



Mega-Sporting Event Host Countries: Challenges & Responses

Australia
Brazil
Qatar
Russia
United Kingdom

"Striving for Excellence"
Supplementary Resources
May 2014



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“Striving for Excellence”
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Background

The material in this report was originally written for the www.megasportingevents.org website to expand on and advance the research contained in IHRB’s report “Striving for Excellence: Mega-Sporting Events and Human Rights” (2013). It is accurate and up to date as of May 2014. The www.megasportingevents.org website has since been updated and the original content replaced. The original content has been archived into this series of short reports to maintain their usefulness as early contributions to the body of research on mega-sporting events and human rights.

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Australia

Gold Coast 2018 Commonwealth Games

Event Context

Queensland’s Gold Coast will host the [2018 Commonwealth Games](#). Australia hosted the Sydney 2000 Olympic and Paralympic Games, and has staged other MSEs including the 2003 Rugby World Cup.

Country profile – Human Rights

Universal Periodic Review Second Cycle: [Australia](#)

The [Universal Periodic Review \(UPR\)](#) is a review of the human rights records of all UN Member States, which takes place under the auspices of the UN Human Rights Council. Each State declares what actions they have taken to improve the human rights situations in their countries and to fulfil their human rights obligations. The reviews are conducted by the UPR Working Group, which consists of the 47 members of the Human Rights Council, although any UN Member State can participate. Each review is assisted by groups of three States, called “troikas”, that are selected through the drawing of lots, and who serve as rapporteurs.

A number of organisations publish country and region-related human rights data, these include [Amnesty International](#), [The Business and Human Rights Resource Centre](#), [Human Rights Watch](#) and [The International Federation for Human Rights \(FIDH\)](#).

Responses

Sydney Olympic Park Authority – Protocol for Homeless People and Public Places

The Sydney Olympic Park Authority adopted a [Protocol for Homeless People and Public Places](#), to guide public officials on how to relate to homeless people in public spaces. It was introduced to ensure that homeless people at “Olympics Live Sites” in Sydney’s business district and nearby precincts were treated sensitively and received services where needed. An underlying principle of the Protocol was that people should “not be harassed or moved on from public places unless there [was] a threat to general security, their personal safety or if they [were] causing a disturbance [that constituted] a breach of the peace”. The Protocol was endorsed by NGOs and government agencies of New South Wales, and has since been [revised](#) three times, most recently in 2010.

Brazil

2014 FIFA World Cup and Rio 2016 Olympics

Event Context

Brazil is scheduled to host the [2014 FIFA World Cup](#) and the [Rio 2016 Olympic and Paralympic Games](#).

In 2013 Brazil hosted the FIFA Confederations Cup, a dress rehearsal event for the World Cup. The 2014 FIFA World Cup will take place in 12 cities across Brazil, from Manaus in the north to Porto Alegre in the South, taking in also the capital Brasilia, as well as Belo Horizonte, Curitiba, Cuiaba, Fortaleza, Natal, Recife, Rio de Janeiro, Salvador, and Sao Paulo.

Country profile – Human Rights

Universal Periodic Review Second Cycle: [Brazil](#)

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In-Depth Studies

Mega Sporting Events in Brazil: Human Rights Risk Areas

Reporter Brasil - a Sao Paulo based non-governmental organisation - has prepared [Mega Sporting Events in Brazil: Human Rights Risk Areas](#) for www.megasportingevents.org. The report aims to highlight the principal human rights at risk in order to stage MSEs in Brazil.

Reporter Brasil identifies six main categories: the right to decent work; rights of children and adolescents; the right to protest; rights of Stakeholders; and housing rights; as well as the rights of immigrants and temporary workers. These are analysed using reference to cases and allegations, and based on the international human rights framework. The report does not only warn of problems, but also focuses on maximizing positive impacts of MSEs, such as job creation and recovery of degraded areas in cities.

Responses

Rio 2016 Organising Committee – Sustainable Supply Chains

The Rio 2016 Organising Committee published the first version of its [Sustainable Supply Chain Guide](#) (the Guide) in July 2012. Commentators familiar with London 2012 have indicated that the Rio 2016 Committee has set a clear, positive agenda and lessons from the London experience have been learned. Like LOCOG, the Rio 2016 Committee opened its door to dialogue with stakeholders from an early stage, and appears to have taken on board the suggestions that LOCOG got off to a slow start. The Rio 2016 Committee, for example, has integrated labour rights criteria into its supplier requirements from the beginning. The Guide demands that suppliers, sponsor and licensees ensure that the working conditions on manufacturing production sites “meet the minimum requirements set out in the Ethical Trading Initiative (ETI) Base Code.” The Guide also makes it clear that it regards compliance with the [ETI Base Code](#) as a minimum standard. It urges Rio 2016 commercial partners to exceed this standard, and where national laws and the Base Code cover the same ground, to apply whichever of the two affords the greater rights protection.

The Rio 2016 organisers also appear to have acted to avert the criticisms levelled at LOCOG in relation to factory disclosure. Rio 2016’s Guide specifies: “Where requested, suppliers, sponsors and licensees must disclose all information to Rio 2016 its representatives or auditors about the adopted venues or working conditions, and to grant access to their premises in the most transparent manner.” Rio 2016 Sustainable Supply Chain Guide also includes a “Diversity Manifesto”, and commitment to encouraging practices that expand the participation of micro and SMEs “from a wide range of segments and social groups” in its Supply Chain. This also expands on a concern raised during London 2012 that not enough emphasis was placed on using local suppliers. The Rio 2016 Committee is currently putting in place a dispute mechanism process for Chinese and Brazilian suppliers.

The Rio 2016 Committee is working closely with industry federations, chambers of commerce, and various bodies like [WBCSD](#) and [SEBRAE](#), to advance sustainable procurement within Brazil for the long-term. For example, it has entered into a strategic partnership with leading responsible supply chain specialist [Sedex](#) to support its responsible sourcing strategy. Under the agreement, Rio 2016 suppliers gain access to the Sedex database. Suppliers that Rio 2016 regards as critical are also required to enrol in Sedex, and will be monitored via the platform in relation to their supply chain standards management.

Since neither the Rio 2016 Organising Committee, nor the Public Olympic Authority (APO), is subject to independent assurance by a body like the [Commission for a Sustainable London 2012](#), stakeholders will need to look to civil society, unions and others to monitor the effectiveness of the procurement strategy.

Brazil Secretariat of Human Rights of the Presidency - Working Group on the Human Right to Adequate Housing

Brazil's federal government executive branch [responded](#) to calls from the UN Special Rapporteur on the Right to Housing and other concerned stakeholders over alleged forced evictions in the run up to the MSEs, by promising to establish "a Working Group to monitor the process of removals and also a federal protocol on this topic". The [Working Group on the Human Right to Adequate Housing](#) was created in May 2012 under the auspices of the Secretariat of Human Rights of the Presidency. Although many welcomed this, some [critics](#) felt it was too slow in coming.

One focus of the new Working Group has been to monitor issues involving evictions in the host-cities of the World Cup. The Working Group made visits to six of the twelve World Cup host-cities and completed a [report](#) in September 2013. This includes specific recommendations to the executives' branches of states and municipalities. For example, the Working Group called for a communications space and for social participation in the housing projects. In addition, the Working Group submitted general recommendations to the Federal Government, these included calls for changes in legislation to meet the needs of affected families and to ensure access to information about the evictions. One [Working Group director](#) described the situation in the cities as "extremely serious."

Qatar

2022 World Cup

Event Context

Qatar was elected in to host the [2022 FIFA World Cup](#) in December 2010. This is the first time Qatar will host a mega-sporting event of this scale and the first time the World Cup has been staged in the Middle East.

Qatar plans to construct 12 brand new sports stadia and supporting infrastructure. [Qatar's bid](#) to host the World Cup stated that the event would be hosted in seven cities of Doha, Al-Rayyan, Al-Daayen (Lusail), Umm Slal, Al-Khor, Al-Wakrah and Al-Shamal.

Country Profile – Human Rights

Universal Periodic Review Second Cycle: Qatar

The [Universal Periodic Review \(UPR\)](#) is a review of the human rights records of all UN Member States, which takes place under the auspices of the UN Human Rights Council. Each State declares what actions they have taken to improve the human rights situations in their countries and to fulfil their human rights obligations. The reviews are conducted by the UPR Working Group, which consists of the 47 members of the Human Rights Council, although any UN Member State can participate. Each review is assisted by groups of three States, called “troikas”, that are selected through the drawing of lots, and who serve as rapporteurs.

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In-Depth Studies

Building a Better World Cup: Protecting Migrant Workers in Qatar Ahead of FIFA 2022

This 2012 [report](#) by Human Rights Watch examines the recruitment and employment challenges faced by migrant workers in Qatar. It highlights problems of exorbitant recruitment fees, employers’ routine confiscation of worker passports, and Qatar’s restrictive Kafala sponsorship system. It draws attention to the obstacles workers face in reporting complaints or seeking redress, and the concerns that abuses are often going undetected by government authorities.

Revealed: Qatar’s World Cup ‘Slaves’ - Exclusive: Abuse and Exploitation of Migrant Workers Preparing Emirate for 2022

This 2013 ground-breaking [Guardian investigation](#) revealed that dozens of Nepalese migrant labourers had [died](#) in Qatar in the weeks leading up to its publication. The investigation also reported that thousands more were enduring appalling labour abuses that amounted to modern-day slavery, raising serious questions about Qatar’s preparations to host the 2022 World Cup. Some labourers said they had been forced to work long hours in temperatures of up to 50C (122F) without access to drinking water.

According to documents obtained by the Guardian from the Nepalese embassy in Doha, at least 44 workers had died between 4 June and 8 August. More than half of them - mostly young men - had died from sudden heart attacks, heart failure or workplace accidents. Over 90% of Qatar’s workforce are immigrants, with Nepalese migrants comprising the largest single group.

The Guardian’s investigation also revealed evidence of forced labour on a huge World Cup infrastructure project, allegations that some Nepalese men had not been paid for months, and that employers routinely confiscated their passports.

The Dark Side of Migration: Spotlight on Qatar’s Construction Sector Ahead of the World Cup

This 2013 [report](#) by Amnesty International highlights concerns over the treatment of construction workers in Qatar, and the potential for migrant workers involved in the 2022 World Cup construction to face serious exploitation. Amnesty argues that to support Qatar’s original bid of 12 stadiums, a wider infrastructure programme and thousands of new hotel rooms will be needed to facilitate the staging of the event. Amnesty also reports assertions by one International Labour Organization (ILO) expert, that this construction programme will require Qatar to recruit one million extra migrant workers in the next decade.

Amnesty has discovered that migrant workers are among other things having their pay withheld for months and are being paid less than they were promised. Others are having their passports confiscated and are being prevented from leaving the country by their employers. Some workers were also found to have been made to work excessive hours, in conditions that fail to protect workers’ health and safety adequately, and to have been housed in squalid accommodation. During interviews, Amnesty researchers said they had encountered many workers in severe psychological distress due to the treatment they had received and their sense of powerlessness to resolve their own situations.

Responses

Qatar Supreme Committee - Workers’ Welfare Standards

In February 2014, Qatar’s Supreme Committee (the local organising committee for the 2022 FIFA World Cup) published a set of Workers’ Welfare Standards. This followed an ultimatum from FIFA for Qatar to deliver a report on improving migrant labourers’ working conditions. The 50-page document sets out detailed standards giving the Qatar Supreme Committee the authority to penalise, and potentially terminate the contracts of contractors who violate the welfare of its construction workers. The standards set out detailed requirements on the payment of wages, accommodation, and welfare, and commit to introducing a tough new inspection regime. Under the standards, employers will also be forced to install a telephone hotline for workers to raise grievances and report concerns, ensure workers receive paid annual leave, and do not have to work longer than a 48-hour week, and receive rest days.

[Critics](#) however point out that the standards only apply to the construction of World Cup stadiums, and not to the wider issue of holding to account contractors and subcontractors working on the wider infrastructure projects that will underpin the World Cup, which may require a more systemic approach – working with the Qatar authorities - to resolve. [International Trade Union Confederation \(ITUC\) General Secretary](#) Sharan Burrow said: “It promises employment standards but gives migrant

workers no rights to collectively bargain or join a trade union”.

An [ILO press release](#) noted that “some of the ILO comments [on an earlier draft] have been taken into account, for example in respect of prohibition of retention of workers’ passports by employers, prohibition of the collection of deposits from workers, the protection of wage payments and some aspects related to working time...”. However, it also made clear that “other ILO comments, in particular concerning fundamental principles and rights at work, including freedom of association and collective bargaining, as well as the adoption of a minimum wage or a living wage, are not reflected in the current text.” Qatar has ratified five of the eight ILO Fundamental Conventions; it has [not ratified](#) those on Freedom of Association, Collective Bargaining, and Equal Remuneration.

In evidence before a European Parliamentary Committee hearing on sports and human rights, [ILO Deputy Director-General](#) Gilbert Hougbo, acknowledged that whilst the Workers’ Welfare Standard demonstrated some willingness to address the key issues at stake, the ILO still had two key concerns. Hougbo argued that the ILO insists, firstly, upon an integrated approach if the Standards are to be effective. “For instance, proposals by the Supreme Committee regarding the withholding of passports and the repatriation will not be effective unless the Government translates those into national legislation and puts in place national mechanisms to enforce the law.” Hougbo also stressed the importance of allowing workers a voice without fear of retaliation. He noted that, “if workers do not have a way of expressing problems without fear, those measures [on ethical recruitment or health and security] will not be effective.” He did however signal that: “with a clear commitment of the Qatari authorities, the ILO stands ready to work with all relevant stakeholders to overcome current challenges that can lead to success.”

Russia

Sochi 2014 Winter Olympics and 2018 FIFA World Cup

Event Context

Russia is staging back to back Olympic and FIFA World Cup events. In February 2014, the Black Sea resort of Sochi played host to the 2014 Winter Olympic and Paralympic Games, and in 2018 Russia is scheduled to host the FIFA World Cup.

The 2018 FIFA World Cup is scheduled to take place in 11 cities from Kaliningrad in the east to Yekaterinburg in the west, other cities include [Kazan](#), [Nizhny Novgorod](#), Moscow, Rostov-on-Don, St Petersburg, Samara, Saransk, Sochi, and Volgograd.

Country Profile – Human Rights

Universal Periodic Review Second Cycle: Russian Federation

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In-Depth Studies

Race to the Bottom: Exploitation of Migrant Workers Ahead of Russia's 2014 Winter Olympic Games in Sochi

This 2013 [report](#) by Human Rights Watch documents reported cases of exploitation of migrant workers on key Olympic sites, including the Central Olympic Stadium, the Main Olympic Village, and the Main Media Centre. According to Human Rights Watch, workers told their researchers that some employers cheated workers out of wages, required them to work 12-hour shifts with few days off, and confiscated passports and work permits, apparently to coerce workers to remain in exploitative jobs.

Country Briefing: Russia

Stonewall – the UK-based campaign and lobby group that works to achieve equality and justice for lesbians, gay men and bisexual people – released this [report](#) on the eve of the Sochi 2014 Winter Olympics, to raise awareness about the plight of the LGBT community in Russia and to suggest viable alternatives to an Olympic boycott. The report outlines the effects of the 2013 Russian Parliamentary law banning the teaching of "non-traditional sexual relationships" to minors and other proposed legislation which it argues marginalises LGBT citizens and organisations, and highlights efforts by a coalition of Russian LGBT organisations to co-ordinate efforts around the Sochi Winter Olympics.

The report notes the concerns of leading Russian LGBT groups, who feared that a boycott of the Sochi Winter Olympics or leading sponsors might backfire and result in a crackdown. Instead the authors offer ways for private individuals to share messages of support for LGBT campaigners, and means of helping to raise awareness and back LGBT organisations in Russia over the long-term. The report also outlines a series of practical steps for international businesses that operate in Russia to adopt to help

improve the working environment for their gay staff and promote equality more broadly.

United Kingdom

London 2012 Olympics and Glasgow 2014 Commonwealth Games

Event Context

In 2012 London became the first city to host the Olympics **three times**, having previously hosted the event in 1908 and 1948.

The United Kingdom also has a longstanding history of staging Mega-Sporting Events including England’s hosting of the 1966 FIFA World Cup, 1996 UEFA European Football Championship, and the Manchester 2002 Commonwealth Games. England is due to host the **Rugby World Cup 2015**.

Scotland is due to host the 2014 Commonwealth Games in **Glasgow**. Scotland has previously welcomed athletes to mega-sporting events, including the Edinburgh Commonwealth Games in 1986.

Country Profile – Human Rights

Universal Periodic Review Second Cycle: United Kingdom

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In-Depth Studies

Corporate Approaches to Address Human Trafficking: Investor Recommendations to London Olympic Sponsors and Hospitality Companies

Released after the London 2012 Olympic and Paralympic Games, this [study](#) showcases findings of a survey into the policies and practices to address human rights and human trafficking of some 20 London 2012 Olympic sponsors and partners, and 13 hospitality companies. It is part of a wider project seeking to raise awareness around and address human rights and human trafficking concerns in the context of Mega-Sporting Events, by a coalition of U.S. and U.K.-based advocacy organizations and investors, notably the Christian Brothers Investment Services (CBIS), Calvert Investors, the Interfaith Center on Corporate Responsibility (ICCR), and the Ecumenical Council for Corporate Responsibility (ECCR).

Responses

London 2012 Olympics – A Sustainability Watchdog

As part of its bid document ahead of London's election in 2005 to host the 2012 Olympic and Paralympic Games, London became the first Candidate City to commit itself to opening up the work of the bodies delivering the Olympic Games - the Olympic Delivery Authority (ODA) and the London Organising Committee of the Olympic Games (LOCOG) – to scrutiny by the Commission for a Sustainable London 2012, a watchdog body.

The [Commission for a Sustainable London 2012](#) was formally created in 2007, and established as an independent body to monitor and assure sustainability of the London 2012 Olympic and Paralympic Games. During the course of its activities, which culminated in a [series of legacy-oriented reports](#) in early 2013, the Commission actively engaged with external stakeholders and provided assurance on many social and human rights issues including diversity, health and safety, and supply chain standards. It conveyed stakeholder concerns over the ethical standards of several sponsors.

LOCOG's Sustainable Sourcing Code - Integrating Labour Rights

The London Organising Committee for the Olympic Games (LOCOG) - the London 2012 event organising body - put in place a [Sustainable Sourcing Code](#) to help address the ethical procurement challenges linked to Games merchandise. This covered all contracts with suppliers and licensees, and was updated periodically to allow for the continuous integration of new learning. LOCOG also required its licensees, major direct suppliers and sponsors to register themselves and their production sites as a member of the [SEDEX ethical database](#) (this did not apply to IOC Worldwide Olympic Partners and approved suppliers of the International Sports Federations, with whom LOCOG had no direct contract).

There has been some criticism of LOCOG for being slow to act on labour issues. An [independent assessment](#) of LOCOG’s labour risk management systems, found that its Sustainability Team was “largely unprepared for the more complex task of implementing the labour (versus environmental) provisions of the Code”, but commended LOCOG’s willingness to engage with stakeholders.” For example, LOCOG incorporated the [Ethical Trading Initiative \(ETI\) Base Code](#) into its Sourcing Code on advice from the ETI, Playfair, and the Trade Union Congress (TUC). This integration of the ETI Base Code has since been replicated by both the Glasgow 2014 Organising Committee via its [Procurement Sustainability Policy](#), and the Rio 2016 Committee’s [Sustainable Supply Chain Guide](#).

Factory disclosure – which potentially increases accountability - was not included as a contractual requirement for suppliers. However, some companies voluntarily revealed details of their supply chains. For example, Adidas committed to disclose its London Olympic suppliers in 2011 having done so previously at the 2010 South Africa World Cup. In February 2012, LOCOG and the TUC signed an [agreement](#) providing for production site disclosure. This saw LOCOG agree to urge further voluntary factory disclosure. Eventually, ten licensees (representing 72% of licensed products being produced for London 2012) shared this data.

The [Commission for a Sustainable London 2012](#) observed that LOCOG should have made requests for full factory disclosure sooner. On the same note, the independent assessor, Verité, recommended that: “Future time-bound organisations should anticipate [resistance from commercial partners to disclose this data] and build longer lead times and firmer requirements for transparency into their approvals process.” Among other things this would allow more time for training suppliers, and to familiarise SMEs with labour codes of conduct.

LOCOG Registration Requirements for Temporary Workers

As well as asking suppliers and licensees to meet the provisions of Ethical Trading Initiative (ETI) Base Code, and encouraging the paying of a [London Living Wage](#) where appropriate, LOCOG’s [Sustainable Sourcing Code](#) also included provisions to minimise the risk of temporary workers being exploited. LOCOG asked firms using temporary or agency staff to “seek to ensure that any labour providers supplying such staff are members of the [Recruitment and Employment Confederation \(REC\)](#) and, if relevant, are licensed by the [Gangmasters Licensing Authority](#).”

LOCOG Complaint and Dispute Resolution Mechanism

The London Organising Committee for the Olympic Games (LOCOG), London 2012’s event organiser, put in place a [Complaint and Dispute Resolution Mechanism](#) to deal with breaches of LOCOG’s [Sustainable Sourcing Code](#) and provide potential victims with access to remedy. The Mechanism’s design was based on criteria set out in the [UN Guiding Principles on Business and Human Rights](#). It was also backed up by a panel of expert stakeholders, the [Oversight Group](#), who helped to ensure that the mechanism was accessible to, and served, those in need.

Viewed as groundbreaking by the [Commission for a Sustainable London 2012](#), the Complaint and Dispute Resolution Mechanism encountered some challenges over training and alerting factory workers in time to the mechanism's existence. It also suffered from not being fully operational until April 2012. But after the Olympics, LOCOG made public many findings of how the Mechanism performed in practice. Several stakeholders close to the London Olympics, including civil society representatives, have commended LOCOG on the levels of public disclosure in relation to how the mechanism functioned in practice.

A parallel [games-time grievance resolution](#) protocol was developed with the TUC and the Advisory, Conciliation and Arbitration Service (ACAS). This was intended for LOCOG's UK-based workforce, including its contractors, and to help ensure that grievances arising during the Games were dealt with quickly, fairly, consistently and informally where that was possible.

London's Olympic Delivery Authority (ODA) – Making Health & Safety a Priority

The workforce on the London Olympic Park and Athletes' Village sites peaked at 13,000, with around 40,000 people having worked on the project by the time it was completed. During its lifespan, the ODA set a new bar by completing construction of the Olympic Park and Village with no fatalities. The Commission for a Sustainable London 2012 viewed this as an Olympic first. The Commission also found that the ODA's accident frequency rate of 0.16, although above the target set of 0.1, was nonetheless significantly below the construction industry's health and safety performance average of 1.0 and surpassed the national average for all workplaces.

The ODA complied with relevant UK and European regulation and standards. Success however was also achieved through a putting a range of standards, management systems and processes in place. The ODA's [Design and Construction Health, Safety and Environment \(HS&E\) Standard](#) outlined the HS&E expectations and requirements for all staff, accountable directors, stakeholders and suppliers. This included performance targets, such as completing the Games' construction without any fatalities. The ODA also integrated [health and safety requirements](#) in the tendering process for all contractors. On-site [occupational health service teams](#) were put in place. For the first time on a construction project of this size in the UK, these included both clinical and preventative teams working side by side to protect worker health. [Principles of Cooperation](#) agreed in 2008 between Trades Union Congress (TUC), ODA and LOCOG, additionally included health and safety provisions. In the view of the TUC, on-site union health and safety representation, and health and safety training also contributed to the good practice ODA achieved.

In its [final recommendations](#), the Commission for a Sustainable London 2012 urged the ODA to continue "to work with the Health and Safety Executive [an independent UK watchdog] to develop a programme to disseminate the learning on health and safety and worker wellbeing from the construction phase of the Games". The Commission also called on the UK Government "to make this a requirement of all publicly funded projects" in order to help promote good practice and effective management of risk

across UK industry.

London Olympic Delivery Authority (ODA) – Sustainable Procurement for Construction

Sustainable procurement in the construction of London 2012 Olympic venues was a priority from the start. To deliver on its ambitions, London’s Olympic Delivery Authority (ODA) employed a range of processes, principles and tools. As early as 2007, the ODA made sustainability a board-level issue and published a [Sustainable Development Strategy](#). The Strategy was developed in consultation with a range of stakeholders from government, non-governmental organisations, and the local community. It aimed to be a catalyst for industry across the UK to deliver improved economic, social and environmental sustainability. The strategy set out 12 sustainability objective areas, including several with human rights relevance: land, air, water, noise; supporting communities; transport and mobility; access; employment and skills; health and wellbeing; and inclusion.

The Strategy was reinforced by the [ODA Procurement Policy](#). Both the Strategy and Policy were in place in 2007, before the ODA began to engage design teams and appoint contractors, and underwent feasibility testing. Having them in place at an early stage of the process, reportedly signalled to design teams and others that core sustainability challenges should be met alongside other performance criteria.

The Procurement Policy stated: “the ODA would seek to use its purchasing power to support sustainable development in London and the UK and the implementation of the ODA’s Sustainable Development Strategy, and would aim to ensure that sustainability is integrated into business cases, procurement plans and related contracts”. This was backed up by independent assurance delivered by the Commission for a Sustainable London 2012, which provided credible commentary, constructive criticism, and monitoring of the sustainability of London 2012.

During the pre-procurement phase, the ODA and its delivery partner CLM (a joint venture between construction and engineering firms CH2M Hill, Laing O’Rourke, and Mace) engaged directly with potential suppliers. This included hosting ‘industry days’ to outline the sustainability opportunities and challenges, and to give suppliers a chance to present how they would respond. The ODA believed that this helped it identify examples of best practice, and fostered innovation both within the ODA and among the product manufacturers themselves. The tendering specifications and the ODA’s design brief also had sustainability requirements fully integrated.

At the pre-qualification stage bidding suppliers were required to produce a range of corporate policies such as sustainability, and equality and inclusion, before they could proceed further and be eligible for selection. The ODA also used this step to provide local business support to help SMEs meet sustainability standards, and ensure that smaller suppliers were not disadvantaged and deterred from bidding. A ‘[Balanced Scorecard](#)’ was used at the contract awarding stage to test all bidding companies. This ‘Balanced Scorecard’ applied to all ODA and Tier One procurements, and evaluation criteria went beyond traditional items such as cost, time and quality, to

encompass themes like: health and safety, security, equality and inclusion, community engagement, and supply chain management. The ODA’s sustainability objectives and reporting regimes were built into resulting contracts.

After the Games, the Department for Environment, Food and Rural Affairs (Defra), and other UK government departments and agencies collaborated in producing learning materials to advance sustainable procurement within the UK construction sector. The 2013 [Legacy: Sustainable Procurement for Construction Projects: A Guide](#) highlights two key lessons. First, that “many environmental sustainability benefits go hand in hand with cost savings, and [second,] that with the right approach to projects of this scale it is possible to drive innovation in areas such as design and materials specification”.

The Commission for a Sustainable London 2012, in its final report [Making a Difference](#) published in March 2013, noted that there was some evidence that the ODA’s learning legacy tools were being used in the UK to improve the competence of the construction supply chain and create sustainable improvements. The Commission in particular commended the [UK Green Building Council’s](#) work to disseminate the learning legacy, and the emergence of the [Supply Chain Sustainability School](#).

London 2012 Learning Legacy - Procurement and Supply Chain Management

The Olympic Delivery Authority (ODA) and the London Organising Committee of the Olympic and Paralympic Games (LOCOG) developed a major web-based learning platform. This ‘[Learning Legacy](#)’ was designed to capture lessons learnt from the construction of the Olympic Park, and the preparation and staging of the London 2012 Games, to help raise the bar within construction and event sectors in the UK and globally.

The Learning Legacy catalogues reports and related information under ten themes, including procurement and supply chain management. The [procurement section](#) comprises strategy documents, like the [Venues and Infrastructure Sustainability Strategy](#) and LOCOG’s [Employment and Skills Strategy](#), and other guidance materials like the [Sustainability Guidance for Broadcasters](#), and [Sourcing Sustainable Materials](#). Also notable is An Independent assessment of LOCOG’s [labour risk management systems](#) by Verité, and a series of case studies, such as LOCOG’s [Complaint and dispute resolution process](#) to deal with breaches of the Sustainable Sourcing Code, and Establishing a Stakeholder Oversight Group to support a [supply chain grievance mechanism](#). These documents outline how challenges were approached and where lessons were learned and could be replicated in the future, within the UK and internationally.

London 2012 – New Industry Standards

In January 2012, the Global Reporting Initiative (GRI) released public reporting guidance for Event Organisers after a 2-year consultation. This was informed by the experiences of the Vancouver and London Olympic event organisers. It aims to enable

reporting of sustainability performance against a checklist of indicators.

LOCOG’s sustainability commitments also served as a catalyst for the creation of the ISO 20121, an International Sustainable Event Management System Standard designed to help organisations in the events industry improve the sustainability of their event related activities, products and services.

Glasgow 2014 Organising Committee – Human Rights Statement

In December 2013 the Glasgow 2014 Organising Committee became the first MSE organiser to publish a human rights position statement. The [Approach to Human Rights](#) features an explicit commitment to respect human rights. It states that: “The Glasgow 2014 Organising Committee (OC) has an obligation – both moral and legal, and with the UN Guiding Principles on Business and Human Rights in mind – to respect, support and promote these rights through the course of its normal business.”

The Glasgow 2014 Approach to Human Rights reiterates a number of commitments made by the Glasgow 2014 Organising Committee in its [Procurement Sustainability Policy](#). Among other things this requires suppliers, and sponsors who provide goods or services, to adhere to ILO Fundamental Conventions. The Policy also spells out that “where [we procure goods and services from outside the UK] we require our suppliers to adhere to the terms of the Ethical Trading Initiative’s Base Code and, if relevant, the Code of Conduct of the World Federation of the Sporting Goods Industry as a minimum.” The Policy also says that the Glasgow 2014 Organising Committee will pay a Living Wage and promote it through its supply chain.

David Grevemberg, Chief Executive of Glasgow 2014 Organising Committee signalled this body’s commitment to human rights at a conference on [Responsibility and Rights: The Glasgow Commonwealth Games Upholding Human Rights, Preventing Forced Labour and Trafficking](#) in October 2013. The event was jointly convened by IHRB, the Scottish Human Rights Commission and Anti-Slavery International.

Glasgow 2014 Organising Committee - Human Rights Reporting

Following the staging of the Glasgow 2014 Commonwealth Games, the Glasgow 2014 Organising Committee released its [Post-Games Update](#). This provides a progress report on what was achieved against the benchmark offered by the [Approach to Human Rights](#).

The Post-Games Update is the first example of explicit human rights reporting by an MSE organiser. In the Update the Glasgow 2014 Organising Committee among other things outlined how it managed its supplier contracts and monitored compliance with the [Procurement Sustainability Policy](#), as well as how it went about fulfilling its commitment to safeguarding the welfare of children and adults at risk of harm.

The report includes data on the percentage of principal suppliers who reported that they had adhered to the ETI Base Code, and paid a Living Wage. In line with its commitment to disclosure, the Glasgow 2014 Organising Committee additionally noted that it published the names and locations of all suppliers within its Licensing and Merchandising programme on the Glasgow 2014 website. Factory disclosure of this kind had been a final recommendation of the Commission for a Sustainable London 2012 when it published its closing report *Making a Difference* (2013).

In a section on lessons learned, the Glasgow 2014 Organising Committee emphasised the benefits of making an early human rights commitment, and the importance of direct engagement with human rights experts.