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Interim Evaluation Report on the Legacy & Sustainability Strategy of Paris 2024

**Strategic Focus "Building the Social and
Environmental Legacy of the Paris 2024
Games"**

Executive Summary Report — November 2023



Foreword

Paris 2024's Legacy & Sustainability strategy is built on two strategic pillars: the first "Delivering More Responsible Games" and the second "Building the Social and Environmental Legacy of the Paris 2024 Games".

While each of these two pillars will be the subject of an evaluation, this first evaluation report focuses solely on strategic pillar 2, 'Building the Social and Environmental Legacy of the Paris 2024 Games'.

A dedicated report on the strategic pillar 1 "Delivering More Responsible Games" will be published in the second quarter of 2024.

Table of Contents

Editorial from the supervisory evaluation committee	6
Editorial from the evaluation group	8

01 Scope of the evaluation and indicators — 23

1.1 The Legacy & Sustainability Strategy	24
1.1.1. A Legacy & Sustainability strategy built around two pillars	24
1.1.2. An evaluation report focusing on pillar 2: "Building the Social and Environmental Legacy of the Paris 2024 Games"	25
1.2. Indicators	26
1.2.1. The indicators of Paris 2024's Legacy & Sustainability strategy on social legacy	26
1.2.2. Impact indicators based on OECD guides for cultural, sporting and business events	28

02 Key points by theme — 34

2.1 Sport for education	36
2.1.1. The objectives of Paris 2024	36
2.1.2. Emblematic actions	37
2.2. Sport for health	41
2.2.1. The objectives of Paris 2024	41
2.2.2. Emblematic actions	43
2.3. Sport for inclusion, equality and solidarity	55
2.3.1. The objectives of Paris 2024	55
2.3.2. Emblematic actions	56
2.4. Sport for the environment	64
2.4.1. The objectives of Paris 2024	64
2.4.2. First conclusions on the intangible legacy of the Paris 2024 environmental strategy	67
2.4.3. Intermediate learnings: expectations for maximising the intangible legacy	73

03 The Paris 2024 Endowment Fund — 76

3.1	The objectives of Paris 2024.....	78
3.2	Key figures.....	79

04 Analysis from the evaluation group— 82

4.1	Reasons for positive assessment.....	85
4.2	Points to bear in mind.....	88
4.3	Our recommendations.....	90
4.3.1	Increase accountability (traceability of outcomes, impact measurement).....	90
4.3.2	Continuing to roll out flagship project and encourage stakeholders to get involved.....	91
4.3.3	Support "impact 2024" winners in their efforts to continue and expand their projects.....	91
4.3.4	Ensuring that the initiatives and momentum generated are passed on.....	92
4.3.5	Delivering the legacy to the most vulnerable group and regions.....	93

List of appendices — 94

Editorial from the Supervisory Evaluation Committee



HOLGER PREUSS

— Chairman of the Supervisory Evaluation Committee

« The Supervisory Evaluation Committee of the social and economic impact and legacy of the Paris 2024 Organising Committee for the Olympic and Paralympic Games is the result of a collaboration between the International Olympic Committee (IOC), The Organisation for Economic Co-operation and Development (OECD) and the Organising Committee of the Olympic and Paralympic Games of Paris 2024. The Supervisory Evaluation Committee is composed of nine experts¹, from both the host country (France) and from a range of international organisations across universities, government and sporting bodies respectively, who between them bring a wealth of skills and experience in the delivery and evaluation of major events and their impacts and legacy. The supervising Committee has been convened both virtually and in person and has been briefed in detail on the evaluation plans of the Paris 2024 Organising Committee on social

topics, considering the methodologies applied, the research questions, proposed indicators, and the overall approach to the Games evaluation.

The supervising Committee's role has been as a 'critical friend'; to act as a sounding board and to review the evaluative approach independently and constructively, bringing our collective experience and expertise to bear and offering suggestions to ensure that the final result is a robust and credible consideration of the impacts of Paris 2024 (projects within the scope of the evaluation). The Supervisory Evaluation Committee is neither responsible nor directly involved in decision-making around the projects, the evaluation, or in the delivery of this report. However, the Committee would like to emphasise the outstanding cooperation with Paris 2024 and the evaluators and the transparency with which the evaluation process has been conducted.

¹ See detailed composition in Appendix B.

Over the course of the last 12 months, the supervising Committee has met twice, both online and in person, to oversee the evaluation process, discuss the approaches used, respond to the questions and concerns of the group of evaluators and recommend adjustments to the report or the methodologies used. This has included a consideration of the definitions of major event legacy and how these should best be applied to the projects. In-depth consideration was also given to the 17 selected indicators for this evaluation and the 4 chosen priority indicators², with discussions for the evaluation to strike the right balance between being sufficiently broad for the wide range of projects in scope: whilst also remaining accessible to readers and a focused, credible and evidence-based academic study.

The supervising Committee is in agreement that the final 17 indicators selected are capable of demonstrating to a reasonable extent the social and economic legacy and impact of the Paris Games, if not the full breadth of impacts such an event will have. Paris 2024 and its Endowment Fund have commissioned and funded a great many important projects in support of their legacy goals, demonstrating their significant commitment to ensuring the Games will have a lasting impact in 2024 and beyond. This report sets out Paris 2024's ambitions and commitments for the event's legacy; the evaluation naturally requires some time for the desired impacts to be evidenced, but the Committee is confident that the projects and initiatives underway have the potential to deliver significant social and economic value for France and the host territories. Further post-Games reports will be needed to robustly evidence these hoped-for longer-term impacts.

It has been a particular focus and constant priority of the supervising Committee to ensure that causality is always considered. It is vital to separate out any impacts measured and to be sure that these represent genuine additionality and change for the citizens of Paris and the French population that would not have been possible without the Olympic and Paralympic Games. The supervising Committee has been clear that methodologies employed in relevant studies must take this into account.

The following report sets out the Paris 2024 Organising Committee's framework for social and environmental impact as well as early findings and outputs of projects within scope. It was developed by the Centre for Law and Economics of Sport (CDES) in Limoges, Pluricité and Phare Agency and commissioned by the Paris 2024 Organising Committee for the Olympic and Paralympic Games. The Supervisory Evaluation Committee thanks them for their constructive collaboration in this work. >>



² See the list of indicators in Appendix C.

Editorial from the Evaluation Group

« This evaluation report was produced by a group of evaluators made up of experts from the Centre for Law and Economics of Sport (CDES) in Limoges, the Pluricité group and the Agence Phare concerning the social legacy of the Paris Games. The firms Ipama and Sport 1.5 completed this evaluation with elements relating specifically to the intangible environmental legacy.

This first evaluation report is part of the evaluation process for the Legacy & Sustainability strategy voluntarily put in place by the Paris 2024 Games Organising Committee. It is the first stage in an evaluation process that will see two other reports produced one year (2025) and then five years (2029) after the Paris 2024 Games. For this reason, this report should be taken for what it is: an interim report, drawn up 'along the way', and not as a final report. It should also be emphasised that this report focuses solely on Pillar 2 of the Legacy & Sustainability strategy, which aims to "Build the Social and Environmental Legacy of the Paris 2024 Games". Pillar 1, which aims to "Deliver more responsible Games", will also be assessed in a report to be published at the beginning of 2024, thus providing a complete interim assessment of the two pillars of the Legacy & Sustainability strategy.

In this report, the reader will find a wealth of information describing and analysing the main actions deployed as part of the Legacy & Sustainability strategy, based on initial implementation data. These actions have not yet been completed and their evaluation remains provisional. The report identifies indicators for assessing achievements and of the initial outcomes and impacts, completed where possible. Subsequent reports will update and supplement the indicators as the initiatives are rolled out, gradually building up an overall picture of the socio-economic impact of the Paris 2024 Games on France, its people and its regions.

At this stage of the study, the proposed analysis highlights the ripple effect created by the Games by illustrating that the Legacy & Sustainability strategy is based on the deployment of a very large number of actions (some directly supported and driven by the Paris 2024 Organising Committee, others supported by the Games' stakeholders that will have been implemented, accelerated or strengthened as a result of the Games), experiments, initiatives, collaborative methods and processes, making the evaluation exercise extraordinarily dense and complex.

The evaluators would like to highlight the excellent conditions under which the

consortium worked on this evaluation assignment. On the one hand, thanks to the transparency of Paris 2024 and its stakeholders, who provided all the information and data required for the work. Secondly, thanks to the independence and autonomy with which the team has been able to enjoy over the last 12 months.

The authors of this report would like to extend their warmest thanks to the members of the Supervisory Evaluation Committee, the French and international academic and technical experts who supervised the work. Thanks to their recognised expertise, their regular collaboration, their proofreading and their constructive and pertinent criticisms, they were able to provide us with useful advice and contributed to reinforcing the rigour with which we carried out our mission. >>

About the Evaluation Group

Centre for Law and Economics of Sport, Limoges (CDES)

Since its creation in 1978, the Centre de Droit et d'Economie du Sport (CDES) has utilised a transversal, multi-disciplinary approach (law, economics, management) with a view to contributing to the professionalisation of the sports sector and supporting those involved. CDES strives to reconcile academic rigour with adaptation to the challenges faced by those involved in sport, through immersion as a player in the sports movement and public sports institutions. It develops numerous research and consultancy activities, training courses and publications, making it a national and international reference in the sector. As part of its research work in the field of sport, the CDES has collaborated with a large number of organisations in the French and international sports movement including in the public sector (European Commission, French government, local authorities). In particular, it has developed considerable expertise in analysing the economic and social impact of sport and sporting events.



<https://www.cdes.fr>

Pluricité

Founded in 2004, Groupe Pluricité is a consultancy specialising in impact assessment and measurement, and is recognised as a socially responsible enterprise. Its aim is to enhance the effectiveness and usefulness of public action. The firm has over 1,000 references in evaluation and impact measurement assignments, at all territorial levels, in the fields of social inclusion, solidarity, education and youth, health, development aid and sport, which incorporates on the one hand, the need for rigorous methodologies to provide decision-makers and managers with the best possible 'evidence' of the effects of public action, and on the other, the ambition of an informed exchange between all stakeholders throughout the evaluation process. Pluricité is actively contributing to the emergence of evaluation as a tool for steering public policies in the service of democracy, as a professional activity in its own right and as a promising field of research. As such, Pluricité places methodological innovation and R&D at the heart of its evaluation and technical assistance approaches. This assessment approach is enriched by a particular sensitivity to issues of consultation and participation with taxpayers, neighbours, residents, users and citizens. For Pluricité, this concern for citizen participation is a profound motivation, dictated by both democratic and managerial imperatives.

pluricité
GROUPE

<https://www.pluricite.fr>

Agence Phare

Agence Phare is a study, consultancy and research agency specialising in the evaluation of public policies, programmes and projects. Since its creation in 2014, it has developed strong expertise in the fields of education, inclusion, gender equality and insertion, particularly in the sport domain of 'sport for development'. Agence Phare uses the creativity and rigour of the social sciences to carry out evaluations and relies on four levels of requirements: prior knowledge of scientific work on the issues addressed, immersion in the field, detailed analysis of change and its factors, and the production of strategic recommendations with operational aims. Agence Phare has also developed considerable expertise in involving the stakeholders in policies and projects (decision-makers, actors in the field, users and citizens) in the co-construction of evaluation indicators and the discussion of recommendations. Agence Phare thus supports ministries, local authorities, foundations and associations in dialogue, decision-making and the construction of innovation and action programmes.

agencephare

(AGENCE DE SCIENCES SOCIALES)

<https://agencephare.com/>

Ipama

With its team of consultants from the worlds of music, culture, sport, tourism and professional events, Ipama works at the heart of event ecosystems to make them more socially responsible. With more than 200 structures supported over the last ten years, Ipama has developed a methodology to help event industry actors develop their Corporate Social Responsibility strategy, enhance their sustainability commitments and reduce their impact. Ipama is also a training organisation that helps industry actors develop their CSR skills.



<https://www.ipama.fr/>

Sport 1.5.

The Sport 1.5 consultancy, founded by Maël Besson, assists actors and bodies in the sports sector in drawing up, managing and implementing CSR policies and strategies and in adapting to climate change. Managing environmental assessments, analysing vulnerability to the consequences of climate change, building sector-specific transformation tools, and assisting with structural, business or behavioural changes are just some examples of Sport 1.5's work.



<https://sport1point5.com/>

Key figures of the Paris 2024 Games

1.1

Key figures of the Paris 2024 Games

DIAGRAM N°1 :

— Key figures

4,350Paralympic
athletes**10,500**Olympic
athletes**22**Paralympic
sports**28**Olympic sport
(+ 4 new ones)**182**Paralympic
delegations**206**Olympic
Delegations



181,100

jobs between 2019 and 2024
linked to the organisation of
the Games

13

MILLION
tickets sold



4

BILLION
television viewers



39

Olympic competition
venues



40,000

Meals served each day
at the athletes' village

45,000

VOLUNTEERS

18

Paralympic competition
venues



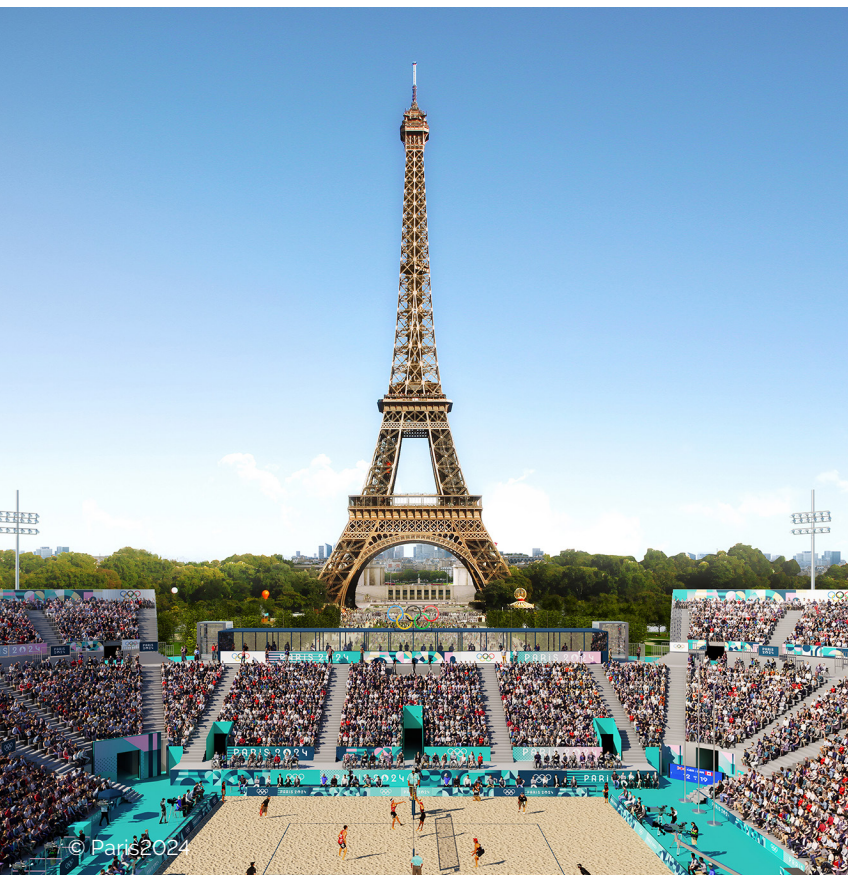
26,000

Accredited media
and personnel



The role and responsibility of Paris 2024

As the body **responsible for the organisation, planning, financing and staging** of the Games, the Organising Committee of the Olympic and Paralympic Games of Paris 2024 must comply with the Olympic Charter, the Host City Contract between the IOC, the IPC, the French National Olympic and Sports Committee (CNOSF) and the City of Paris³ and the instructions of the IOC Executive Board. In application of the host city contract, Paris 2024 is notably responsible for:



- **Planning, organising, financing and delivering** the Paris 2024 Games and associated events;
- **Promoting** the Paris 2024 Games in France and internationally;
- **Participating** in actions to ensure the sustainability of the Paris 2024 Games;
- Helping to **maximise the positive impact of** initiatives launched in the run-up to the Games to ensure the legacy of the Paris 2024 Games;
- **Meeting the needs of the media** in order to provide the public with the best possible information on the staging of the Paris 2024 Games;
- **Organising cultural events**, an essential part of the celebration of the Games.

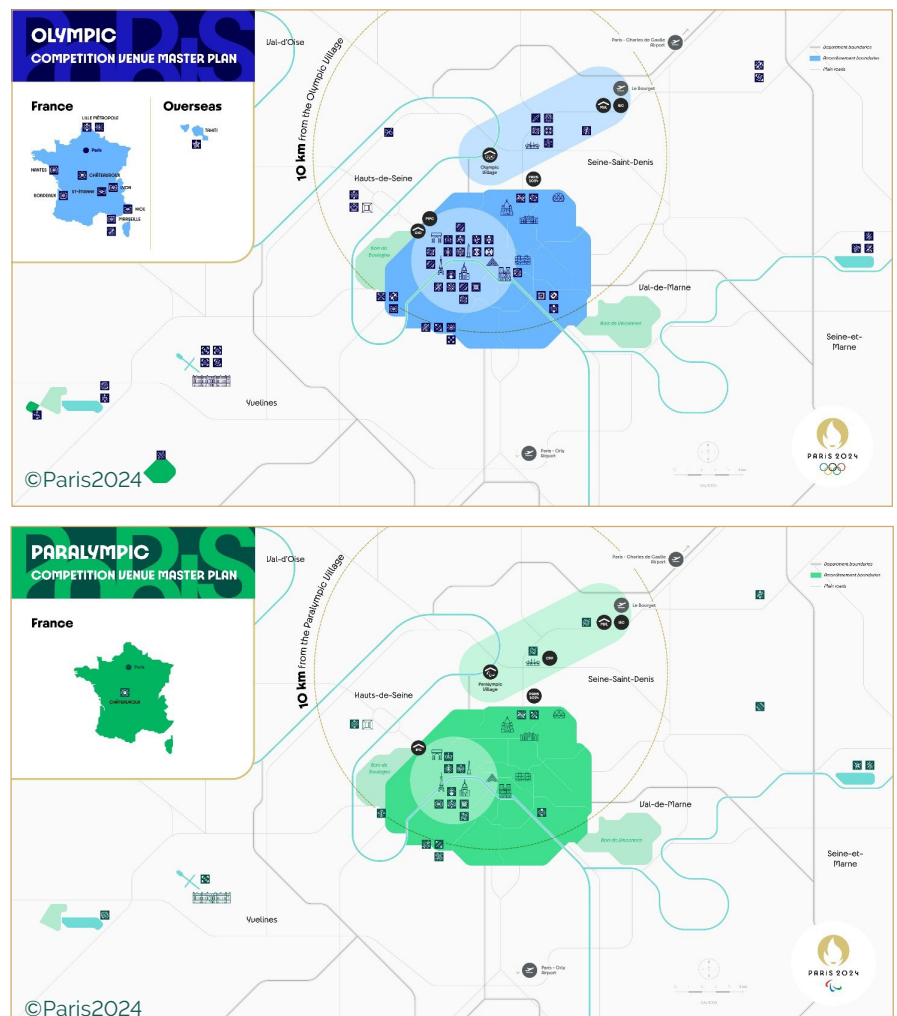
³ In accordance with an agreement signed between the IOC and the IPC, the IPC's interests are described in the 'Paralympic Games' section of the host city contract.



When it comes to the sustainability and legacy of the Games, Paris 2024's main role is to act as a catalyst by:

- **Defining and implementing a collective** Legacy and Sustainability strategy;
- **Mobilising** public actors, the sporting movement, the voluntary sector and corporate partners to achieve **shared objectives**;
- **Organising effective coordination** between all actors to synchronise and optimise their contributions;
- **Financing** and securing co-financing to support the emergence, scaling up and replication of social innovation projects through sport thanks to the Paris 2024 Endowment Fund;
- **Proposing** a common framework for measuring the impact of the Games.

DIAGRAM N°2 :
— Map of Olympic and Paralympic competition venues



Paris 2024 stakeholders and actors involved in the organisation of the games

The organisation of the Games is unthinkable without the **collective mobilisation of an entire ecosystem**. Whatever their roles, responsibilities and levels of commitment to the project, the actors in the Paris 2024 ecosystem are all contributing to the delivery of the Games and their legacy.

Amongst the many actors involved in organising the Games are:

→ **The International Olympic Committee** (IOC)

→ **The International Paralympic Committee** (IPC)

→ **Société de livraison des ouvrages olympiques** (SOLIDEO - the organisation tasked with delivering the Games facilities)⁴

→ Groupement d'Intérêt Public (GIP - Public Interest Groups) **The National Sports Agency** (ANS)

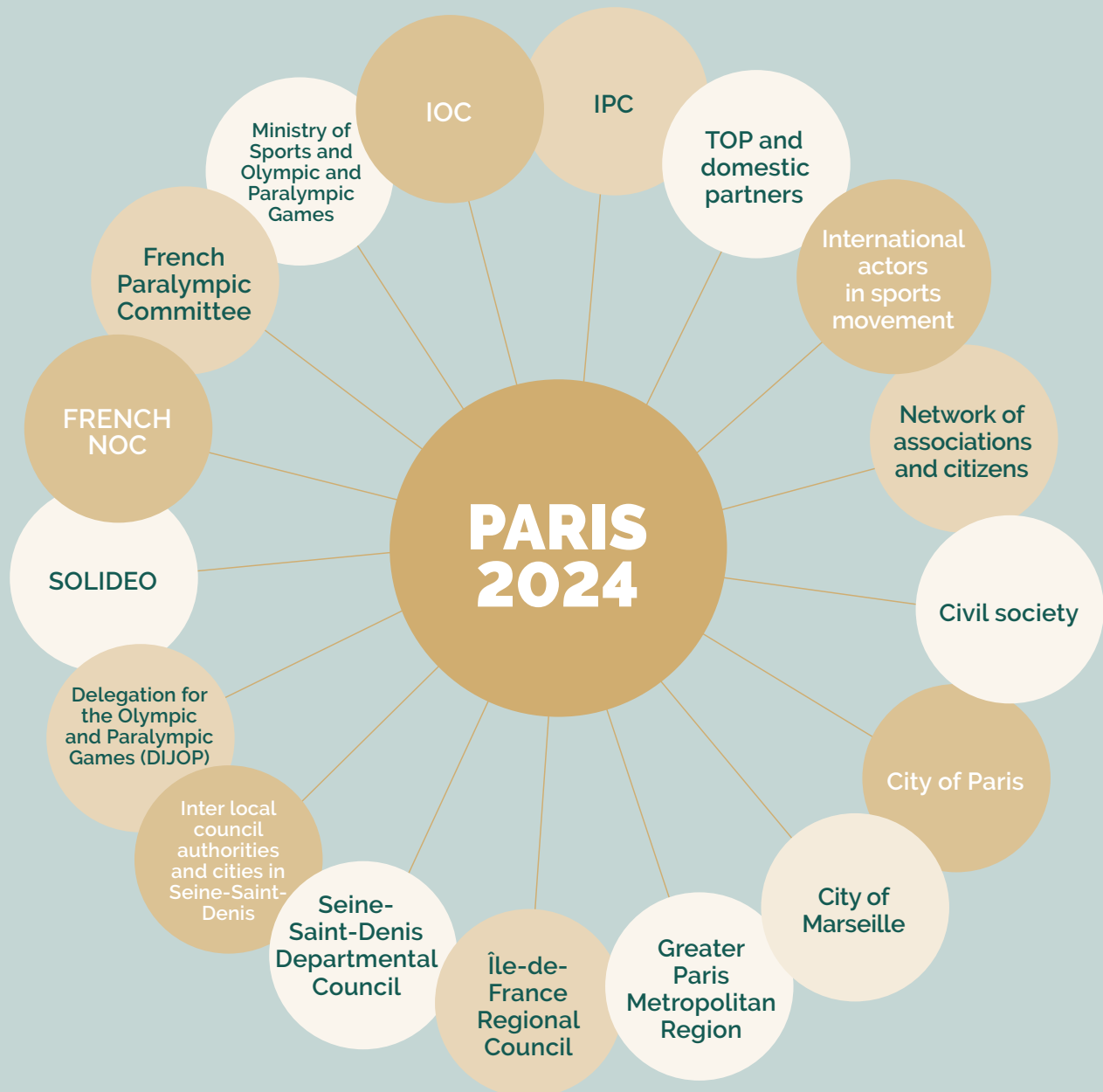
→ **The State and host authorities :**

- The **French State** (under the supervision of the Interministerial Delegation for the Olympic and Paralympic Games and the Ministry of Sport and the Olympic and Paralympic Games)
- The **City of Paris** (Paris City Council)
- The **Île-de-France (Greater Paris) Regional Council**
- **Seine-Saint-Denis Departemental Council**
- **Greater Paris Metropolitan Region**
- The **City of Marseille** (Marseille City Council)
- **Inter local council authorities and cities in Seine-Saint-Denis**
- **Other local authorities hosting competitions in mainland France and Tahiti**

⁴ To find out more about the material legacy of the Games (in French): https://library.olympics.com/network/doc/SYRACUSE/3025605/L-heritage-materiel-des-jeux-de-paris-2024-solidéo?_lg=fr-FR

DIAGRAM N°3 :

— List of Paris 2024 stakeholders



→ **Actors** in sports movement:

- The **athletes**, represented by the Athletes' Commissions (of the IOC and Paris 2024)
- The **French National Olympic and Sports Committee** (CNOSF)
- The **French Paralympic and Sports Committee** (CPSF)
- **International sports federations**
- **National sports federations**
- **Sports associations and clubs**



→ **Economic actors** :

- **70 corporate partners** committed to the adventure (as of 10/11/2023) - 14 global partners and 56 domestic partners divided into three categories (7 premium partners; 13 official partners; 36 official supporters)

- **Service providers** and **suppliers**

→ **The network of associations and citizens**

⁵ The full list can be found here: <https://www.paris2024.org/en/partners/>



Building the legacy of Paris 2024 depends on the collective mobilisation of all these stakeholders. The Legacy & Sustainability strategy is therefore the common framework for this shared ambition, based on the vision of Paris 2024. It must meet a major challenge: to reflect the diversity of stakeholders' priorities in terms of legacy and sustainability while ensuring overall coherence and guaranteeing a strong impact. Within this framework, Paris 2024 plays a catalytic role:

- By facilitating effective coordination around shared objectives.
- By encouraging the sharing of best practice and a link between each player's Legacy and Sustainability projects.
- By creating momentum through specific programmes and calls for projects.
- By proposing a common framework for measuring the social and environmental impact of the Games.

01

Scope of the evaluation and indicators

1.1

The legacy & Sustainability Strategy

1.1.1

A Legacy & Sustainability strategy built around two pillars

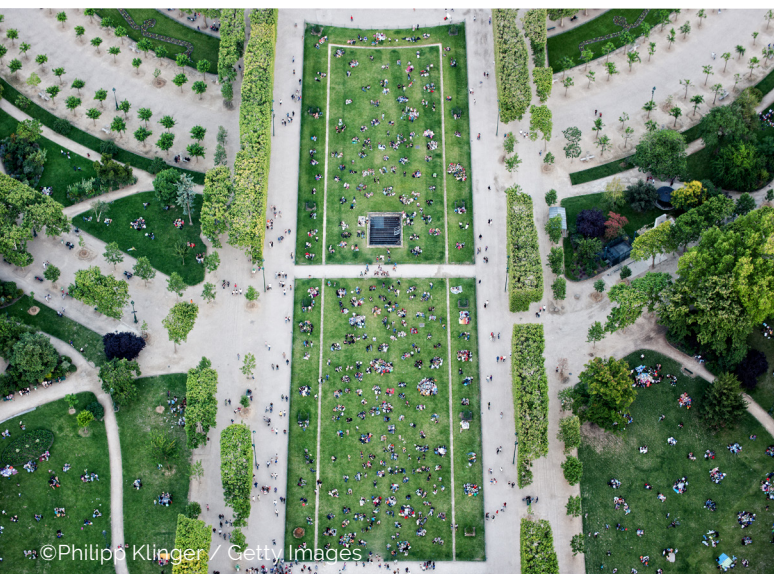
— 01

"**Delivering More Responsible Games**" in all acts associated with the organisation of the Paris 2024 Games, with one **constant requirement**: to ensure that the organisation of the world's biggest sporting event serves the climate, a more circular economy, biodiversity and the environment in general, economic and social development and the improvement of the quality of life in the host territories.



— 02

"**Building the Social and Environmental Legacy of the Paris 2024 Games**" that puts sport at the service of the individual, society and the planet: raise awareness of the importance of physical activity and sport for health, encourage people to move more and increase access to sport, use sport for pedagogical, educational and civic purposes, use sport to promote inclusion, solidarity and equality, and use the Games as an opportunity to accelerate the ecological transformation of sport.





1.1.2 An evaluation report focusing on pillar 2: "Building the Social and Environmental Legacy of the Paris 2024 Games".

The Interim Evaluation Report deals only with the second pillar of the Legacy & Sustainability strategy, in terms of both social aspects (education, health, inclusion) and environmental aspects.

The first pillar, on the delivery of the Games, will be analysed in a dedicated report to be published in the second quarter of 2024.

1.2 Indicators

1.2.1 The indicators of Paris 2024's Legacy & Sustainability strategy on social legacy

Indicator	Outputs and main outcomes of the strategy
Number of beneficiaries of programmes set up to combat physical inactivity	→ +600,000 beneficiaries since the launch of the " Bouger Plus " (Move More) strategy in 2019
Number and growth in the number of organisations (businesses, local authorities, schools) that have set up actions aimed at " Bouger Plus " (in particular 30'APQ i.e. 30 minutes of Daily Physical Activity)	<p>→ +10,500 organisations since the launch of the "Bouger Plus" strategy in 2019</p> <p>→ Extend the current 30 minutes of Daily Physical Activity (30'APQ) scheme to all French schools from the start of the 2022/2023 school year</p>
Number of children taking part in Olympic and Paralympic Week	→ 3 million young people reached over the last 7 editions : from 72,000 pupils and students in 2018 to 1,000,000 in 2023 (x14 between 2018 and 2023)
Number of schools and higher education establishments awarded the " Generation 2024 " label	→ More than 8,700 schools and higher education establishment have been awarded the Generation 2024 label (out of a total of 62,410 in France): between 2018 and 2023 more than 8,585 schools and higher education establishments and 115 higher education establishments .
Number of Games volunteers (Paris 2024 and other stakeholders)	<p>→ 45,000 volunteers mobilised by Paris 2024 and 5,300 by the City of Paris</p> <p>→ 14,000 young people on Generation 2024 civic service between September 2021 and June 2023</p>



Indicators on the delivery of the Games, particularly environmental and economic, will be presented in a report to be published in the second quarter of 2024.

Indicator	Outputs and main outcomes of the strategy
Changing attitudes: changes in the perception of stereotypes (short term) and behaviour (long term) by project beneficiaries (on discrimination and disability)	<p>→ 65% of French residents think that the 2024 Paralympic Games in France will have a positive effect on the way they look at people with disabilities</p> <p>→ 73% of French resident think that the 2024 Paralympic Games in France will have a positive effect on the development of physical activity for people with disabilities</p>
Number of parasport sections created and number of people with disabilities enrolled	<p>→ 40 parasports sections created as part of the network of parasport clubs in Paris since 2020 (now "Inclusive Clubs")</p> <p>→ A commitment by the Ministry of Sport and the Olympic and Paralympic Games to create 3,000 "Inclusive Clubs" (with a parasport section) by 2024</p>
Number of beneficiaries of the projects supported, and number of projects approved by "Impact 2024", including those taking place in priority areas or with priority groups	<p>→ 4,470 million beneficiaries of Impact 2024 projects</p> <p>→ 1,095 projects supported and accredited 57% of which concern urban policy priority neighbourhoods Quartiers de la Politique de la Ville (QPV) and 20% the Seine-Saint-Denis department (Primary department both in terms of the number of projects supported and the funding granted)</p>
Mixed/parity rate in Impact 2024 winning projects	→ 42% of Impact 2024 winning projects have female beneficiaries

1.2.2 Impact indicators based on OECD guides for cultural, sporting and business events

In July 2023, the Organisation for Economic Co-operation and Development (OECD) published two guides for organisers of cultural, sporting and business events⁶. These guides were drawn up by the OECD in collaboration with the academic community, experts and organisers of major events, governments, foundations, political decision-makers and several international organisations such as the IOC and the World Health Organisation (WHO). The first guide focuses on the evaluation approach, while the second is more specifically dedicated to the reference indicators to be completed. These guides are intended to provide different categories of stakeholders (governments, organisers, evaluators) with practical tools to help them measure the economic, social and environmental impact of major events.

As the International Olympic Committee (IOC) and the OECD signed a Memorandum of Understanding in 2019 "to strengthen their collaboration in order to promote ethics, integrity and good governance, as well as peace and sustainable development in sport"⁷, the evaluation work presented in this report therefore falls within the framework recommended by the OECD. After working very closely with the IOC and the OECD to adapt the recommendations to its specific context, Paris 2024 will be the first event organiser to follow the OECD's recommendations and to complete, in addition to its own indicators, the dashboard of indicators recommended in the guide published in 2023.

The Interim Evaluation Report has therefore endeavoured to be consistent with these methodological guides and to provide information on the proposed set of indicators. However, two points are worth highlighting:

— 01

The indicators given below do not reflect all the outputs and outcomes of the Legacy & Sustainability strategy, but rather represent a selection of these, with the aim of correlating as relevantly as possible with the OECD's dashboard guides. This explains why there are sometimes discrepancies between the titles of the indicators and the related outcomes.

— 02

The dashboard's economic and environmental indicators will be presented in the report dedicated to the delivery of the Games, which will be published in the second quarter of 2024.

⁶ For more information: <https://olympics.com/ioc/news/oecd-issues-independent-guides-to-measure-long-term-impacts-of-global-events-such-as-the-olympic-and-paralympic-games>

⁷ For more information: <https://olympics.com/ioc/news/ioc-joins-forces-with-oecd-under-new-agreement>

Indicator	Activities selected for the indicator	Outputs / Outcomes associated with the selected activity	Source
<p>Percentage of people in target groups⁸ indicating an increase in the frequency of participation in activities (sporting, cultural, economic, etc.). For sport: increase in participation in physical and sporting activities</p>	<p>Impact 2024 Projects</p> <p>(Projects supported by the Paris 2024 Endowment Fund)</p>	<p>→ 70.2% of beneficiaries of projects supported by the Paris 2024 Endowment Fund say that they take part in a physical and/or sporting activity more frequently than before their participation in the project.</p>	<p>Survey of beneficiaries of projects supported by the Paris 2024 Endowment Fund</p>
	<p>30'APQ (30 minutes of daily physical activity)</p>	<p>Among the teachers in the Académie de Créteil who have introduced the 30'APQ scheme:</p> <p>→ 91% believe that the scheme helps to reduce the physical inactivity of pupils</p> <p>→ 82% believe that the scheme improves pupils' commitment to free practice</p>	<p>In-depth study on the 30'APQ scheme in the Académie de Créteil carried out by the Observatoire National de l'Activité Physique et de la Sédentarité (ONAPS) (National Observatory on Physical Activity and Sedentariness)</p>
	<p>Active Design in Urban Environments</p> <p>(Focus on Saint-Dizier, a pilot city supported by Paris 2024 and the French government)</p>	<p>→ 42% of Saint-Dizier residents regularly use the facilities in the Deauville Park</p> <p>→ 52% of Saint-Dizier residents who do not take part in any physical activity or sport say that the urban development work carried out makes them want to move more, 47% say that it makes them want to take up physical activity again.</p>	<p>In-depth study of active design facilities in Saint-Dizier by Media Filière and Olbia Conseil</p>

⁸ The target groups (as defined by the OECD) determined by Paris 2024 are primary school children (aged 6 to 11) as well as populations suffering from difficulties in accessing sport that have received support from the Paris 2024 Endowment Fund.

Indicator	Activities selected for the indicator	Outputs / Outcomes associated with the selected activity	Source
<p>(Continued)</p> <p>Percentage of people in target groups indicating an increase in the frequency of participation in activities (sporting, cultural, economic, etc.). For sport: increase in participation in physical and sporting activities</p>	<p>Network of Para-friendly Clubs</p> <p>(Project initiated by Paris 2024 and winner of the Impact 2024 award for people with disabilities, now run by the French Paralympic Sports Committee (CPSF), with the support of the Ministry of Sport and the Olympic and Paralympic Games under the name "Inclusive Clubs").</p>	<p>→ 40 para-friendly sections created to welcome people with disabilities in Parisian sports clubs since 2020</p> <p>→ 30 clubs trained during the first 3 promotions have set up a para-friendly section</p>	<p>External evaluation of promotion 1 of the Network of Para-friendly Clubs programme implemented in 2020 in the City of Paris carried out by Quadrant Conseil</p>
	<p>"ESMS and Clubs" programme aimed at linking social and medical-social establishments (ESMS) with sports clubs</p> <p>(Impact 2024 winning project for people with disabilities)</p>	<p>→ 1,600 people with disabilities benefited from an activity</p> <p>→ 88.5% of the project's actions have been maintained (which means either that the project has been renewed or that people with disabilities have taken out an individual licence with a club)</p>	<p>Assessment of the Impact 2024 project</p>

Indicator	Activities selected for the indicator	Outputs / Outcomes associated with the selected activity	Source
Percentage of target group members reporting a change in health and well-being	30'APQ (30 minutes of daily physical activity scheme)	→ Of the teachers in the Académie de Créteil who have introduced the 30 minutes of daily physical activity scheme, 94% believe that it helps to improve the well-being of their pupils.	In-depth study on the 30 minutes of daily physical activity scheme in the Académie de Créteil carried out by the Observatoire National de l'Activité Physique et de la Sédentarité (ONAPS) (National Observatory on Physical Activity and Sedentariness)
	Impact 2024 projects (Projects supported by the Paris 2024 Endowment Fund)	<p>→ 87.2% of the beneficiaries of projects supported by the Paris 2024 Endowment Fund say that their physical condition has improved (45.8% significantly, 41.3% slightly) thanks to their participation in the projects.</p> <p>→ 89.7% of the beneficiaries of projects supported by the Endowment Fund say that their well-being has improved (56.5% significantly, 33.2% slightly) as a result of their participation in the projects.</p>	Survey of beneficiaries of projects supported by the Paris 2024 Endowment Fund

Indicator	Activities selected for the indicator	Outputs / Outcomes associated with the selected activity	Source
<p>(Continued)</p> <p>Percentage of target group members reporting a change in health and well-being</p>	<p>Parakids Golf</p> <p>(Impact 2024 winning project for children with disabilities)</p>	<p>→ 73% of the parents of children benefiting from the Parakids Golf initiative said that their child had developed physical qualities since playing golf.</p> <p>→ 93% of the parents of children benefiting from the Parakids Golf initiative say that their child has become more independent at home since playing golf.</p> <p>→ 89% of the parents of children benefiting from the Parakids Golf initiative say that their child is more focused now that he or she is playing golf.</p>	<p>External evaluation of the Parakids initiative run by the French Golf Federation (source: Pluricité)</p>
<p>Percentage of participants from underrepresented groups⁹</p>	<p>Generation 2024 label</p>	<p>→ 18% of establishments awarded the label, i.e., 1,542 establishments are located in Urban Policy Neighbourhoods (QPVs)</p>	<p>Ministry of National Education and Youth</p>
	<p>Paris Sportives</p> <p>(Project supported by the City of Paris, co-financed by the Paris 2024 Endowment Fund and winner of the Impact 2024 award, with the aim of developing women's participation in sport and promoting the emancipation of women through sport)</p>	<p>→ 2,855 women benefiting from the Paris Sportives scheme in 12 arrondissements (10 of which have set up regular sessions) and 40 supervised regular sessions per week</p>	<p>Source: Evaluation of Paris Sportives by the Observatory for Research on Mega-Events (ORME) / Université Gustave Eiffel</p>

⁹ The underrepresented groups (as defined by the OECD) identified by Paris 2024 are women, people living urban policy priority neighbourhoods Quartiers de la Politique de la Ville (QPV), people with disabilities and, more broadly, all beneficiaries of the actions supported by the Paris 2024 Endowment Fund.

Indicator	Activities selected for the indicator	Outputs / Outcomes associated with the selected activity	Source
<p>(Continued)</p> <p>Percentage of participants from under-represented groups</p>	<p>Impact 2024 - Start-Up Challenge</p> <p>(Impact 2024 projects, which aim to support social impact entrepreneurship projects to create opportunities linked to the Games)</p>	<p>→ 2 promotions of high-impact business creators in the Games sector launched, 64% of whom are women</p>	<p>Assessment of the Impact 2024 project</p>
<p>Change in the proportion of community residents reporting a sense of local pride</p>	<p>Paris 2024 Olympic and Paralympic Games</p>	<p>→ 58% of those questioned believe that the organisation of the 2024 Olympic and Paralympic Games will have a positive effect on the feeling of national pride and pride in being French.</p>	<p>Barometer of the relationship between the French and the Paris 2024 Olympic and Paralympic Games Wave 5 - July 2023 Source: Toluna / Harris Interactive Survey for Paris 2024</p>
<p>Change in the proportion of the public reporting a positive perception of under-represented groups</p>	<p>Paris 2024 Olympic and Paralympic Games</p>	<p>→ 76% of respondents believe that Paris 2024 will have a beneficial impact on women's sport, particularly in terms of developing the sport by making it more accessible, raising public awareness of gender equality in sport, raising the profile of women's sport and/or increasing women's access to positions of governance in sport.</p>	<p>Source: Kantar survey for FDJ and Paris 2024</p>
	<p>Paris 2024 Olympic and Paralympic Games</p>	<p>→ 59% of those questioned believe that the organisation of the 2024 Olympic and Paralympic Games will have a positive effect on strengthening social ties in France and national cohesion.</p>	<p>Barometer of the relationship between the French and the Paris 2024 Olympic and Paralympic Games Wave 5 - July 2023 Source: Toluna / Harris Interactive Survey for Paris 2024</p>

02

Key points
by
theme

2.1 Sport for education

2.1.1 The objectives for Paris 2024

Paris 2024's ambition in terms of education and engagement is to bring more physical and sporting activities into the lives of young people, to use sport and its values as a means of education and, finally, to make it a driving force for engagement. To achieve this ambition, Paris 2024 has three complementary objectives.

01 — Increasing physical activity and sport from nursery school to university

Paris 2024, in partnership with the Ministry of National Education and Youth, the Ministry of Higher Education and Research and the Ministry of Sport and the Olympic and Paralympic Games, wants to strengthen the role of physical activity and sport in the educational curricula of schools and establishments and develop links between the school sector and the sporting movement to encourage young people to take part in sport on a daily basis.

02 — Supporting the role of sport in helping people learn and live better together

Paris 2024 also wishes to support the role of sport as a vehicle for inclusion, diversity and social cohesion. Paris 2024's objectives are to use sport and its values for educational purposes to support people with educational difficulties and to combat dropping-out of school, to promote Olympic and Paralympic sports and values and to introduce the Games to the '2024 Generation'.

03 — Using sport as a driving force for engagement and citizenship

Lastly, Paris 2024 wishes to support sport as a vehicle for engagement. To this end, Paris 2024 aims to strengthen the role of sport in civic engagement schemes in France and abroad and to increase civic engagement within the sports movement.

Quality education
- Sustainable Development Goal 4 (SDG 4)



Partnerships to achieve the objectives
- Sustainable Development Goal 17 (SDG 17)



2.1.2 Emblematic actions

OBJECTIVE #1 : Increase physical activity and sport from nursery school to university

— The "Generation 2024" label to develop and strengthen the bridge between the sports movement and educational communities



The Generation 2024 label is intended for schools, educational establishments, social or medico-social establishments or services and higher education establishments that share the conviction that 'sport changes lives'. Awarded by the Ministry of National Education and Youth and the Ministry of Higher Education and Research, the label aims to develop links between schools and universities, the sports movement and local authorities to encourage young people to take part in physical activity and sport.

8,700

schools and establishments awarded the label (14% of the total in France), including 1,542 in priority education areas (18% of the total in France)

4 million

pupils and students concerned (2.3 million pupils and 1.7 million students), i.e. just under 27% of all French pupils and students¹⁰

43 countries

involved (via French educational establishments abroad)

¹⁰ Sources: <https://www.education.gouv.fr/les-chiffres-cles-du-systeme-educatif6515> and <https://www.enseignementsup-recherche.gouv.fr/fr/les-effectifs-d-etudiants-dans-le-superieur-continuent-leur-progression-en-2021-2022-88609>

— Olympic and Paralympic Week: a unifying event throughout France

Initiated in 2017 during the bidding phase, the Paris 2024 Organising Committee has led the organisation of an annual Olympic and Paralympic Week (OPW) since 2018 to promote sport among young people and mobilise the educational community around civic and sporting values. The week is organised with the support of the French government, the French National Olympic and Sports Committee (CNOSF), the French Paralympic Sports Committee (CPSF), school and university sports federations and the Agency for French Education Abroad (AEFE).



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3 million

pupils and students reached since 2017 (including 1 million by 2023) and **10,200** projects submitted

8,000

schools and establishments mobilised by the OPW 2023 (compared with 5,000 in 2022), and **2,000 towns and cities** involved (compared with 1,400 in 2022), including 1,100 awarded "2024 Terre de Jeux"

41 countries

covered by the OPW 2023 via 54 schools in the AEFE network

OBJECTIVE #2 : Support the role of sport in promoting the pleasure of learning and living better together

— A Generation 2024 platform⁹ to equip educational communities



©Paris2024

Launched in November 2020, the Generation 2024 platform brings together and offers educational resources relating to sport and its practice, Olympism and Paralympism, with the aim of supporting teachers and educators in the development of their lessons and projects. Designed as a one-stop shop for information and educational resources, this platform was built through collaboration between Paris 2024, the Ministry of National Education and Youth, the Ministry of Sport and the Olympic and Paralympic Games and its decentralised departments, the CNOSF, the CPSF and the school sport federations.

The Generation 2024 platform

40,000

members have created an online account and connected to the online space since 2020

320,000

page views between September 2022 and April 2023

65,000

users between September 2022 and April 2023

Around **250** teaching resources and

more than

67,000

resources downloaded between September 2022 and April 2023.



⁹ Paris 2024, Annual report - education. Review of Olympic and Paralympic Week 2023.

OBJECTIVE #3 : Use sport as a driving force for engagement and citizenship

— Paris 2024 expands and promotes the Civic Service for Sport scheme via the Generation 2024 label

Through the Civic Service, Paris 2024 has developed an action programme to provide opportunities for young people to get involved in missions offered by the sports movement, schools and local authorities, so that they can contribute directly to preparing for and bringing the Games to life throughout the country. Called "Service Civique Génération 2024" (2024 Civic Service Generation) this programme was set up by Paris 2024, the CNOSF and the Civic Service Agency.

14,000

young people involved in 2024
Civic Service Generation between
September 2021 and May 2023 in
the field of sport

57

young people abroad

2.2 Sport for health

2.2.1 The objectives of Paris 2024

Paris 2024's ambition is to have a positive and lasting impact on the lifestyles of both women and men living in France by helping to increase the importance of physical activity and sport in their daily lives. To achieve this, Paris 2024 wanted to develop initiatives to raise awareness among local authorities, businesses, schools and the general public of the dangers of a sedentary lifestyle and the benefits of regular sporting activity. The Organising Committee also wanted to directly propose or facilitate the emergence of concrete solutions to develop physical activity and sport on a daily basis and get French residents moving, with priority given to children aged 6 to 11. **This "Bouger Plus" (Move More!) strategy has three objectives.**

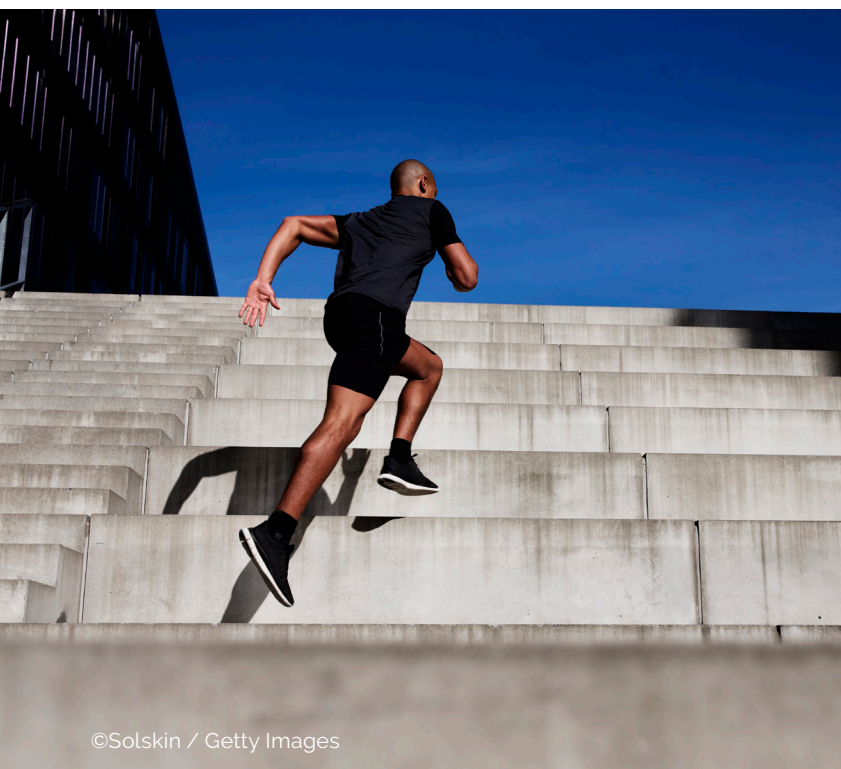
01 — "Bouger plus à l'école" (Move more at school)

Thanks to close cooperation with the collective "Pour une France en forme" (For a Fit France) and regular dialogue with establishments such as the World Health Organisation's Physical Activity Unit, the Observatoire national de l'activité physique et de la sédentarité (ONAPS - National Observatory on Physical Activity and Sedentariness) and Santé Publique France (Public Health France), Paris 2024 has taken full measure of the major public health problem represented by sedentary lifestyles and a lack of physical activity among children. It has also noted the major inequalities reported in this area: among young people (aged 6-17), 50.7% of boys and 33.3% of girls meet the recommendations for physical activity¹². Finally, the organising committee paid particular attention to the fact that childhood is a key time for building motor skills, developing active lifestyle habits and building health capital, crucial points emphasised by the experts. For these reasons, the daily physical activity of children aged 6 to 11 has been made a priority in the Legacy & Sustainability strategy, with two priority actions (levers): developing the practice of regular physical activity or sport and improving school facilities.



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¹² Étude de santé sur l'environnement, la biosurveillance, l'activité physique et la nutrition (Esteban 2014-2016) Volet Nutrition. Chapitre Activité physique et sédentarité. Saint Maurice : Santé publique France, Février 2020. 2e édition. 58 p



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02 — "Bouger plus en ville" (Move more in the city)

Paris 2024 also wants to help people in France adopt more active lifestyles in their daily lives. To achieve this, special emphasis has been placed on integrating movement and play into the way they think about and design their daily living spaces. Paris 2024 has therefore joined forces with the Agence Nationale de la Cohésion des Territoires (ANCT - National Agency for Territorial Cohesion) under a cooperation agreement aimed at developing active design in local territories with a particular focus on the 222 towns and cities in the "Action Cœur de Ville" network¹³. This has resulted in the creation of an active design guide¹⁴ (December 2021) and the involvement of 6 pilot territories as a showcase of active design.

03 — "Bouger plus au travail" (Move more at work)

Paris 2024 also wanted to develop physical activity and sport in the workplace. To this end, a specific guide has been published for Paris 2024's partners to encourage them to rethink the layout of their offices using an active design approach, and to encourage their employees to take up the challenge of engaging in 30 minutes of physical activity every day through the "Go for 30" challenge. Paris 2024 also wanted to make Pulse, its headquarters, a showcase of active design. This has led to the development of other initiatives such as the "Chantiers Actifs" (Active Worksites) for the Athletes' Village and the Media Village, through which Paris 2024 offers preventive physical preparation to construction site workers, and the creation, in collaboration with MEDEF, of an annual "corporate sport barometer" to monitor changes in expectations and perceptions.

Good health and well-being (SDG 3)



Gender equality (SDG 5)



Sustainable cities and communities (SDG 11)



¹³ The national "Action cœur de ville" plan aims to "facilitate and support the work of local authorities, encourage those involved in housing and town planning to reinvest in town centres, and promote the retention or establishment of businesses in town centres in order to improve living conditions in medium-sized towns and cities". The plan covers 234 towns and cities in 222 territories in mainland France and the French overseas territories. For more information: agence-cohesion-territoires.gouv.fr/action-cœur-de-ville-42.

¹⁴ For more information: https://medias-terredejeux.paris2024.org/2021-12/Guide%20du%20Design%20Actif%20-%20Terre%20de%20Jeux%202024_o.pdf

2.2.2. Emblematic actions

OBJECTIVE #1 : Move More at school

— Experimentation and rolling-out of the “30 minutes of daily physical activity programme”

The priority given within the Legacy & Sustainability strategy to the practice of daily physical activity by children aged 6 to 11 translates first and foremost into support for Physical Education and Sport (PES) and its implementation under the right conditions. Thus, Paris 2024 advocates that the conditions for training, teaching, inspection, assessment and exemptions of PES should facilitate its effective implementation for all children. Paris 2024 also supports cooperation between PES and local clubs, at the initiative of teachers and in conjunction with school sports federations. This support takes the form of Generation 2024 vouchers. This programme, implemented in cooperation with the Primary school teaching sports union (Union sportive de l'enseignement du premier degré - USEP) and the General sports union of free education (Union générale sportive de l'enseignement libre - UGSEL), finances the intervention of a qualified sports educator from a local club, in support of the school teacher, to set up 6 sessions of discovery and practice of a sport and/or a parasport as part of PE.

In addition to PE and school sport, Paris 2024 has identified, thanks to examples from abroad (in particular the success of the Finnish *Schools on the Move programme*¹⁵), the possibility of introducing a daily physical activity programme in primary schools, to enable all children to get closer to the 60 minutes of daily physical activity recommended by the WHO. Paris 2024, in partnership with the French Ministry of National Education and Youth and the French National Sports Agency, has therefore encouraged the introduction of the 30 minutes of daily physical activity scheme (30' APQ) in schools. Launched in February 2020 as an experiment during Olympic and Paralympic Week, then rolled out as a call for expressions of interest in 2021, the scheme has been deployed nationally, with the collaboration of the Ministry of National Education and Youth and the Ministry of Sport and the Olympic and Paralympic Games, since the start of the school year in September 2022. This flagship initiative, driven by Paris 2024, aims in particular to combat the effects of a sedentary lifestyle and improve the classroom climate. A specific evaluation of the scheme was commissioned by Paris 2024 and carried out by the ONAPS at the level of the Créteil Academy¹⁶, a pioneer in this field, to identify the positive effects as well as the potential obstacles to its development.

¹⁵ For more information: <https://schoolsonthemove.fi/>

¹⁶ Comprising three departments in eastern Paris (Seine-et-Marne, Seine-Saint-Denis and Val-de-Marne), the Créteil education authority covers 53% of the Île-de-France region, with almost one million pupils, students and apprentices.

To learn more about the 30 minutes of daily physical activity programme

+ 10,000

Schools registered and volunteering under the call for expressions of interest between September 2020 and September 2022.

€8,23 M

invested between 2021 and 2024 of which €2 million is from Paris 2024, €3 million by the ANS and €3.23 million by the Ministry of Sport and the Olympic and Paralympic Games.

Since the start of the 2022 school year **the government has been responsible for rolling out** 30 minutes of daily physical activity in elementary schools **nationwide**, with

+17,000

sports kits already distributed¹⁷. As the measure becomes more widespread, the aim is to equip 36,250 schools with the kit by June 2024, with financial support from the State and the National Sports Agency (ANS) (+ 9,500 in December 2023 and the balance in June 2024).



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¹⁷ The sports kit consists of small, multi-purpose sports equipment suitable for use in the school environment: 1 whistle, 1 stopwatch, 20 cones, 40 cups, 15 hoops, 20 marking strips, 3 mini vortexes, 1 elephant skin ball, 3 multi-activity balls, 1 sound ball, 10 tennis balls, 10 skipping ropes, 10 mini hurdles, 20 sports bibs, 15 play scarves.

Focus on the Académie de Créteil, where the system was tested in 2020-2021 (ONAPS study):

→ **91%**

of teachers believe that the scheme helps to reduce the number of sedentary pupils;

→ **94%**

say it helps to improve pupils' well-being;

→ **79%**

say it helps improve the classroom climate;

→ **69%**

of teachers feel that the scheme enriches their teaching practices and 62% that it improves their well-being.

"In terms of the classroom climate, just after the APQs (Daily Physical Activities), the atmosphere is very conducive to learning. They're very calm. It really channels them and we can start the day properly".

— A teacher from the Académie de Créteil interviewed by the Observatoire National de l'Activité Physique et de la Sédentarité (ONAPS)



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— A call for "active schoolyards" projects¹⁶ to teach children to share space and play together

By working with experts in the field, Paris 2024 has identified the extent to which the schoolyard is an important living, social and play space in children's daily lives, and the extent to which this space is a place for learning about equality (or, conversely, inequality) between girls and boys. Various research studies have highlighted the fact that certain practices and habits tend to confine some pupils, mainly girls, to the peripheral and fragmented areas of the schoolyards, encouraging a sedentary lifestyle, while other groups, mainly boys, occupy central and unified areas that are more conducive to physical activity and sport. The way in which the schoolyard is conceived, designed and managed would therefore facilitate a more egalitarian sharing of the space, encourage mixed games and enable all the children to take part in more physical activities and sport. The schoolyard can thus be a place for learning about equality and social cohesion. In addition, Paris 2024 is keen to demonstrate that schoolyard renaturing and revegetation projects are perfectly compatible with this approach.



In response, the active schoolyards scheme aims to develop recreation areas to encourage physical and recreational activities, and to ensure a more equitable sharing of space between girls and boys. Convinced of the benefits of these facilities, the Games Organising Committee first provided financial support for an experiment in Saint-Dizier (Haute-Marne, eastern France), with the implementation of active design solutions in two schoolyards. Paris 2024 also promoted this issue with the Ministry of Sport and the Olympic and Paralympic Games on the one hand, and the Ministry of National Education and Youth on the other, in order to ensure its wider deployment.

¹⁶ <https://www.agencedusport.fr/actualites/appele-projets-cours-decole-actives-et-sportives>

This is why, at the instigation of Paris 2024 and thanks to funding from the Ministry of Sport and the Olympic and Paralympic Games, a dedicated fund with a budget of one million euros was set up by the National Sport Agency (ANS) in June 2023 to support communities in developing the recreation areas of their schools. This fund is aimed at local-authority-maintained primary schools that have been awarded the "Terre de Jeux 2024" / "Action Cœur de Ville" / "Ville active et sportive" labels, to finance play walkways and sports trails that will encourage mixed sports activities in 200 schoolyards and recreation areas.

To support the implementation of such projects and strengthen the incentive for local authorities to commit to the approach, Paris 2024 has also produced a catalogue¹⁹ dedicated to the development of schoolyards, which provides concrete, tried and tested solutions designed by experts. The promotion of Active Schoolyards took another step forward in September 2023, with the announcement by the President of the French Republic, Emmanuel Macron, of an endowment plan for sports facilities of €100 million a year for 3 years, to be rolled out from the start of 2024. The aim of this plan, which covers all sports facilities in France, is to help transform 1,500 recreation areas. Thanks to collective dynamics, the number of schoolyards redeveloped has risen from 2 (in Saint-Dizier) to 200 across France by 2023, and increasing to 1,500 over the next few years throughout the whole of France.

A **€1M** allocation of funds to setting up facilities, amounting to €5,000 per eligible project

A target of transforming **200** schoolyards and/or recreation areas by 2023

Transformation of **75** active, gender-neutral schoolyards in 45 towns and cities (including 43 labelled "Terre de Jeux 2024") with the support of the catalogue of visuals made available to local authorities by Paris 2024.

An upcoming project 'scale up' with the announcement of funding to **transform**

1,500 schools in 3 years from 2024

¹⁹ <https://generation.paris2024.org/ressources/catalogue-design-actif-cours-decoles>

OBJECTIVE #2 : Move more in the city

— Active design as a tool for promoting an active lifestyle²⁰

In order to achieve the objectives at the heart of its "Bouger plus en ville" programme, which aim in particular to enable public spaces to be designed in a more appropriate way to encourage people to take part in physical activity and sport freely and spontaneously, Paris 2024 has made active design a pillar of its legacy strategy. This involves working hand in hand with a number of actors (ANCT - National Agency for Territorial Cohesion, FDJ, etc.) to enable the territories awarded the Terre de Jeux 2024 label to have access to appropriate support in order to take advantage of this scheme and place sport at the centre of everyday life in France.

"Saint-Dizier has succeeded - thanks to active design developments - in transforming an unused wasteland into a dynamic, lively place that is appreciated by the local population".

— Extract from the summary of the qualitative study (Olbia Conseil and Media Filière)

6

pilot territories

supported by Paris 2024 and the ANCT

Focus on Saint-Dizier,

one of the pilot cities (Média Filière and Olbia Conseil study)

71%

of residents

feel that the stairs and paint markings on the floor encourage them to use them more

42%

of residents

use the stairs when visiting Deauville Park

14%

of residents

say that the presence of these new facilities has enabled them to get moving again/ restart an activity

²⁰ https://medias-terredejeux.paris2024.org/2022-11/ANDES_TERRE_DE_JEUX_2024_v9_pap-compress%C3%Ag_0.pdf



©Paris 2024/Drone Up

— Developing swimming lessons in Seine-Saint-Denis with the programme "1, 2, 3, Nagez!" (1,2,3,Swim!)



Learning to swim is a major challenge: in France, 48% of pupils do not know how to swim when they start secondary school (generally aged around 11 years old). This challenge is all the more acute in the Seine-Saint-Denis department, where the proportion of pupils entering secondary school who cannot swim is 60% on average, and as high as 78% in some other cities in the department. This level can be explained by the fact that Seine-Saint-Denis is France's most under-resourced area in terms of swimming pools, an issue that has also been taken fully into account as part of the physical legacy of the Paris 2024 Games²¹.



²¹ The physical legacy of the Paris Games in terms of aquatic infrastructure is presented in detail here: <https://presse.paris2024.org/assets/paris2024-ellair-231003-present-tation-terrainsdejeux-heritagemateriels-pdf-caeb-e0190.html>

Paris 2024, in collaboration with the French National Sport Agency (ANS), the French Swimming Federation (Fédération Française de Natation) and EDF wanted to set up an ambitious programme to develop aquatic skills in Seine-Saint-Denis. Consequently they launched "Savoir-Nager" (Know how to Swim) and later renamed "1, 2, 3, Nagez!" (1,2,3 Swim!). Initially launched as a call for projects, the programme prioritised this department before being extended to the whole of France in 2023.

The project supports public investment committed to increasing and improving aquatic facilities in Seine-Saint-Denis. Above all, it aims to promote the use of these facilities by local residents, particularly the youngest, by seeking to remove barriers and develop a range of facilities suited to those affected by a lack of accessibility to this type of activity.

More than

26,000

beneficiaries between 2021 and 2023 (2,200 in 2021, 4,000 in 2022 and 20,000 in 2023)

A budget of almost

€2M

€654,000 in 2021, €400,000 in 2022 and €1,050,000 in 2023, including **€1,254,000 from the Paris 2024 Endowment Fund**

3,800

beneficiaries from Seine-Saint-Denis in 2021 and 2022 (61% of the total)

28

participating cities in 2021 and 2022 including **23 de Seine-Saint-Denis**

94

projects submitted and

38

winners in 2023

OBJECTIVE #3 : Move more at work

— Paris 2024 commits to employing this initiative at Pulse (its headquarters)

Paris 2024 wanted to make a commitment as an organisation by turning its headquarters into an active design demonstrator. Numerous features have been installed to encourage employees and visitors alike to adopt active behaviour in the workplace. Paris 2024 has also set up a gym, group classes and muscle-awakening sessions for its employees.



+111% increase

in the use of stairs by employees following the introduction of the new features²²

55%

of employees say they have increased their use of the stairs

58%

of employees say they take the stairs every day, compared with 31% before the active design features were introduced

²² According to an evaluation study carried out by The Behavioural Insights Team for Paris 2024.

— Preventive physical preparation on Games worksites with the “Active Worksites” initiative

As part of the Paris 2024 Social Charter, Paris 2024 and SOLIDEO - the organisation responsible for the delivery of the Games sites and facilities (Société de Livraison des Ouvrages Olympiques) - have paid particular attention to the safety of workers on Games construction sites. To contribute to this, Paris 2024, in collaboration with SOLIDEO, has been offering preventive physical preparation sessions on Games construction sites since 2021. These sessions enable workers involved in the construction or renovation of Olympic venues (notably the Athletes' Village and Media Village) to benefit from muscle warm-up sessions. The aim of this operation is to reduce the risk of accidents at work and to develop a sense of cohesion and solidarity between the workers on the various sites.



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"These warm-up sessions allow us to avoid injuries and share moments of conviviality before taking up our duties".

— Joao, Site manager

419

sessions have been organised: 395 warm-up sessions and 18 Olympic and Paralympic Tuesdays (meetings between workers and athletes with sports initiations)

+ 6,600

direct beneficiaries working on Games construction sites

— With the *#GoFor30* challenge, Paris 2024 encourages its sponsors to strengthen the role of sport in the workplace



Paris 2024 issued a challenge to its sponsors in September 2022, in the form of *#GoFor30*. The aim of the challenge is to encourage the sponsors of the Olympic and Paralympic Games' to set up various initiatives (active breaks, workplace challenges, etc.) for their respective employees with a view to getting them to engage in at least 30 minutes of daily physical activity. To this end, Paris 2024 has provided them with a guide to active design in the workplace, capitalising at the same time on the initiative developed at Pulse.

5

sponsors

awarded for their projects to promote physical activity at work: Randstad, Carrefour, FDJ, PwC and Banque Populaire Grand-Ouest

100,000

employees made aware of the benefits of physical activity and sport

Objective:

10 partners to successfully achieve the challenge between now and the Games by reaching as many of the 800,000 people employed by the sponsors of Paris 2024 as possible.

+ 10,000

employees

taking part in initiatives set up by award-winners and non-award-winners alike

2.3

Sport for inclusion, equality and solidarity

2.3.1


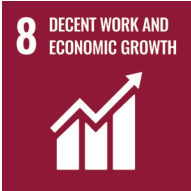

The objectives of Paris 2024

Paris 2024's Legacy & Sustainability strategy has three main objectives:

- 01** — Encourage equality and combat discrimination, particularly on the grounds of gender
- 02** — Promote social inclusion, particularly in terms of universal accessibility
- 03** — Support professional integration, particularly for those who are furthest from the job market

In practical terms, the aim is for the Games to help combat stereotypes (by changing the way people look at disability and promoting women's sport), to help people find employment either through sport or in the sports world, and particularly to help the empowerment of women and girls in and through sport.

These objectives will be achieved primarily through the action of the Paris 2024 Endowment Fund, which will finance and certify Impact 2024 projects, and the Terre de Jeux 2024 label, which will enable sports movement stakeholders and local authorities to become part of the Paris 2024 dynamic. They are, in effect, complementary levers for mobilisation to 'push the boundaries' and get things moving across France to strengthen equality, education, gender diversity and inclusion through sport.

Gender equality (SDG 5)	Decent work and economic growth (SDG 8)	Reduced inequalities (SDG 10)
		

2.3.2 Emblematic actions

OBJECTIVE #1: Promote universal accessibility by supporting structured programmes to remove barriers to access to sport, particularly for people with disabilities

— The network of "Para-Friendly" (disability-friendly) clubs (now called "Inclusive Clubs") to train sports club managers and supervisors to welcome people with disabilities.



©David Marsaut / US Metro

According to a study carried out in 2019 by ORME (Observatory for Research on Mega-Events) for Paris 2024, the second largest obstacle (after information about the range of sporting activities on offer) to the development of sporting activities for people with disabilities, was a lack of training in how to welcome participants to clubs. With this in mind, the CPSF and the City of Paris, with the support of the Fédération Française Handisport and the Fédération Française du Sport Adapté²³, have set up a scheme to train sports club managers and supervisors in welcoming people with disabilities and creating parasport sections within so-called 'ordinary' clubs. The aim of the programme is to raise awareness among these non-specialist clubs of the need to welcome people with disabilities, with a view to offering them access to a wider range of local sporting activities in a safe and appropriate environment. The programme was initially launched in Paris and Seine-Saint-Denis under the name "Network of Para-Friendly Clubs" with impetus from the French State, whose financial contribution came to the tune of 2.2 million euros by the end of 2022. The programme has now evolved and scaled up into 'Inclusive Clubs' with the goal of training 3,000 sports clubs in accommodating people with disabilities by 2025. The project is currently being expanded to other metropolitan areas such as Pessac (near Bordeaux) and Marseille through the efforts of the CPSF (French Paralympic and Sports Committee).

The Interim Evaluation Report contains detailed information on this action.

40

para-friendly sections

have been created to accommodate people with disabilities in Parisian sports clubs since 2020

30

clubs

trained during the first 3 promotions have set up a para-friendly section

A commitment from the Ministry of Sport and the Olympic and Paralympic Games to create a network of

3,000

Inclusive Clubs by 2024

"I feel more integrated in my daily life: there are no differences between people with disabilities and able-bodied members. We're all athletes".

— Cédric, a US Métro club member with disabilities

²³ The French Handisport (Disability Sport) Federation welcomes people with motor and/or sensory disabilities. The Fédération Française de Sport Adapté (Adapted Sport) welcomes people with cognitive and/or psychological disabilities.

OBJECTIVE #2: Gender equality, a priority and transversal issue placed at the centre of attention

— “Paris Sportives”: removing the barriers to access to sporting activities in the public space faced by women, by encouraging support of clubs



The Paris Sportives project²⁴ was born in 2019 out of collaboration between the City of Paris and Paris 2024, with the long-term aim of enabling women to use the Terrains d'Education Physique (TEP – Physical Education Grounds), which are often used disproportionately by men, by facilitating easier access for women to sporting activities and public spaces. The project consists of encouraging associations to organise sports events for women in the public space and in particular around the open-access of TEPs, with the logistical support of the City of Paris. The project therefore aims to encourage mixed-use pitches and proposes to support several Parisian clubs and neighbourhood associations to finance the organisation of regular sporting activities.

55

Paris Sportives
project-winning
associations in
2022 and 2023

In 2022 :

2,855

women benefited from the
scheme in **12 districts** (10
of which set up regular ses-
sions) and **40 regular ses-**
sions were held each week.

²⁴ For more information, visit the City of Paris website: <https://www.paris.fr/pages/21-clubs-font-faire-du-sport-en-exterieur-aux-parisiennes-20946>

— Impact 2024 Women's Sport: a call for projects to increase women's participation in sport across all ages

30%

of the overall resources of the Paris 2024 Endowment Fund devoted to supporting projects specifically aimed at developing women's participation in sport and empowering women through sport.

FDJ's contribution to the Endowment Fund's Impact 2024 calls for projects has made it possible to support

more than

20

 additional projects to develop women's sport

Paris 2024 and FDJ wanted to strengthen the Impact 2024 call for projects collectively, by creating a specific category for the development of women's sport. The aim was to support a maximum number of impactful projects that respond to women's specific requirements and needs (well-being, health, and physical fitness), their personal situation and their desire to practise a physical activity more freely. Projects focusing on the place of women in sport, in sports governance bodies and in the media were also targeted.



OBJECTIVE #3: Integrating people who are furthest from the labour market: a major concern, with many advances made

— The Impact 2024 “From the Stadium to Employment” initiative: using sport to recruit in a different way

Inspired by a local initiative of the Hauts-de-France Regional Athletics League and launched in 2020 at the initiative of the French Athletics Federation (FFA), Pôle Emploi (the government employment agency) and Paris 2024, the national initiative 'Impact 2024 - From the Stadium to Employment' allows new forms of recruitment to be tested without the need for a CV. By focusing on the skills associated with or developed through sporting activities that are transferable to the

professional world, such as team spirit, perseverance, responsiveness, communication skills and the ability to make proposals. The idea behind this initiative is to bring recruiters and jobseekers together for sporting activities in the morning, followed by a convivial lunch together and ending the day with a job-dating event in the afternoon. Jobseekers are not required to have any previous work experience or academic qualifications to take part.

100

events completed by 2022
and **300** more scheduled for 2023

5

sports federations

involved : Athletics, Badminton, Table Tennis, Basketball and Rugby

8,200

jobseekers

welcomed and put in touch with
nearly **1 500 companies**

In 2022 :

39%

of jobseekers had found a new job
one month after taking part in job
dating and

67%

six months later²⁵

²⁵ <https://www.pole-emploi.fr/region/grand-est/actualites/actualites/du-stade-vers-lemploi--recruter.html>



“The concept and organisation of this ‘event’ are simply brilliant. It allows for more sincere and relaxed contact and exchanges than any other one-to-one meeting would allow”.

— A young jobseeker.

“It’s an innovative scheme which, behind the sporting practice, helps to reveal qualities that are necessary in the workplace, such as listening skills, respect for instructions, a sense of teamwork and team spirit”.

— A hypermarket manager

“These sports job dating events enable us to better identify the socio-professional and interpersonal skills of candidates”.

— Isabelle, Human Resources at EDF

— The Impact 2024 – “Start-Up Challenge” scheme: a free training opportunity directed towards entrepreneurship

Paris 2024 and the association “Les Déterminés” (The Determined) have launched a free training programme to support social impact entrepreneurship projects based on the values of sport and inclusion in the Île-de-France region. This 5-month support programme, based on 2 days a week, is aimed at project leaders from QPVs (Priority neighbourhoods for urban policy).



© Compassionate Eye Foundation/Getty Images

2

promotions launched, **64% of whom are women**

31

participants over the two years

75%

business start-up rate

100%

of beneficiaries would recommend the training

— The “Impact 2024 – Athlete Entrepreneurs Paris 2024 x AFD” incubator, to set up entrepreneurial projects for athletes in France and Africa and, more broadly, to use sport to help achieve the Sustainable Development Goals.

In February 2021, the Incubator for Athlete-Entrepreneurs initiative was launched by Paris 2024 and the French Development Agency (AFD). The action consists of a social and environmental entrepreneurship support programme dedicated to top-level athletes. For eight months, these athletes receive tailor-made support that is both personalised, collective and focused on: the definition of their business model, mentoring sessions, meetings with inspiring personalities, group workshops, support for the deployment of tools, and the assessment of the social and environmental impact of their action.



200
applications
received

52 athletes
from **14 countries** supported in
carrying out a social and environ-
mental impact project since 2021

32
projects
in Africa

49%
of projects led by
female athletes

81%
of the projects developed by the athletes in the first
promotion involve sport as a tool for facilitating impact (88%
social impact, 12% environmental impact, with basketball and
athletics leading the pack)

2.4

Sport for the environment

2.4.1.

The objectives and actions of Paris 2024

As the Games can bring together a large number of stakeholders in a positive way, Paris 2024 aims to contribute to accelerating the ecological transformation of sport and society. Since 2018, Paris 2024 has worked to:

- Accelerate the transformation of sporting events.
- Promote a sustainable sporting practice.
- Leverage sport for a circular economy.
- Promote healthy eating for both humans and the planet.
- Use sport to fight against climate change and for the preservation of biodiversity.

<div>Zero hunger (SDG 2)</div> <div><div>2</div><div>ZERO HUNGER</div><div></div></div>	<div>Clean water and sanitation (SDG 6)</div> <div><div>6</div><div>CLEAN WATER AND SANITATION</div><div></div></div>	<div>Affordable and clean energy (SDG 7)</div> <div><div>7</div><div>AFFORDABLE AND CLEAN ENERGY</div><div></div></div>	<div>Industry, Innovation & infrastructure (SDG 9)</div> <div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div></div></div>	<div>Sustainable cities and communities (SDG 11)</div> <div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div><div></div></div>
<div>Responsible consumption and production (SDG 12)</div> <div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div></div></div>	<div>Measures to combat climate change (SDG 13)</div> <div><div>13</div><div>CLIMATE ACTION</div><div></div></div>	<div>Aquatic terrestrial life (SDGs 14)</div> <div><div>14</div><div>LIFE BELOW WATER</div><div></div></div>	<div>Terrestrial life (SDGs 15)</div> <div><div>15</div><div>LIFE ON LAND</div><div></div></div>	<div>Partnerships to achieve the objectives (SDG 17)</div> <div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div><div></div></div>

Paris 2024 has carried out several actions to reach those goals.

→ *Design and development of new “ways of doing things” and tools, shared with sports stakeholders and communities:* a sustainable sourcing strategy, a guide for responsible events²⁶, a guide for sustainable signage and communication²⁷ (these two guides are only available in French), a sustainable food vision²⁸, etc. The Paris 2024 teams share the Organising Committee's environmental commitments and these methods whenever they can in national and international bodies and conferences.

→ *Mobilisation of the Games' ecosystem and the world of sport in the fight against climate change and for the preservation of biodiversity:*

- **Creation of the “Coach Climat Événements”²⁹**
a carbon footprint measurement tool made available to all sports event organisers with the collaboration of the French Ministry of Sports and the Olympic and Paralympic Games and the French National Olympic Committee.
- **Paris 2024 is a signatory of the Sports for Climate Action³⁰** initiative of the United Nations Framework Convention on Climate Change, which brings together more than 300 signatories among the most committed clubs, federations and event organisers.
- **Paris 2024 is participating in the United Nations “Race to Zero”³¹** campaign, a global initiative for those committing to carbon neutrality: participants must guarantee that they do not emit more greenhouse gases (GHGs) than they offset.
- **Paris 2024 is a signatory of the “Sports for Nature”³²** initiative launched in December 2022 by the International Union for Conservation of Nature (IUCN), the IOC and the United Nations Environment Program (UNEP). “Sports for Nature” aims to deliver transformative action for nature across all sports by 2030 and beyond. The signatories commit in particular to protecting nature, species and habitats and to educating members of the wider sports community to act in favour of nature.
- **Contribution to the plan for energy savings in sports led by the French government.** Connecting competition and non-competition venues to the electricity network, thus avoiding the use of diesel generators, will allow a saving of 10,000 litres of diesel (i.e. the equivalent of 150 to 170 tanks of petrol) per operation day and a decrease of more than 80% in energy-related emissions³³.

²⁶ <https://medias.paris2024.org/uploads/2021/10/PARIS-2024-211001-GUIDE-EVENEMENTS-RESPONSABLES-fr.pdf>

²⁷ <https://medias.paris2024.org/uploads/2023/05/PARIS-2024-SUS-221004-GUIDE-Ecoconception-look-supports-BD1.pdf>

²⁸ <https://www.paris2024.org/en/food-vision/>

²⁹ <https://www.coachclimateevenements.org/>

³⁰ <https://unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action#:~:text=The%20Sports%20for%20Climate%20Action%20Initiative%20will%20provide%20sports%20organizations, collaborating%20on%20areas%20of%20mutual>

³¹ <https://unfccc.int/climate-action/race-to-zero-campaign#:~:text=Race%20to%20Zero%20is%20a, and%20unlocks%20inclusive%2C%20sustainable%20growth>

³² <https://www.iucn.org/our-work/topic/tourism-and-sport/sports-nature>

³³ https://www.ecologie.gouv.fr/sites/default/files/1710.2023_Plan%20de%20sobri%C3%Agt%C3%A9%20%C3%A9nerg%C3%Agtique%20du%20sport%20-%20Un%20an%20d%27action.pdf



©Paris2024

→ *Support for a dynamic in favour of responsible events:*

- Paris 2024, with the Ministry of Sports and the Olympic and Paralympic Games, supports the National Network of Solutions for an Ecological Transition (PEXE³⁴) in its project aimed at bringing together the world of sport and eco-businesses. The objective is to strengthen links between sports stakeholders and eco-businesses by providing an easier access to sustainable solutions.
- Paris 2024 supports WWF France³⁵ in its programme for responsible sporting events around 3 areas of work:
 - Support the ecological transition of French sporting events
 - Raise awareness and support spectators to adopt more environmentally friendly behaviours
 - Develop active mobility during sporting events

Coach Climat Événements – by November 2023 (5 months after launch)

563

events had started calculating their carbon footprint with this tool

173

carbon footprints were fully estimated by events organised by more than **46 different sports**

on average a

24%

reduction of the event carbon footprint was anticipated thanks to actions planned by the organisers

³⁴ <https://ecoentreprises-france.fr/>

³⁵ <https://www.wwf.fr/vousinformer/effet-panda/sport-des-ambitions-toujours-plus-vertes>

2.4.2. First conclusions on the intangible legacy of the Paris 2024 environmental strategy

The methodology used for this part is detailed in the full 'Interim Evaluation Report'.

In summary, this analysis sought specifically to identify and qualify the ways in which Paris 2024 participates, through its actions, in accelerating the ecological transformation of its eco-system, and to consider them in five "types of contribution":



One year before the beginning of the Olympic and Paralympic Games, it is imperative to note that this study does not constitute a complete assessment of the legacy of the event, but it has established that the environmental strategy of Paris 2024 already contributes to a certain extent to the ecological transformation of society. Its conclusions reflect trends or dynamics shared by the actors a year before the event, and puts forward ways to improve this legacy, in particular through a broader sharing of the methods and actions put in place for the Games.

Raise awareness: Promote “we must act”

Paris 2024 contributes partially to raising awareness of the environment by putting the environment at the heart of the event and its media coverage and by training massively its employees.

→ Environmental concerns were already prioritised within the Games ecosystem and amongst the collaborators of the Organising Committee.

The majority of stakeholders interviewed declare that even before collaborating with Paris 2024, they were aware of the critical nature of environmental issues and the need to integrate those issues in their organisation. Nevertheless, Paris 2024 environmental commitments were decisive for them in their choice to collaborate with the Games, particularly to develop and promote respective strategies on this subject.

→ Paris 2024 fosters a public debate on sports stakeholders and major sporting events sustainability.

→ Paris 2024 raises awareness within the Organising Committee and engages its employees on environmental issues.

91%

of Paris 2024 employees have participated in at least one environmental activity (workshops, conferences, training) organised by the Organising Committee

83%

of employees say that these have improved their understanding of environmental and climate issues and have “made them want to act for the environment and the climate” in their profession

Develop skills: Develop “we have the knowledge to do it”



Because of Paris 2024's requirements, suppliers as well as some of the employees of the Organising Committee seem to have seized the opportunity of the Games to acquire new skills and develop them in their professions.

→ **Paris 2024's environmental requirements in its purchases** seem to have encouraged an assimilation of skills among suppliers, in particular by recruiting new employees dedicated to CSR.

→ **More than half of the Organising Committee's employees declare that the Paris 2024 programmes allow them to “better understand” and “implement” environmental issues in their professions.**

For example, 62% of employees believe that they “know and understand better” climate issues or “implement them in their job” and 61% when it comes to circular economy.

→ **These new skills are seen as valuable by internal employees who express a desire to go further.**

Equip and develop: Building confidence in "we have the tools to do it"

Paris 2024 has developed tools and resources, considered to be of high quality but little known by many of the players in the ecosystem.

→ Publications and resources deemed to be of high quality.

The Organising Committee has developed different types of resources to facilitate the dissemination and implementation of its environmental commitments, such as:

- "Paris 2024 Food Vision"³⁶,
- "Paris 2024 guide for more sustainable visual communication media"³⁷,
- "Paris 2024 guide for responsible events"³⁸,
- "Sustainable design guide for temporary infrastructures".

When stakeholders are aware of these documents, they are judged to be of high quality, detailed and useful. Indeed, the stakeholders using these resources express that the Paris 2024 teams have developed reliable knowledge and expertise that did not exist and on which it is possible to rely, whether for the Games or for other events.

→ Particularly significant programmes are taken up by some actors to develop their own strategies and plan their actions.

Amongst the most significant programmes for the ecosystem is the integration of environmental requirements by Paris 2024 into its purchasing processes. It had a decisive effect on the actions planned by suppliers who pass them on to their subcontractors. These same requirements are used as models and integrated into the purchasing strategies or policies of some of the sports stakeholders, whether they are stakeholders in the Games or not.

→ Most of the tools and guides developed by the Organising Committee remain little known and would benefit from being more well known.

Work to make these publications and tools immediately and widely available seems essential to optimise the legacy of Paris 2024 on the subject.

→ The "Coach Climat Événements"³⁹, a tool of interest for sports event organisers

Although the "Coach Climat Événements" was launched recently (June 2023), it generates a lot of expectations and is seen as a tool for organisers of small and medium-sized events to start working on their carbon footprint. The respondents to our survey, however, admitted that they had not yet had the time to delve deeper into the functionalities of the tool or to fully master it. According to Paris 2024, in November 2023, more than 563 events began a measurement process via the tool and 173 carbon footprints were estimated for events in 46 different sports, organised by numerous players in the sports movement (clubs and associations, individuals, private organisations, federations, etc.).

³⁶ "Paris 2024 Food Vision" <https://www.paris2024.org/en/food-vision/>

³⁷ "Paris 2024 guide for more sustainable visual communication media" (Only in French) <https://medias.paris2024.org/uploads/2023/05/PARIS-2024-SUS-221004-GUIDE-Eco-conception-look-supports-BD1.pdf>

³⁸ "Paris 2024 guide for responsible events" (Only in French) <https://medias.paris2024.org/uploads/2021/10/PARIS-2024-211001-GUIDE-EVENEMENTS-RESPONSABLES-fr.pdf>

³⁹ <https://www.coachclimateevenements.org/>

Transforming standards: instituting "it is now the norm or an expected practice"

Paris 2024 seems to make a strong contribution to positively transforming the standards and practices of certain sectors towards greater consideration of environmental impacts.

→ **Paris 2024 positions the environment as unavoidable and raises the level of objectives for stakeholders.**

For example, the fact that Tony Estanguet, President of the Organising Committee for the Paris 2024 Games, regularly and publicly reaffirms the commitments and ambitions of Paris 2024 in this area seems to be a strong sign for those involved in sports.

→ **The level of environmental requirements imposed by Paris 2024 becomes the new benchmark in terms of environmental performance.**

Several stakeholders indicate that they want to take advantage of Paris 2024's environmental requirements to raise the level of eco-responsibility in their activities (notably suppliers and sponsors) or the level of requirements for the specifications of events that they organize, delegate or sponsor.

→ **Paris 2024's commitments draw the attention of top management in sports and the events sector to the topic.**

As the activities of Paris 2024 are particularly followed and scrutinized, notably by decision-makers, its environmental commitments and actions are noticed and benchmarked by the ecosystem.

→ **Stakeholders structure their environmental approach based on Paris 2024's expectations.**

A large majority of the stakeholders interviewed reported greater structuring and systematisation of the management of environmental impacts in their organisation to meet the requirements of Paris 2024 on the subject.

→ **The environmental criteria integrated into contracts affect the entire value chain.**

The integration of environmental requirements into contracts has a direct effect on their consideration at several levels in the value chains, in particular because other principals (rights holders, the State, partners, service providers, event organisers, national and international sports bodies) are in turn integrating these new standards into their own specifications.

Changing individual behaviour: Encouraging the "let's do it" approach

The effect on the public is impossible to measure at this stage, because public audiences have not yet been exposed on a large scale to the environmental programmes of Paris 2024.



Regarding Paris 2024 employees:

91%

believe that their participation in environmental activities (workshops, conferences, training) made them want to change their habits

68%

believe that the environmental commitments of Paris 2024 contribute to the adoption of eco-responsible actions on a daily basis

→ Some public stakeholders hope that the actions carried out during the Games, particularly in terms of transport (use of public transport and cycling plan) and food (for example, the increase of plant-based food in sports events), will contribute to changing the behaviours.

2.4.3. Intermediate learnings: expectations for maximising the intangible legacy

Pursue commitments and reduce contradictions.

As in any project, in order to reconcile environmental issues with an activity, a certain number of compromises are made. If some actors deem Paris 2024's environmental requirements as very high or even very difficult to achieve, others express the wish that Paris 2024 and the international sports authorities go even further and start a discussion on the core model of the Games. Indeed, with regard to environmental issues, the compatibility of the model of major international events with planetary limits is sometimes questioned, whether due to the environmental impacts of the event itself (air transport used massively to get to the event, consumption

of resources, production of waste), or because of the type of products and services promoted on this occasion (use of single-use plastic in particular). Increasing the level of details shared on the actions carried out, the objectives sought, the results obtained and the methodologies for measuring the environmental impact, and more generally, creating spaces for open discussions on new event models, could reduce perceived contradictions.



Share resources and data

A large majority of respondents believe that faster and more systematic sharing of methodologies and lessons would ensure better circulation of the expertise of the Organising Committee as well as greater alignment of the strategies of external stakeholders, and therefore a precious intangible legacy. Furthermore, it appears essential to better circulate already existing documents.



Continue supporting employees



Some employees report the difficulty of explaining or justifying the choices of Paris 2024 externally. Support for internal employees in appropriating key talking points on the subject could enable them to better explain and take responsibility for the environmental dimension of Paris 2024. Furthermore, some employees express the wish that training and awareness-raising times be increased and continued, for example by setting up “Fresque du climat” (The Climate Fresk) workshops, including for management teams.

03

The
Paris
2024
Endowment
Fund

3.1

The objectives of Paris 2024

In order to support and implement its social and environmental ambitions at an operational level, Paris 2024 decided to create a dedicated tool the Paris 2024 Endowment Fund. This is the first-ever sponsorship tool developed by an Olympic and Paralympic Games Organising Committee during the run-up to the Games, rather than after it has been organised. Created in 2019, the Paris 2024 Endowment Fund's mission is to support general interest projects that use sport to achieve a social and environmental impact throughout France (metropolitan France, overseas departments and regions, overseas collectivities). Projects supported by the Endowment Fund receive funding, the right to use the Impact 2024 label and access to a support programme.

The general aim of the Paris 2024 Endowment Fund is to strengthen the role of physical activity and sport in projects with a social and environmental impact. More specifically, it has three main objectives:

01 — To encourage, identify and fund high-potential social innovation projects through sport.

02 — Support project leaders (sports movement, local authorities, associations) in designing, implementing and evaluating the impact of these projects.

03 — Promote and publicise these projects to encourage replication and demonstrate the social impact of sport.

Four priority areas have been identified:

→ **Sport as a vehicle for health and well-being.**

→ **Sport for education and citizenship.**

→ **Sport for inclusion, equality and solidarity.**

→ **Sport for the environment and the climate.**

Through its eligibility and selection criteria, the Paris 2024 Endowment Fund encourages the development of cooperation between the sporting movement, associations and public bodies serving the general interest. It finances projects led by local authorities and requires them to engage the local sports movement. It also funds projects run by federations whose disciplines are included in the Games programme, requiring them to be socially innovative and to be run in cooperation with actors in the fields of health, education, inclusion and/or environmental protection. In this way, it helps to build new links, create synergies between actors in the same area, support their consolidation and encourage their long-term survival, in particular by supporting the evaluation of their impact as part of the support scheme set up by Paris 2024 for the project winners.

3.2 Key figures

The data below includes all projects supported by the Paris 2024 Endowment Fund between 2020 and 2023⁴⁰.

Number of beneficiaries

+4.5 million

direct beneficiaries, including:

42% women

12% are people with disabilities

+20.5 million

indirect beneficiaries (projected)

Financial elements

1,100

projects supported between 2020 and 2023

Leverage effect:
for every **€1** donated by the Endowment Fund, **€1.87** is raised through co-funding

€47.7M

distributed to support the social impact of sport:

€16.6M

paid by the Paris 2024 Endowment Fund (35%)

€31.1M

raised through co-funding (65%)

Territories

100%

of regions

100%

of French departments

45%

of projects in Île-de-France (504 projects)

57%

of projects in Priority Neighbourhood for Urban Policy (QPVs)

Seine-Saint-Denis, a priority area

Seine-Saint-Denis is one of the priority areas for initiatives financed by the Paris 2024 Endowment Fund

227

of projects

rolled out in Seine-Saint-Denis between 2020 and 2023 were winners, i.e. **more than 20% of the projects supported**

+€10.6M

invested in initiatives in Seine-Saint-Denis, representing 19% of the overall Endowment Fund investments, making it the **number 1 beneficiary department**, ahead of Paris (€9.8m) and the Rhône department (€4.8m)

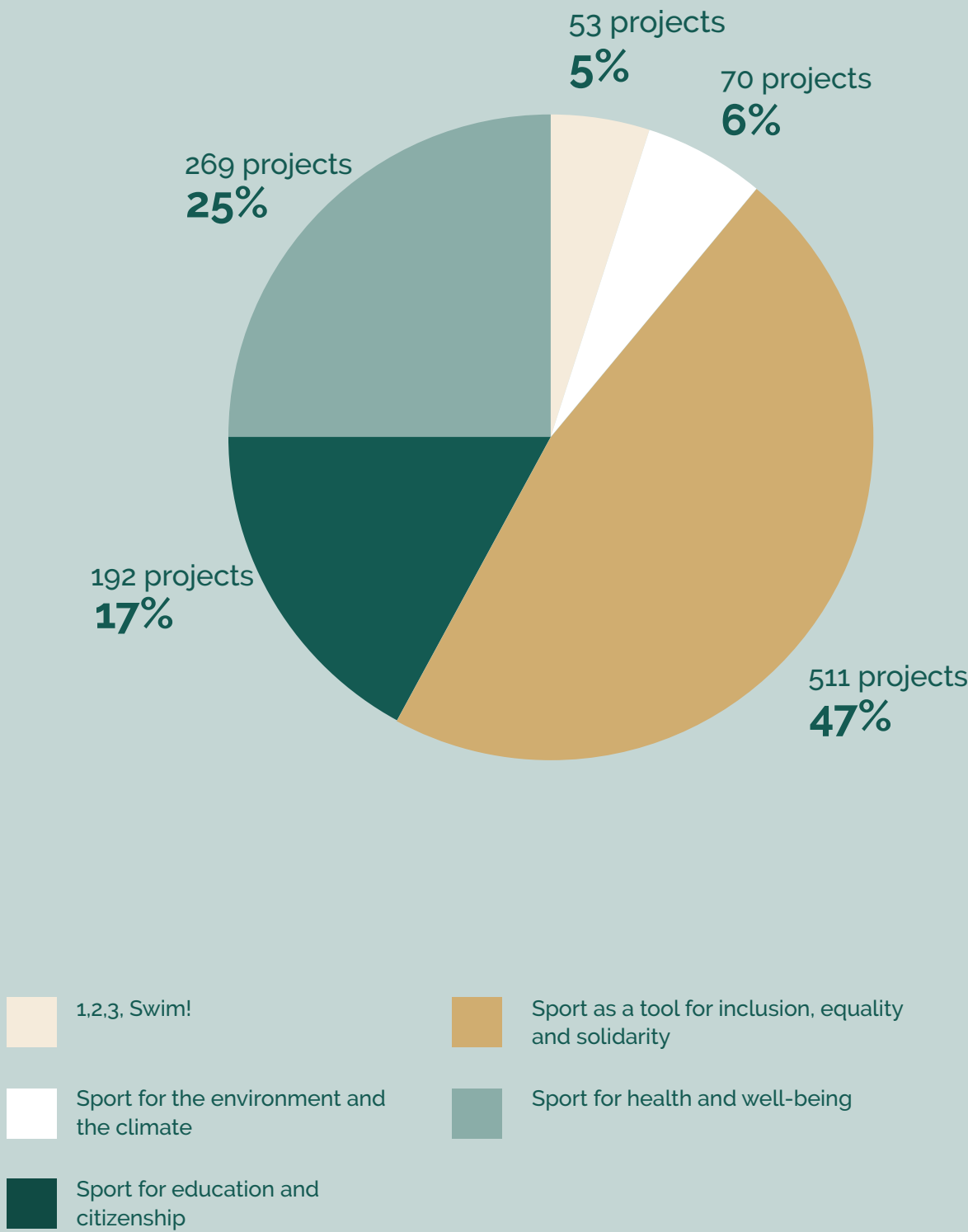
+400,000

direct beneficiaries live in Seine-Saint-Denis

⁴⁰ Data as of 31/10/2023.

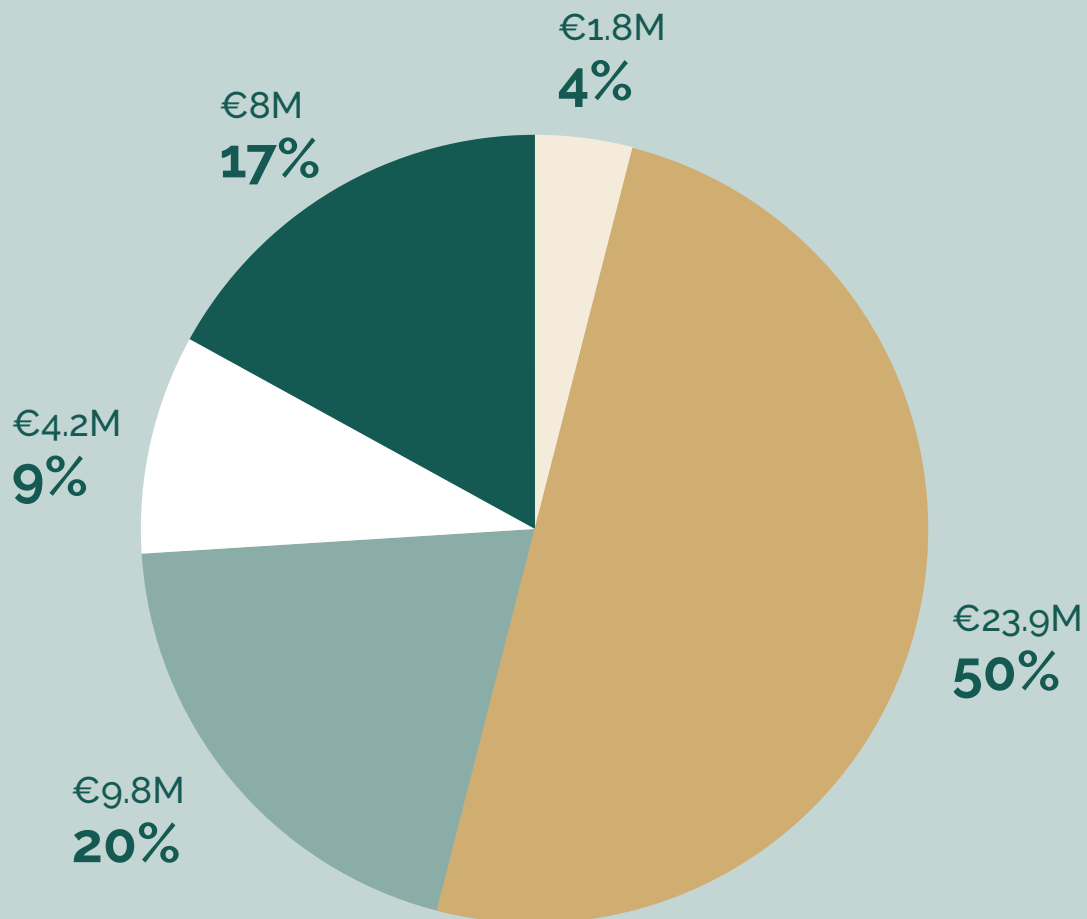
Breakdown by theme

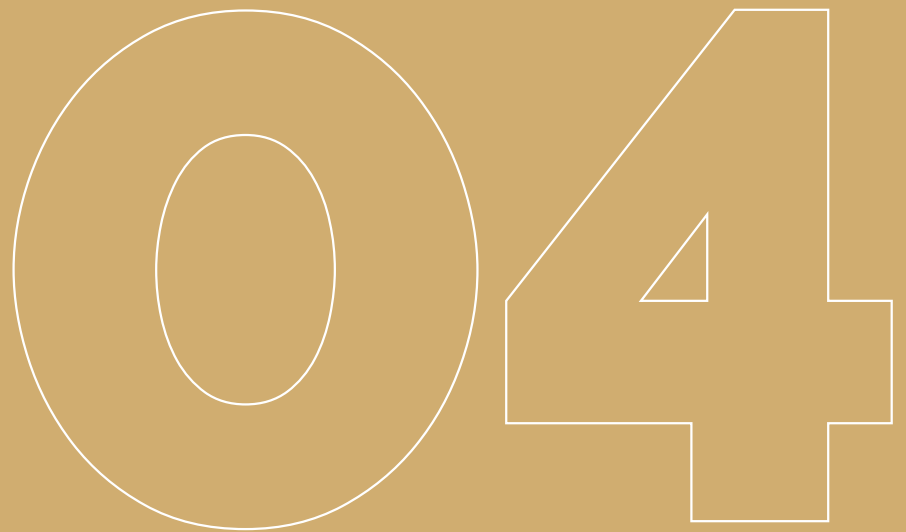
Breakdown of the number of projects supported by the Paris 2024 Endowment Fund by priority



Source : Paris 2024

Amounts (in €M) allocated to projects supported by the Paris 2024 Endowment Fund by priority





Analysis from the Evaluation Group

In conclusion, the Interim Evaluation Report makes a number of observations about the progress of the Legacy & Sustainability strategy, its effectiveness, and the coherence and relevance of the strategy itself and the actions that form part of it.

The report develops a certain number of elements of analysis by theme (sport for education, sport for health, sport for inclusion and engagement, sport for the environment) that we will not develop here in order to concentrate on more transversal and general elements. These reflections will provide ideas on the expected outcomes and impacts that will be useful to Paris 2024 and its stakeholders in steering the Legacy & Sustainability strategy in the final months before the Games. As the programmes are ongoing and the evaluation *in itinere*, these outcomes and impacts will be assessed and published in future evaluation reports (2025 and 2029) and will also be assessed in relation to the various studies carried out on the Games, in particular those coordinated by the French State and its Interministerial Delegation for the Olympic and Paralympic Games.

4.1

Reasons for positive assessment

The project review we carried out as part of this report, and the achievements and initial outcomes identified, have enabled us to highlight a number of encouraging elements.

A strategy built on solid facts and clearly established priorities

First, it should be emphasised that the Legacy & Sustainability strategy that has been put into practice is consistent throughout. It is based on solid, shared knowledge and sets out clear priorities and coherent operational actions. These are integrated into a systemic logic, so that the concrete actions that are being implemented can be placed within an overall strategy and, conversely, this overall strategy can be illustrated by specific achievements.

The impetus and collaborative approach provided by Paris 2024 have resulted in a high level of commitment to the Games by all stakeholders

Although the Legacy & Sustainability strategy is based on a foundation and strategic framework supported by Paris 2024, it was initially defined in line with the objectives of the Games' stakeholders. This collaborative approach made it possible not to impose a 'restrictive' framework but, on the contrary, to offer greater freedom to the Games' stakeholders so that they could develop their own activities and programmes, adapted to their specific territorial and social realities. This collaborative working method also enables stakeholders to take ownership of, and become involved in the initiatives promoted by Paris 2024. In this particular Games 'ecosystem', Paris 2024 plays the role of catalyst, with stakeholders acting as both 'linchpins' and 'builders'. The aura surrounding the Olympic and Paralympic Games fosters collective ownership of societal issues, which is likely to generate a collective leverage effect to achieve, strengthen and amplify the ambitions originally defined as part of the Legacy & Sustainability strategy.

Overall consistency between the pillars of the Legacy & Sustainability strategy and between the programmes and actions of the Games' stakeholders

The evaluation work carried out also highlights the extent to which most of the actions and programmes present objectives and resources that are consistent with each other. The stakeholders are mobilising actions and programmes that are firmly situated at the intersection of several pillars (education, health, inclusion, environment), and are pursuing objectives that contribute to achieving the goals of Paris 2024 and its stakeholders. In addition to this linkage, which reflects the overall coherence of the action plan, it is important to note the internal coherence of each strand.

A strategy that has had a catalytic effect in forging partnerships between sports and non-sports actors

While the sports movement, the voluntary sector and the educational community still operate in a highly sectorised manner, following a silo logic, the Legacy & Sustainability strategy has encouraged closer links between these domains. The actions highlighted in this report concern both the sporting world (considered in its great diversity of organisations) and actors who are not strictly speaking part of it: economic, social and educational actors.

Individual actions that adapt to territorial opportunities and challenges, to form a coherent whole

The flexibility of the Legacy & Sustainability strategy, which authorises stakeholders to join or launch initiatives by obtaining a label, accessing resources and partners, and mobilising additional funding, encourages the emergence of a plurality and mesh of activities that adapt to the realities and problems of the territories. The ways in which they are deployed activate sufficiently diverse formulae to support the hypothesis that, taken as a whole, they are capable of 'forming a sys-

tem', i.e. a coherent whole, capable of generating synergies and leverage effects, or even sustainability and longevity (with the idea of continuity strengthened by the partnerships and mutual reinforcement created and encouraged).



Tailor-made targeting of the most vulnerable groups

The concern of Paris 2024 and its stakeholders to focus their attention, action, efforts and resources on the most vulnerable populations is particularly relevant. This targeting effort, correlated with that of territorial anchoring, innovation, the search for short-term results and long-term societal transformation, attests to a strategy that is well thought out, structured, shared with stakeholders and orchestrated with a view to efficiency. The Seine-Saint-Denis department, given its specific characteristics and the fact that a large part of the Paris 2024 games will be held there, has been prioritised in a number of programmes as well as in the financing granted by the Paris 2024 Endowment Fund.

4.2

Points to bear in mind

Beyond the grounds for satisfaction identified at the end of this interim report, it is also worth highlighting a number of areas for vigilance and questioning that need to be taken into account in order to lay the foundations for a lasting legacy and for genuine structural changes to emerge.

The difficulty of scaling up

The transition from a targeted or highly localised initiative, sometimes based on voluntary action, to deployment on a wider territorial scale that can go as far as national level, can pose certain difficulties, whether financial, material, human or political. It should not be forgotten that the stakeholders must be given the time they need to fully grasp and take ownership of the programmes. Building a consensus or raising new funding is a long-term process, requiring adjustments and adaptations to the specific configurations of each venue and/or each audience. However, the question of change of scale is central, as

it is probably from this that significant impacts will or will not be observed on a macro-economic level. We therefore need to be able to draw lessons from both the successes and the difficulties encountered, in order to identify the key factors that will enable us to succeed at this stage (the change of scale can be understood at a territorial level as well as in terms of the ambition of certain individual projects).

At this stage, a definitive assessment of the outcomes and impacts has yet to be carried out

Most of the indicators highlighted in this report are output indicators and provide little or no information on the effects (in terms of outcomes and impacts) of the activities on their beneficiaries. This is firstly because a large number of the programmes in the Legacy & Sustainability strategy are still being rolled out, and there would be little point in communicating results that are in their infancy or incomplete. Secondly, the legacy of an event such as the Games can only be assessed over the long term, and the structural changes brought about in the fields of education, health, inclusion and the environment can only be observed several years after the launch of the activities and programmes. The specific studies carried out as part of

the evaluation process put in place by Paris 2024 (the 30 minutes of daily physical activity scheme, para-friendly 'Inclusive Clubs' and active design in public spaces), the support provided to certain Impact 2024 winners and other studies, in particular those carried out by the French State and the Interministerial Delegation for the Olympic and Paralympic Games, but also those that will emerge from the academic and research world (university laboratories) will provide useful input for the overall analysis of the social impact of the Games.



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The challenge of sustaining programmes and actions beyond the Games

The Paris 2024 Olympic and Paralympic Games have so far acted as a catalyst and impetus for a large number of programmes and actions. We now need to ensure that the momentum created by Paris 2024 does not fade after the Games. The issues addressed by the Legacy & Sustainability strategy and its objectives require reflection and, even more so, collective and coordinated action by all the stakeholders over the long term, far beyond the timeframe of the Games. It will therefore be the responsibility of the various stakeholders (the State, local and regional authorities, the Olympic and Paralympic movement, partners) to keep the momentum going and to continue the effort after the Games, so that the legacy can truly materialise, thereby avoiding a 'flash in the pan' approach and short-term impacts that would neither be extended nor contribute to supporting and accelerating structural changes. Behind this question of the sustainability of programmes and actions lies the question of the future catalyst(s)/carrier(s) of all these initiatives and projects. Paris 2024 and its stakeholders have fully grasped this crucial issue of programme transfer and are currently carrying out an analysis, the conclusions of which should be communicated at the end of 2023 (see section 8.3. of the Interim Evaluation Report).

4.3

Our recommendations

This first evaluation report sets out five transversal recommendations which build on the issues raised in the 'points to bear in mind', and which can be added to and/or clarified. These cross-cutting recommendations are broadly in line with the main framework, which aims to maintain the focus on results and the transfer of tools.

4.3.1. Increase accountability (traceability of outcomes, impact measurement)

The first recommendation relates to the approach taken in terms of evaluation, going beyond the strict subject of this report and its follow-up, but considering it in the light of the entire workflow it entails, particularly in relation to the stakeholders involved in the Legacy & Sustainability strategy.

In our view, the accountability effort undertaken is likely, both in principle and in terms of the actions actually implemented, to put the actors in a position to recognise what has been achieved, to analyse the levers of success and to identify and overcome the bottlenecks. This process of continuous ownership involves the ecosystem of actors not only in learning the methodology, but also in communicating what has been learnt and the potential changes that have been made, therefore providing a sound basis for sustaining the achievements and extending them.

In addition, the traceability of outcomes and the impact measurements provide the evidence that guarantees 'structural changes', without which the idea of a communication effect could be opposed. They also make it possible to identify areas for improvement in the management of Paris 2024's Legacy & Sustainability strategy, as well as for future organisers of major sporting events.

4.3.2. Continuing to roll out flagship projects and encourage stakeholders to get involved

Secondly, the effort devoted to emblematic actions should be considered paramount. These appear to be the ones with the greatest structuring power and resonance, and it can be assumed that they are a fundamental lever for structural change. In fact, they are **flagships**, whose successes and examples are potential driving forces for the entire ecosystem. More than any others, these emblematic actions are likely to create models, or even a potential new paradigm. To make the link with the first recommendation, these emblematic projects face a heightened accountability challenge to which particular attention, rigour and vigilance should be paid.

4.3.3. Supporting “Impact 2024” winners in their efforts to continue and expand their projects

Thirdly, working in tandem with the emblematic projects, the aim is to support the Impact 2024 winners beyond the Games. The challenge is to benefit from a network of initiatives across all sectors, all actors and all levels that will anchor the legacy in the day-to-day life of organisations, in the realities of the regions and in the ‘difficulties’ of the range of issues involved. The challenge with this support lies in sustaining a wide geographical catchment area approach. Support for these actors and these projects should include a concern for longevity and expansion, by reviewing their progress. To a certain extent, everything points to the fact that the real perspective of Paris 2024 is to make the Games part of a longer-term perspective. Therefore, the introduction of a forward-planning process that aims to make people think about today’s actions in terms of their future outcomes should not only encourage those involved to continue the momentum that has been set in motion post-2024, but should also help them to find the right conditions for

their implementation and success. Subsequently, it will assist them to become self-sufficient, so that they have the knowledge of what to do after the Games and without Paris 2024. However, this transfer process is not always as simple as it might first seem. It involves passing on the knowledge, skills, resources and best practices of a successful Impact 2024 pilot project or experiment to other areas, actors or communities. In addition, the specific features of each context will need to be taken into account, insofar as what works in one environment may require significant adaptations to be applied elsewhere. Expanding successful, emblematic experiments is a powerful way of catalysing progress and creating a large-scale positive impact.

At the same time as working towards sustainability and expansion, we would like to stress the importance of continuing to build on existing initiatives, particularly those relating to:



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- Establishing a culture of cooperation between different domains.
- Embedded and scientific approaches to measuring impact, making it possible to objectify the effects of projects and thus contribute to assessing their value.
- Experimenting with grey areas in public policy.
- Taking the most vulnerable groups and areas into account right from the design stage.
- Involving local authorities in the handover.

4.3.4. Ensuring that the initiatives and momentum generated are passed on

The fourth recommendation takes a closer look at the specific responsibilities of actors who may or may not be 'doers', i.e. who are not actors in the sector, but who are nonetheless 'strategists'. These include organisations from a variety of fields, both public and private, market and non-market. What they have in common is a capacity to influence, lead and mobilise funds, in other words a power that makes each of them, at their own level, likely to respond favourably to the challenge of sustainability beyond the Games. With these type of actors, and to a certain extent mirroring what prevails for the support of the network of initiatives mentioned above, persuasive work needs to be developed, in particular, around capitalising on and promoting the outcomes obtained.

In this respect, the challenge may not be so much to highlight successes for what they are, but to use them as a means of expressing a new and lasting expectation on the part of the public, audiences, customers, users, residents and so on. The message that could be formulated is that we now need to 'permanently take this into account': actions and dynamics have been initiated, responses to structuring needs have been provided, which calls for the ambition to be pursued and the work initiated to be supported. What is emerging here is more or less to encourage collective ownership of the definition of 'Generation 2024', so that the accountability of the commitments is endorsed beyond the Games.

4.3.5. Delivering the legacy to the most vulnerable groups and regions



The first four recommendations are mainly methodological in nature and relate broadly to the logic of action, without addressing what is at the heart of the strategy, i.e. the public itself and, in this case, a public that can be described as the most vulnerable. Maintaining this ability to focus greater attention on the most vulnerable groups and regions, and those furthest from certain basic services (education, health, employment, housing, sport, etc.), must continue to be a priority, whether this means deploying levers to enhance, support, make accessible or emancipate these groups.

Finally, this must continue to be highlighted in the outcomes and impact measurements, so that these audiences are clearly positioned at the heart of the strategy, and that the legacy focuses first and foremost on the ability to address them, through the leverage of sport, which, as we have seen in this report, has a unique ability to act as a catalyst for public policies aimed at inclusion, education, health and ecological transformation.

List of appendices

Appendix A	Glossary
Appendix B	Composition and presentation of the members of the Supervisory Evaluation Committee
Appendix C	List of Paris 2024 indicators used to assess the social dimension of the Legacy and Sustainability strategy
Appendix D	Dashboard of impact indicators from the OECD guides for sporting, cultural and business events

Appendix A — Glossary

30'APQ:	30 minutes of Daily Physical Activity at school is national programme implanted to combat sedentariness
ACADEMY:	The Ministry of National Education and Youth is represented by decentralised bodies in every region and department of France (18 academic regions and 30 academies)
Action Cœur de Ville:	Steered by the ANCT (see below), the Action Cœur de Ville plan aims to support local authorities by promoting the retention or establishment of businesses in town centres in order to improve living conditions in medium-sized towns
AEFE:	The Agency for French Teaching Abroad is an organisation whose mission is to support and develop a school network, comprising educational institutions located abroad that enroll French and international students
AFD:	The Agence Française de Développement (French Development Agency) contributes to the implementation of France's sustainable development and international solidarity policy. Focusing on climate, biodiversity, peace, education, urban development, health and governance, the AFD has a mandate to fund, support and accelerate the transition to a fairer and more resilient world by carrying out projects in France's overseas departments and territories as well as 150 countries
AMI:	Call for expressions of interest
ANCT:	Agence Nationale de Cohésion des Territoires (National Agency for Territorial Cohesion). ANCT is a public body whose aim is to support local authorities in carrying out their projects. Its action primarily targets French territories characterised by geographical constraints, demographic, economic, social, environmental difficulties or access to public services
ANS:	The National Sports Agency is a public interest group, bringing together different diverse stakeholders engaged in the development of sports in France with the objective of financing and organising sport in France.
IOC:	International Olympic Committee
IPC:	International Paralympic Committee

CNOSF:	French National Olympic and Sports Committee
Coach Climat Événements:	(Climate Coach for Events) online tool to help French sporting events reduce their carbon footprint
Collective "Pour une France en forme" (For a Fit France):	A consortium of French independent experts from different fields (sports, healthcare, media) united with the objective of implementing tangible initiatives to address sedentary lifestyles and promote physical activity
CPSF:	French Paralympic and Sports Committee
CSR:	Corporate Social Responsibility
DIJOP:	Interministerial Delegation for the Olympic and Paralympic Games. The DIJOP is responsible for ensuring the coherence and consistency of the French State's actions in support of the Games. It reports to the Prime Minister and coordinates the actions of the various ministries
EDF:	Electricité De France, state-owned enterprise that produces and supplies electricity. EDF is a sponsor of Paris 2024 involved in programmes such as "1,2,3 Swim!"
EPS:	Physical and Sports Education (PES), school subject and the French equivalent of Phys.ED or PE
ESMS:	Medico-social establishment or service. Health Centres financed by French Social Security. The mission of ESMSs is to support people with disabilities or chronic illnesses
FFA:	French Athletics Federation, a registered association that brings together all the clubs across the nation that practice athletics and organises the annual national championships
FDJ:	Française des Jeux, French company responsible for the national lottery games and other forms of legal gambling

GHG:	Greenhouse Gases. Emitted gases that trap heat in the atmosphere
IMPACT 2024:	Label awarded to projects supported by the Paris 2024 Endowment Fund
INJEP:	Institut National de la Jeunesse et de l'Education Populaire (French National Institute for Youth and Popular Education) is responsible for observing and analysing the situation of young people and the policies aimed at them ranging from the local to European level. INJEP also carries out statistical work for the sports department
MEDEF:	Mouvement des entreprises de France (Movement of the Enterprises of France) is the largest employer federation in France. It engages in negotiations with trade unions and lobbying at local, regional, national, and EU-wide levels.
OECD:	Organisation for Economic Co-operation and Development
SDGS:	'Sustainable Development Goals' also known as the Global Goals (of which there are 17), were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity
WHO:	World Health Organisation
ONAPS:	Observatoire National de l'Activité Physique et de la Sédentarité (National Observatory on Physical Activity and Sedentariness). ONAPS gathers data and produces research on the causes and levels of physical activity and sedentary life of the French population
ORME:	Observatory for Research on Mega-Events. ORME is a multi-partner structure, which brings together researchers whose work focuses on the legacy of large sporting events such as the Olympic Games in Paris in 2024 or the Rugby World Cup in 2023
PEXE:	National association of business clusters and professional associations in the environment, energy, and circular economy sectors that aim to deploy concrete actions to serve SMEs and Intermediate Sized Companies in the ecological transition

UNEP:	United Nations Environment Programme
PSH:	Person with a disability
QPV:	Quartier prioritaire de la Politique de la Ville (Priority Neighbourhood for Urban Policy). QPVs are areas supported by the State to compensate for differences in living standards with the rest of the country. These neighbourhoods are those with the lowest incomes
SANTÉ PUBLIQUE FRANCE (PUBLIC HEALTH FRANCE):	France's national public health agency. It is a public administrative body under the supervision of the Minister of Health
SOLIDEO:	The Company responsible for ensuring the delivery of the facilities and development work required for the organisation of the Paris 2024 Games
SOP:	Olympic and Paralympic Week (OPW)
TEP:	Terrains d'Education Physique (Physical Education Grounds)
TERRAIN D'ÉGALITÉ:	(Equal Playing Field) A label aimed at organisers of major international sporting events and aims to promote equality between women and men and to fight against all forms of discrimination and against gender-based and sexual violence, before and during sporting events.
TERRE DE JEUX 2024:	Launched in 2019 by Paris 2024, the "Terre de Jeux 2024" label (Land of the Games 2024) helps to involve and unite French local authorities and sports movement organisations in the Games journey. It enables them to benefit from the positive momentum of the Games ahead of the event, to strengthen the place of sport and bring the Games to life for their residents, but also to co-construct the legacy of the Games in the territories
UGSEL:	Union Générale Sportive de l'Enseignement Libre (Catholic education sports federation)
IUNC:	International Union for Conservation of Nature

USEP:	Union sportive de l'enseignement du premier degré. A public federation of Primary schools concerned with sports education, which covers pre-elementary and elementary education provided in nursery, elementary and primary schools.
VILLES ACTIVES & SPORTIVES	A label awarded to towns and cities in mainland France, the French overseas territories and local authorities, the aim of which is to reward and sponsor local sporting initiatives that promote leisure, physical and sporting activities to help French residents become more active in their daily lives
WWF:	World Wildlife Fund

Appendix B —Composition and presentation of the members of the Supervisory Evaluation Committee

Paris 2024 has set up a Supervisory Evaluation Committee whose primary aim is to independently review its entire social impact assessment process in a rigorous and scientific way. Its role is to oversee the assessment process and make recommendations to ensure it is in line with national and international best practice. The supervising committee comprises a diverse group of experts from France and further afield.

HOLGER PREUSS (President of the Supervising Evaluation Committee) — Mainz University

Holger Preuss is Professor of Sport Economics and Sport Sociology at the Johannes Gutenberg University of Mainz, in Germany. He is also adjunct professor at the University of Ottawa, Canada and international scholar at the State University of New York (Cortland). He was editor of the Journal "European Sport Management Quarterly" (2012-2014), one of the world leading journals in sport management. He also is associate Editor of the "Journal of Sport & Tourism".

His field of research is directed at economic and socio-economic aspects of sport. In particular he looks into the socio-economic impact analysis of mega-sport events such as Olympic Games, since 1972 and the FIFA Football World Cup, since 2006.

He has published 15 books and more than 155 articles in international journals and books. During the past decade he has been invited to hold more than 145 presentations all over the world.



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MARIE DELAPLACE — Gustave Eiffel University

Marie Delaplace is a professor of regional development and planning at the Paris School of Urban Planning/Gustave Eiffel University. She has a PhD and a postdoctoral research qualification in economics, specialising in the development systems associated with different types of regional innovation (IT, biopolymers, transport and services). She is full professor of Regional Development and Planning at the Gustave Eiffel University, conducting her research at the Lab'urba facility. Her research interests include the local economic growth generated by France's high-speed train network, tourism and the Olympic Games.



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DOMINIQUE CHARRIER — Paris-Saclay University

Dominique Charrier has a PhD in economics from Paris Dauphine University. He holds a postdoctoral research qualification in sport from Paris-Saclay University, where he is head of the "Public Policies and Strategies of Sports Organisations" Master's programme. His empirically grounded research broadly focuses on forward-looking socio-economic analysis of government policies relating to sport, primarily the economic and social impact of sporting events, the momentum generated at local level by sports projects and the use of sport for entertainment, prevention and integration purposes.



TANIA BRAGA — International Olympic Committee (IOC)

Tania Braga oversees the Legacy strategic approach of the International Olympic Committee (IOC), working with upcoming and past Olympic Cities to create long-term benefits for people the host city/territory and sport in the host country. Before joining the IOC, she has held the position of Sustainability, Accessibility and Legacy Head of the Rio 2016 Olympic and Paralympic Games Organising Committee. Her background combines a PhD in applied economics with hands-on experience with private corporations, local and national governments, research institutions and NGOs in the areas of sustainability and corporate responsibility.



SYLVAIN FEREZ — Montpellier University

Sylvain Ferez holds a postdoctoral research qualification and lectures at Montpellier University. Following a two-year postdoctoral position in the Department of Sociology and Anthropology at the University of Amsterdam (the Netherlands), he took up a post at Montpellier University, where he currently teaches social sciences applied to sport, health and disability.

His research interests include the social and historical factors influencing disabled people's access to recreational and/or competitive sport, as well as the impact of chronic conditions (such as HIV, cystic fibrosis and obesity) on people's social interactions and participation in physical activities and sport.



KAREN MAGUIRE — Organisation for Economic Co-operation and Development (OECD)

Karen Maguire is a Head of Division of the Local Employment, Skills and Social Innovation at the Organisation for Economic Co-operation and Development (OECD). She supports the implementation of the OECD Recommendation on Global Events and Local Development as well as the OECD Recommendation on the Social and Solidarity Economy and Social Innovation. She also oversees the OECD Local Development Forum, a stakeholder network of thousands of local development practitioners from around the world. She holds a BA in economics and sociology from the University of Chicago and an MPP from Harvard University's Kennedy School of Government.



GRACE LILLEY — UK Department for Digital, Culture, Media & Sport

Grace Lilley works for the UK Government's Department for Digital, Culture, Media and Sport. She is the Head of Legacy and Benefits for the Birmingham 2022 Commonwealth Games, working with Games delivery partners to oversee the development of the Games' legacy programme. In addition, she is responsible for the delivery of an impact evaluation on the Birmingham Commonwealth Games that is considering the economic, environmental and social impact of the Games.



THIERRY SIBIEUDE — ESSEC Business School

Thierry Sibieude, former dean of ESSEC Africa, holds the Chair in Innovation and Social Entrepreneurship at ESSEC Business School.

Having worked in the world of business for 10 years, he began his higher education career at the Catholic University of Paris in 1992 before joining ESSEC Business School in 1996. He co-founded France's first chair in innovation and social entrepreneurship in 2002, launched the social enterprise accelerator Antropia ESSEC in 2008 and established the social impact assessment and measurement lab Labo E&MIS. He is also the author of 13 MOOCs on social innovation and social entrepreneurship issues, including the MOOC on "Social Impact Assessment and Measurement".



ETSUKO YAMADA — Japan Sport Council

Etsuko Yamada earned a Master of Public Policy at Graduate School of Law, Tohoku University in Japan.

From 2014 to 2016, she had worked for the United Nations Office on Sport for Development and Peace (UNOSDP) based in Geneva as a Programme Officer.

Coming back to Japan, she now works for Japan Sport Council as the Head of International Sport for Development, suggesting measures and strategies to the Japanese national and local governments.

As a member of its Steering Group, Japan Sport Council has been involved with the collaborative global project to develop common indicators for measuring the contribution of physical education, physical activity and sport to the Sustainable Development Goals, led by the Commonwealth Secretariat.



Appendix C — List of Paris 2024 indicators used to assess the social dimension of the Legacy and Sustainability strategy

Pillar 2 of the Legacy & Sustainability strategy	Objective	17 indicators, including 4 priority indicators	Type of indicator	Level of information on the indicator in the interim report
Involving all areas and contributing to the joint development of the Seine-Saint-Denis region	The Games at the service of the regions	1 — Number of sports facilities and practice areas built, renovated or developed for the organisation of the Games and number of sports facilities and practice areas developed by local authorities accelerated by the Games ("5000 équipements sportifs" - 5,000 sports facilities - programme, active design, Games Preparation Centres, etc.).	Outputs	Partial
		2 — Territorial breakdown of actions supported by Paris 2024 and Impact 2024 projects supported by the Paris 2024 Endowment Fund	Outputs	Complete
		3 — Change in the gap between the rate of pupils knowing how to swim in 6th year (entry in Secondary school) in Seine-Saint-Denis and in France between 2021, 2023, 2025 and 2029	Impact	Partial
		4 — Indicator of changes in quality of life in Seine-Saint-Denis	Impact	Unavailable
Developing sport everywhere and for everyone	Games for health	5 — Number of beneficiaries of programmes set up to combat physical inactivity	Outputs	Complete
		6 — Number of organisations (companies, local authorities, schools and educational establishments) that have set up physical and sporting activities to promote daily physical activity (APQs) and number of beneficiaries.	Outcomes	Complete
		7 — Change in the sedentary behaviour rate of children aged 6 to 11 in 2021, 2023, 2025 and 2029	Impact	Unavailable
		8 — Changes in the sports participation rate of the French population and certain priority groups in 2021, 2023, 2025 and 2029	Impact	Unavailable

Pillar 2 of the Legacy & Sustainability strategy	Objective	17 indicators, including 4 priority indicators	Type of indicator	Level of information on the indicator in the interim report
Using sport as a driving force for engagement and citizenship	Games for education	9 — Number of young people taking part in Olympic and Paralympic Week (OPW)	Outputs	Complete
		10 — Number and percentage of schools and higher education establishments awarded the Generation 2024 label	Outcomes	Complete
		11 — Number of Games volunteers (Paris 2024 and other stakeholders); proportion of volunteers experiencing their first Games and continuing to do so after the Paris 2024 Games.	Outcomes	Partial
		12 — Growth in the number of civic service participants in sport between 2018 and 2024 and continued involvement in sport after the Games	Outcomes	Partial
Using sport to combat discrimination and promote inclusion	Games for inclusion	13 — Changing attitudes: changes in the perception of stereotypes (short term) and behaviour (long term) by project beneficiaries (on discrimination and disability)	Impact	Partial
		14 — Number of beneficiaries of supported projects, and number of Impact 2024 winning projects, including those in priority urban areas (QPVs) or for priority groups.	Outputs / Outcomes	Complete
		15 — "Terrain d'égalité" label: Paris 2024 awarded the label	Outputs	Unavailable
		16 — Mixed/parity rate in Impact 2024 winning projects	Outcomes	Complete
		17 — Number of parasport sections created and number of people with disabilities enrolled	Outcomes	Complete

Appendix D — Dashboard of impact indicators from the OECD guides for cultural, sporting and business events

Type	Level	Indicator
Economic	Core	Total net economic impact (net direct, indirect, and induced impact on host economy)
		Total jobs created/supported
		% of value of contracts paid to local suppliers, SMEs and social enterprises
	Additional	% increase in visitors after event
		Number of people trained in new skills through event-related programmes
		m ² of unused spaces repurposed for event-related activities
Social	Core	% of target groups reporting increased frequency of participation (in culture, sports, business, etc.): Sport: participation in sport; increase in physical activity Culture: active participation; passive participation Business: B2B meetings; new partnerships
		% of target groups reporting change in health and well-being
		% of event participants from underrepresented groups
	Additional	Change in % of community residents reporting a sense of local pride
		Change in % of public reporting positive perception of underrepresented groups
		% of volunteers motivated to volunteer more

Type	Level	Indicator
Environmental	Core	Total carbon footprint (without discounting carbon offsetting)
		% of waste diverted from landfill
		% of target groups reporting a change towards more sustainable behaviours
	Additional	% of value of contracts awarded in compliance with sustainability standards
		Water footprint
		% change in air pollution levels linked to event

Report written by:

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Interim Evaluation Report on the Legacy & Sustainability Strategy of Paris 2024

Strategic Focus "Building the Social and
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Executive Summary Report — November 2023