OBS (G-12) 		X	
<ul style="list-style-type: none"> OBS IBC fit-out construction starts; OCOG to provide fit-out related services (G-10 Summer, G-7 Winter) 		X	X
<ul style="list-style-type: none"> OCOG provides final supplementary device access control plans to OBS (G-10) 	X	X	X

G- 9 months (minimum)	Responsibilities		
	IOC	OCOG	OBS
<ul style="list-style-type: none"> Warehouse to be delivered to OBS for the Games of the Olympiad (G-9) 		X	
<ul style="list-style-type: none"> Broadcast Contribution Backbone Network – implemented (G-9) 		X	X
<ul style="list-style-type: none"> OBS provides final broadcast camera positions and microphones (both on the FOP and attached to sport equipment) to the IF for review (G-9) 			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, Deloitte, OMEGA, OCOG Technology and Event Infrastructure areas) (G-9) 	X	X	X
<ul style="list-style-type: none"> SLA (for both TC and DDS): OCOG submits final DSLA to IOC (G-8) 		X	
<ul style="list-style-type: none"> Provide new version of the Media Transport Guide to OBS for review (G-7) 		X	

Broadcast Games-time timelines

As per agreed timelines, all items shall be delivered, installed and functional at venue level throughout the Event operations phase.

Games-time timelines: OCOG key deliverables	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 (G-6) 		X	X
<ul style="list-style-type: none"> OCOG provides final DCAS to OBS for review (G-6) 	X	X	
<ul style="list-style-type: none"> OCOG to provide for OBS review and approval the final version of the generic filming policies and any required generic licences, or procedures needed to obtain licences, for OBS and MRH filming in the Host and Games sites outside the Host (G-6) 		X	
<ul style="list-style-type: none"> Delivery of the cable containment solution for the Broadcast Contribution Network from the venue secure 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 (1.0m 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) 		X	
<ul style="list-style-type: none"> OBS MBC Fit-out starts. OCOG to provide fit-out related services (G-5) (Winter only) 		X	
<ul style="list-style-type: none"> Provide the final Media Transport Guide to OBS for distribution among MRHs (G-4) 		X	X



Games-time timelines: OCOG key deliverables	Responsibilities		
	IOC	OCOG	OBS
• Install, terminate, test and make available the Broadcast Contribution Network Optical Cables 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 (G-3)		X	
• OCOG delivers all FOP and non-FOP broadcast lighting systems installed and operational (i.e. includes power for lighting). For FOP (G-2). For non-FOP (G-2 or as agreed to during the VIG process)		X	
• IBC operations start (soft opening)- For Winter Games, this also includes the MBC (G-1)		X	
• All IBC common facilities and services to be provided and operational. For Winter Games, this also includes the MBC (G-1)		X	
• OCOG makes available TV studio facility to OBS (G-3 weeks)		X	
• Venues' exclusive use with all permits and licenses available (including RF)		X	
• Compound and venue security, access control and fencing installed.		X	
• Domestic and technical power available		X	
• Venue temporary buildings installed/operational (TOCs, offices, CCRs, BIOS, commentary positions), including shades, kitchens, dining tents, toilets, etc.)		X	
• Venue IT (voice + data, CIS, Info) installed/available including terminals/other equipment.		X	
• Venue trash removal/janitor services (Winter: snow removal)		X	
• Venues' camera platforms built, powered and available.		X	
• Venues' Public Address, results/timing feeds, installed/ready.		X	
• Media transport and broadcast parking available.		X	
• Venue cabling (OBS and MRHs)		X	X
• TOC installation and test at venues		X	X
• Technical equipment installation at venues			X
• Look of the Games installations			X
• MRH installations			X

From twelve (12) to four (4) weeks out until the start of the Games of the Olympiad and continuing through the Games, all items must be delivered, installed and functional at venue level through the Event operations phase and according to the VIG agreements reached by all parties.

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 based on other factors such as the result of Test Events or the 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 and Paralympic Games) and also the implementation of lighting for high-end sports competition. Thus it is almost impossible to fully project all 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 and Paralympic Games. The OCOG, in close cooperation with OBS, should take all necessary measures to ensure that the lighting at each competition venue is 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 and Paralympic 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 and 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 (OPP), Victory Ceremonies area, venue look 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.
- The 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 Media Rights-Holders (MRH). These are informed by extensive experience of delivering television coverage for past Olympic and Paralympic Games, the lighting requirements and specifications of IFs and also other organisations with expertise in lighting and lighting for television coverage.
- All lighting performance criteria are the minimum required during the Olympic and Paralympic Games.
- The lighting shall remain unchanged throughout the Olympic and Paralympic Games competition schedule. No adjustments of any nature by the OCOG, the lighting designers or any other party are permitted.
- Light source: all lamps (bulbs) and/or Light Emitting Diode (LED) light sources shall have a [correlated] colour temperature (Tk) of 5600K and have a *Commission internationale de l'éclairage* (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 5,600K) 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 <math><25^\circ</math>; or
 - the luminaire is aimed >math>>40^\circ</math>, 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 CRI >90 is mandatory for lighting 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 before the start of competition, to be fully operational until two 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 [VB], 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 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; OPPs; studios, stand-ups and announce positions; presentation platforms; Victory Ceremony podium; 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 [BOH] 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 relevant International Electrotechnical Commission (IEC) lamp standards) and manufacturer’s tolerances. They have a CRI (Ra8) of ≥ 90 and must be from the same manufacturer and from the same production batch.
 - Low wattage lamps are preferred.
 - Incandescent lamps (tungsten halogen), if used, shall not be dimmed; they should 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 transmission days.

The TV studio facility operational hours are 24/7 for MRHs to use within their live programming, hence the OCOG shall endeavour to facilitate the best possible night time lighting of the backdrop view from the studios to better showcase the territory of the host city/region.

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:
 - $\geq 10^\circ$ below the horizontal; and
 - $\leq 100,000$ 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 and the IPC Medical 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's expense, as well as in the Olympic Village polyclinic(s), at the OCOG's 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 (CMO);
- working area for the IOC Medical and Scientific Commission secretariat and Games Group members;
- closed space for the IOC safeguarding office; and
- meeting room large enough to accommodate 20 persons.

Requirements for IOC Medical and Scientific Commission offices in the Olympic Village polyclinic(s) are as follows:

- office for the injury and illness surveillance to be located in a quiet area: the room must include office desks to accommodate eight persons. If access to the Electronic Medical Record (EMR) requires use of dedicated computers connected to the OCOG intranet (i.e. if personal laptops cannot be used to access the EMR) then two of the eight desks will need such workstations/computers installed with access to both the EMR system and the internet. Equipment to include Wi-Fi, a lockable cabinet, access to a printer/scanner, a simple sofa and a television connected to the OBS stream; and
- meeting room near the injury and illness surveillance office for meetings of NOC Medical staff and Games Group, large enough to accommodate four to six persons, with Wi-Fi.

Additionally, one dedicated and private IOC safeguarding office (large enough to accommodate four to six persons) in the Olympic Village(s) accessible to athletes is required; exact location shall be agreed between the IOC and the OCOG.

Meeting rooms for NOC team doctors, physiotherapists and IF Medical Commission chairpersons

The Chefs de Mission hall should be booked for the NOC team doctors' and physiotherapists' meeting, to be held in the afternoon on the day before the Opening Ceremony of the Olympic Games and then repeated on the last Friday of the Games. This requires meeting space for approximately 400 individuals for the Olympic Summer Games and 200 for the Olympic Winter Games, with appropriate language services and AV equipment required and provisions for remote access to facilitate hybrid meetings.

The IF Medical Commission chairpersons shall be provided the necessary accreditation to access the Olympic and Paralympic Villages for these meetings and also for the education programme workshops.

Olympic Games education programme workshops

A meeting room, located in the Olympic Village polyclinic(s), 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 for 30-40 individuals with an area for practical demonstration (sufficient space to allow a minimum of three treatment plinths and adequate circulation space).

Ideally this room should be in a quiet area of the polyclinic(s) (an open area or corridor is not sufficient to provide a suitable learning environment).

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 Committee

Offices and meetings rooms

The OCOG shall provide offices for the IPC Medical Committee in the Paralympic Village polyclinic(s).

The OCOG shall liaise with the IPC for full details of these office facilities. The proposed facilities shall be submitted to the IPC for approval; they should include:

- one closed office for the IPC Medical and Scientific Director, 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; and
- one meeting room large enough to accommodate 15 persons.

One dedicated and private IPC safeguarding office (large enough to accommodate four to six persons) in the Paralympic Village accessible to athletes; exact location to be agreed between the IPC and the OCOG.

All offices and meetings rooms should allow confidential discussions by ensuring AV privacy. Additionally, each office should provide a Wi-Fi connection, be equipped with a work station connected to a printer/scanner and a television connected to the OBS stream. The work stations provided at the offices of the IPC Medical and Scientific Director, the IPC Medical Committee and the IPC Medical Manager should provide full access to the EMR.

Meeting rooms for NPC team doctors, physiotherapists and IF Medical Commission chairpersons

The Chefs de Mission hall should be booked for the NPC team doctors' and physiotherapists' meeting. The timing of the meetings for the Paralympic Games shall be agreed with the IPC. This requires meeting space for approximately 150 for the Paralympic Games and 100 for the Paralympic Winter Games, with appropriate language services, AV equipment and provisions for remote access to facilitate hybrid meetings.



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.

• 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/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 Paralympic Family Hotel (PFH);
- the IPC Governing Board meeting venue if located outside the PFH, and
- the Paralympic Hospitality Centre (PHC).

• 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/territory of the host city/region '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, PHC 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 3

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 must be appropriate for its use.

At Olympic venues, the OCOG Protocol area ensures that the flags displayed are accurate and reflect the use and specifications in the IOC Protocol Guide. The Protocol area also manages issues such as damaged flags.

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”.

The Olympic flag is raised in the Opening Ceremony of the Olympic Games venue and is lowered in the Closing Ceremony venue.

The Olympic flag is “handed over” during the Closing Ceremony from an official representative of the Host to the IOC, and then, to an official representative of the next Host; these representatives will be identified and agreed between the IOC and the Hosts (and in the case of a Host City, such representative is to be understood as its mayor). The flag remains the property of the IOC in trust to the city of the Olympic Games.

Protocol set of flags and order of precedence

All flags shall be displayed from the official opening of the Olympic Villages until the end of the Olympic Games. At the Olympic Family Hotels (OFH), flags shall be displayed from the official opening of the IOC offices.

Opening and Closing Ceremonies

During the athletes’ parade at the Olympic Games Opening and Closing Ceremony, the order of flags shall be:

- Greek flag;
- flag of each country of the participating NOCs in alphabetical order, according to the language of the Host Country with the IOC protocol order exceptions; and
- flag of the Host Country.

The OCOG shall submit the order of flags to the IOC for its approval.

At the Olympic Games Opening and Closing Ceremonies venue(s) and each of the Olympic Villages

The flags are displayed as follows:

- Olympic flag;
- United Nations (UN) flag;
- flag of the Host Country;
- OCOG flag;
- Greek flag; and
- flags of all countries of the participating NOCs in alphabetical order, according to the language of the Host Country, with the IOC protocol order exceptions. As host, the flag of the host country shall fly last in the set of participating NOC flags.

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 Country; 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 Country, with the IOC protocol order exceptions. As host, the flag of the Host Country 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), Medals Plaza (where applicable, Olympic Winter Games only), Main Press Centre (MPC), International Broadcast Centre (IBC) or Main Media Centre (MMC) and airport

The flags are displayed as follows:

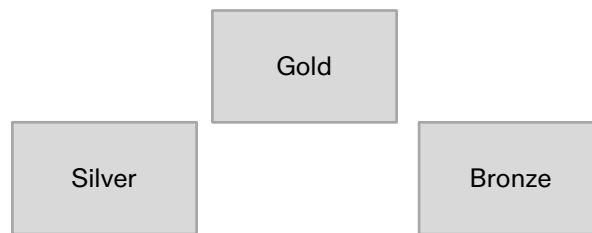
- Olympic flag;
- flag of the Host Country; and
- OCOG flag.

Victory Ceremonies

For the Victory Ceremonies, all national flags, at both indoor and outdoor locations, are raised in their horizontal format. Flags on flagpoles should have a holding bar in order to see the flags. 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, 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. The flags are displayed as follows:

- Olympic flag;
- flag of the Host Country; and
- OCOG, Local Organising Committee (LOC) or NOC flag.

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. Victory medals, medallist and participant pins, and victory diplomas and commemorative gifts

The medals, pins and printed 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, a medallist pin and a victory diploma; the second prize a silver medal, a medallist pin and a victory diploma; and the third prize a bronze medal, a medallist pin and a victory diploma. Competitors placed fourth, fifth, sixth, seventh and eighth shall also receive a victory diploma. 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, a medallist pin and a victory diploma; each such member of the second team to a silver medal, a medallist pin and a victory diploma; and each such member of the third team to a bronze medal, a medallist pin and a victory 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), their medal(s), pin(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, moulds 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, 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 minimum 70mm – maximum 120mm in diameter and minimum 3mm – maximum 10mm 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. Medals are to be produced in line with sustainable sourcing principles for the origin of raw material. 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, discolouration 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 time as necessary.

Mould

In principle, the medals shall be round in shape.

Ribbon

Each medal shall be provided a ribbon to give the athletes the possibility to wear the medal around their 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 reinforced 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 at least one year prior to the Olympic Games.

The OCOG shall include in the box of each medal a card advising 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 and box 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". The IOC shall have the opportunity to carry out quality controls with the manufacturer prior to the production, should it be needed.

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 Country 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 4

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:
 - entrance of the Head of State (HOS) and IPC President;
 - playing the national anthem and hoisting the Host Country's flag;
 - parade of 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:
 - entrance of the HOS and IPC President;
 - playing the national anthem and hoisting the Host Country's flag;
 - entry of nations' flags;
 - introducing the IPC Athletes' Council's newly elected members and recognising the volunteers;
 - lowering the Paralympic flag;
 - Paralympic 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 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 use and specifications in the Guide on Paralympic Protocol and Paralympic Family Services. The Protocol area also manages issues such as damaged flags.

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 among nations. Any variation to this rule needs to be submitted to the IPC for approval.

Paralympic flag

As stipulated in the PRT Annex 2 – Paralympic Symbol Guidelines “The Paralympic flag shows the Paralympic symbol centred on a white background”.

The Paralympic flag is raised in the Opening Ceremony of the Paralympic Games venue and is lowered in the Closing Ceremony the venue.

The Paralympic flag is “handed over” during the Closing Ceremony from an official representative of the Host to the IPC, and then, to an official representative of the next Host; these representatives will be identified and agreed between the IPC and the Hosts (and in the case of a Host City, such representative is to be understood as its Mayor). The flag remains the property of the IPC in trust to the city of the Paralympic Games.

Protocol set of flags and order of precedence

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.

Opening and Closing Ceremonies

During the athletes’ parade at the Opening Ceremony of the Paralympic Games and flag parade at the Closing Ceremony:

- flag of each country of participating NPCs in alphabetical order according to the language of the Host Country with the IPC protocol order exceptions;
- flag of the next Host Country of the same nature; and
- flag of the Host Country.

The OCOG shall submit the order of flags to the IPC for its approval.

At the Paralympic Games Opening and Closing Ceremonies venue(s) and each of the Paralympic Villages

The flags are displayed as follows:

- Paralympic flag
- United Nations (UN) flag;
- flag of the Host Country;
- OCOG flag; and
- flags of all countries of the participating NPCs in alphabetical order, according to the language of the Host Country, with the IPC protocol order exceptions. As host, the flag of the Host Country shall fly last in the set of participating NPC flags.

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 Country; 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 Country, with the IPC protocol order exceptions. As host, the flag of the Host Country shall fly last in the set of participating NPC flags.

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), Medals Plaza (where applicable, Winter Games only), Main Press Centre (MPC), International Broadcast Centre (IBC) or Main Media Centre (MMC) and official airport(s)

Flags are displayed as follows:

- Paralympic flag;
- flag of the Host Country; 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 on flagpoles should have a holding bar in order to see the flags. 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 the order provided by the Sports results team 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 as follows:

- Paralympic flag;
- flag of the host country; and
- OCOG flag.

3. Victory medals, victory diplomas, medallist pins and commemorative gifts

The medals, pins and printed 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), their medal(s), pin(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, a medallist pin and a victory diploma; the second prize a silver medal, a medallist pin and a victory diploma; and the third prize a bronze medal, a medallist pin and a victory diploma. Competitors placed fourth, fifth, sixth, seventh and eighth shall also receive a victory diploma. In the case of a tie for a first, second or third place, each competitor is entitled to a victory medal, medallist pin and a victory 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, a medallist pin and a victory diploma; each such member of the second team to a silver medal, a medallist pin and a victory diploma; and each such member of the third team to a bronze medal, a medallist pin and a victory diploma. The members of a team placed fourth, fifth, sixth, seventh and eighth shall receive a diploma.

IPC copyright for victory 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 victory medals

Size

The medals shall be minimum 70mm – maximum 120mm in diameter and minimum 3mm – maximum 10mm 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. Medals are to be produced in line with sustainable sourcing principles for the origin of raw material. 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 time 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 their 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 or other effects should make the medal appealing for persons with a vision disability. 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 observe 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) and event (back side or outer frame around the medal);
- official name of the Paralympic Games or Paralympic Winter Games in English and the official language of the Host Country (front or back side); and
- tactile elements or other effects to make the medal appealing for persons with vision impairment (front or back side), e.g. name of Host and year in Braille.

Before going into production, all medals’ engraving text shall 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 shall be approved by the IPC at least one year prior to the Paralympic Games.

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 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 and box 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-ply quality. The format should be “landscape”.

Design

The look of the diploma should be in line with the Paralympic Games and 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 Games;
- emblem of the Paralympic Games;
- English and official language of the Host Country;
- athlete’s family name, followed by given name;
- 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; and
- 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;
- Olympic network telephone (free of charge)*; If mobile phone is provided, telephone provision is not required.
- internet connection;
- climate control;
- one printer
- television with Olympic feed;
- 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;
- Olympic network telephone (free of charge)* if mobile phone is provided, telephone provision is not required;
- one computer with access to Info system;
- recycling bins;
- lockable cabinet;
- coat rack;
- copier machine;
- one printer; and
- 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 physiotherapy/massage room should be equipped as follows:

Doctor's room	Physiotherapy/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
• lockable 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 housekeeping, waste removal and the safe handling of medical waste and sharps. Ice machines must be readily available, usually at the resident centre and polyclinic(s).

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