

A blue-tinted photograph of a crowd at a Paris 2024 Games event. In the foreground, a woman with a French flag painted on her cheek is cheering with her arms raised, holding a flagpole. Other people in the background are also cheering and holding flags.

# Paris 2024 Analytical Report post Games

Building the social legacy  
of the Paris 2024 Games

July 2025





## Notice

Paris 2024's "Legacy & Sustainability" strategy comprises two strategic pillars: the first, entitled "Delivering more responsible Games", and the second, entitled "Building the social legacy of the Paris 2024 Games".

These two areas have been the subject of an overall evaluation through the drafting of four evaluation reports:

→ **Strategic pillar 1 "Delivering more responsible Games"** was the subject of two evaluation reports, one published in May 2024 a few weeks before the opening ceremony of the Paris Games, the other published in December 2024 on the occasion of the last Board meeting of the Organising Committee for the Paris 2024 Olympic and Paralympic Games.

→ **The first evaluation report on strategic pillar 2 "Building the social legacy of the Paris 2024 Games"** was published in November 2023 by a group of evaluators and is the subject of this report.

These four reports provide a comprehensive assessment of Paris 2024's Legacy & Sustainability strategy. However, they do not claim to be an exhaustive assessment of the Games' legacy, which needs to be assessed more comprehensively and over a longer period of time.



# Editorial by Tony Estanguet



**TONY ESTANGUET**  
— President, Paris 2024

For Paris 2024, our primary ambition was to showcase the heart and soul of the Games: the athletes and sport. Whether it was staging events against the backdrop of Paris's most iconic monuments, in the gardens of the Palace of Versailles or at the legendary waves of Teahupo'o in Tahiti — one of the world's most iconic surfing venues — we sought to provide athletes with the most exceptional locations in which to perform and give spectators memories that would last a lifetime. The Paralympic Games, held in these unique settings, once again moved and inspired us. More importantly, they helped to change public attitudes towards disability and raised awareness of the value of diversity amongst a whole new generation.

**During the summer of 2024, millions of families, friends, couples, colleagues, and neighbours were brought together to create shared memories. That summer, an entire country united—experiencing the same emotions, at the same time, and in response to the same extraordinary moments.**

**This collective experience is at the core of the Paris 2024 legacy. Yet from the outset, we also aimed to harness the momentum, the media visibility, and appeal of the Games to spark broader social change—pushing the boundaries by placing key issues at the forefront of public discourse, beginning with the role of sport in French society.**

In response to the steady rise of sedentary lifestyles and the long-term risks they pose to future generations, our priority was always to fully embed sport into the everyday lives of the French population. We developed long-term programmes and initiatives—catalysed by the energy of the Games and designed to endure beyond the extinguishing of the Olympic flame.

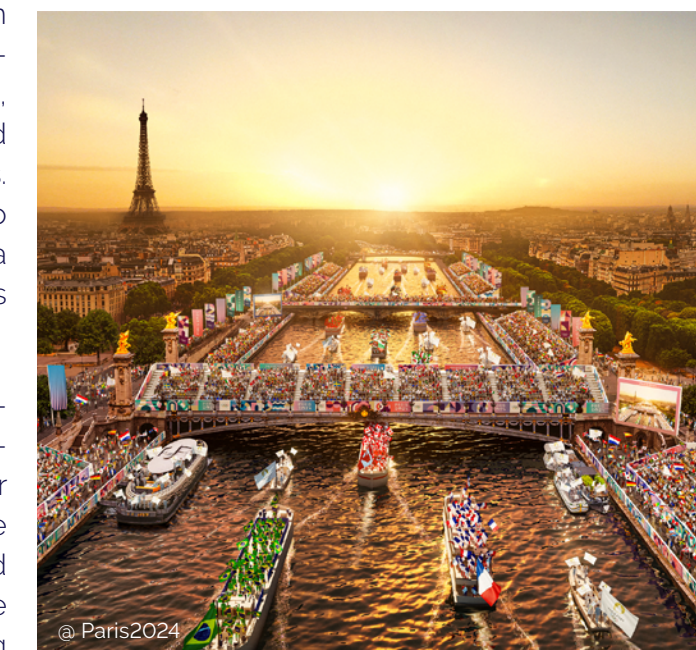
**Thus, we initiated, trialled and implemented a range of measures to support access to and foster participation in sport in schools, public spaces, and the workplace—ensuring that the benefits of physical activity could be extended across all sectors of society.**

Through flagship initiatives such as the nationwide launch of 30 minutes of daily physical activity in schools and the expansion of the Savoir-Nager (Learn to Swim) programme, millions of young people have, over the past several years, been supported in developing more regular sporting habits. This is a concrete, lasting legacy—built into the very foundations of the project, for a more active and engaged society, which is still continuing to this day.

Finally, beyond the outcomes and learnings presented in this report, the evaluation process itself constitutes a major legacy of Paris 2024. By aligning with the OECD's reference framework, we aimed to contribute to a broader global dialogue on the long-term impact of mega-sporting

events, and to inspire future organisers to adopt similarly ambitious approaches—so that together, we may continue to strive to be "Faster, Higher, Stronger", for the legacy of the Games.

We would like to thank the evaluators for the rigour and quality of their work, and to extend our sincere gratitude to all of the stakeholders—actors within national and international sports organisations, the State, host communities, the Terre de Jeux 2024 territories, the business sector, the voluntary sector and citizens—who have helped shape the legacy of Paris 2024 from the very beginning and who continue to ensure its longevity. Finally, to all those who contributed to delivering these Games for a new era—thank you.■





# Editorial by Holger Preuss



@Ludovic Le Couster

## HOLGER PREUSS

— Chair, Supervisory Evaluation Committee

**|| The Paris 2024 Olympic and Paralympic Games set new standards. At a time when mega-sporting events are increasingly being met with scepticism, Paris succeeded in staging more than just a sporting spectacle. The Games served as a catalyst for social change, environmental responsibility, and regional economic renewal.** The Legacy and Sustainability strategy was not merely an additional element but the guiding principle behind the entire preparation and implementation process.

Two overarching goals shaped the actions taken: organising responsible Games and building a sustainable legacy for society. Paris has impressively succeeded in implementing these guidelines in ecological, social, and economic terms.

One of the flagship projects was an ambitious programme to encourage physical activity amongst the population. The 30-minute daily exercise programme for all schoolchildren is a striking example of how events can deliver

social benefits. This was only made possible through the targeted involvement of the Ministry of Education and schools and colleges; it is hoped that this will trigger a long-term process that will continue beyond the Games. The systematic promotion of daily exercise contributes to physical and mental health, social participation, and educational opportunity. Paris has thus tested—and, in part, laid the foundation for—a health-oriented social policy in which sport is incorporated as a daily norm.

At the same time, great importance was attached to making infrastructure and access as free from barriers as possible. Comprehensive accessibility measures in public transport, urban spaces, sports facilities, and digital services enabled people with reduced mobility to participate actively in the Games. While not all challenges have been resolved, an important signal for greater participation has been sent. It will be crucial to ensure that the changes initiated are entrenched in the long term.

Another key aspect was economic sustainability. Paris focused not only on low-emission infrastructure, but also on providing impetus for the local economy. Awarding contracts to small and medium-sized enterprises, particularly in the social sector and in disadvantaged regions, as well as creating numerous new jobs—especially for young people—demonstrates that mega-events can have a positive economic impact when they are planned strategically. The economic ripple effect was no coincidence, but the result of targeted Olympic management. This established a new understanding of economic legacy, with a shift in focus from spectacular large-scale projects to structural value creation for the local population.

**One year after the Games ended, it is becoming clearer which measures are actually having an impact. Initial analyses show that the exercise programme in schools has been particularly well received by teachers and school leaders. The newly created urban exercise areas and redesigned school playgrounds are in active use, and the economic measures are bearing fruit with many small businesses reporting that participating in the Games has given their development a sustainable impetus. This gives hope that the impact of the measures will continue to grow and stabilise in the coming years.**

Paris's success lies not only in its vision, but also in its consistent implementation and willingness to innovate. The Games have proven that a different kind of mega-event is possible—one that relies on structural change, social-added value, and sustainable impact rather than short-term effects or symbolic glamour. These measures were embedded

into existing political, social and economic structures from the outset, and partners were found to implement the initiatives—ensuring their continuation post-Games—an approach that enables long-term effects.

I would like to express my sincere thanks to all members of the Paris 2024 Social and Economic Sustainability Evaluation Committee for their dedicated work in laying the foundation for transparency, effectiveness, and further development. I would also like to thank France—and Paris in particular—for its political courage and social foresight in setting new standards and embracing change, both rhetorically and operationally. Special thanks also go to the IOC and the OECD, whose structural, technical, and normative support has played a significant role in establishing the Paris 2024 Games as a credible and sustainable model for all major and mega-events. Their guidance, impetus and influence have accompanied and strengthened Paris throughout the development and implementation of a deeply rooted legacy strategy. ||



# Editorial by the Evaluation Group

**I**n 2019, the Organising Committee for the Paris 2024 Olympic and Paralympic Games took the initiative, completely proactively and voluntarily, to conduct a rigorous, transparent and ambitious assessment of the impact of the social and societal actions implemented as part of its own Legacy & Sustainability strategy. This evaluation process was conducted using a clear and robust methodological framework aligned with international standards in this area, in particular those of the Organisation for Economic Co-operation and Development (OECD).

**This evaluation process was undertaken independently by our group of evaluators, in close collaboration with the various stakeholders, under the scientific supervision of a Supervisory Committee composed of French and international experts from academia, institutions and the sports movement. The success of this process also relied on the indispensable support of the Organising Committee for the Paris 2024 Olympic and Paralympic Games itself, which provided the data necessary for all the evaluation work or facilitated access to it.**

This current report is the second part of the evaluation of Axis 2 of the Legacy & Sustainability strategy, whose objective was to "Build the social and environmental legacy of the Paris 2024 Games", an initiative led by the Orga-

nising Committee for the Paris 2024 Olympic and Paralympic Games and its stakeholders. This report, written by our consortium, follows on from the first evaluation report published in November 2023. It also complements the work carried out by the Organising Committee for the Paris 2024 Olympic and Paralympic Games on Axis 1 of the same strategy, which aims to "Deliver more responsible Games" and resulted in the publication of two reports in May and December 2024.

This second evaluation report provides more detailed documentation of the outputs, outcomes and, in some cases, the initial impact of the programmes and actions implemented as part of the Legacy & Sustainability strategy. Readers will find quantitative and qualitative analysis of the key actions of this strategy. However, two points should be noted:

With regard to the scope of the report, only the social programmes and actions of the Legacy & Sustainability strategy have been analysed. This report is therefore not an exhaustive study of the overall legacy of the Paris 2024 Games. Such an analysis could be carried out by cross-referencing several evaluation reports: our reports from 2023 and 2025; the reports of the Organising Committee for the Paris 2024 Olympic and Paralympic Games from May and December 2024; the work carried out at the initiative of the French government (which is coordinating a programme of 14 evalua-

tion studies) and local authorities (in particular those of the City of Paris and the Seine-Saint-Denis Departmental Council); not to mention the extensive work carried out by the scientific community on the Paris 2024 Games.

Due to the limited time available for analysis (one year after the Olympic Games opening ceremony), this report does not claim to provide a definitive assessment of the 'long-term structural effects' (the legacy in the strict sense). Rather, it offers an initial assessment of the dynamics initiated, the outputs made, the outcomes obtained and the preliminary impacts identified. The true legacy of a major sporting event is measured over the long term. This preliminary assessment outlines the prospects for legacy, while identifying the conditions necessary for its fulfilment in the medium and long term. As all academic work in this field emphasises, it is generally after a period of 5 to 10 years that the legacy, whether tangible or intangible, can be fully understood.

Finally, because the Paris 2024 Games are now behind us, and with a view to future editions of the Games (notably the Winter Games in the French Alps in 2030, as well as the Summer and Winter Games in other host cities around the world), or the organisation of other international sporting events in France, this report aims to make a useful contribution to the international debate on the evaluation of

major and mega-sporting events. It identifies 'good practices' and 'areas for improvement' for future organisers of international sporting events, while additionally proposing an analytical framework that can be transposed and adapted to the specific characteristics of each event and each organiser, based on anticipation, transparency, methodological rigour and stakeholder involvement. As such, this report is intended as a reference tool to inspire other initiatives in France and abroad, at a time when the impact and legacy of such sporting events are increasingly scrutinised.

**We therefore hope that this report will help to inform both the public and private actors involved in assessing the legacy of the Games, but also to strengthen the culture of evaluation in the field of sports and event policy.**



About the evaluation group

Centre for Sports Law and Economics (CDES)

Founded in 1978, the Centre de Droit et d'Economie du Sport (CDES) has from the outset adopted a cross-disciplinary and multidisciplinary approach (law, economics, management) with a view to contributing to the professionalisation of the sports sector and supporting those involved. The CDES strives to reconcile academic rigour with adaptation to the challenges faced by those involved in sport, through immersion as an actor in the sports movement and public sporting institutions. It is developing 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 worked with a large number of organisations in the French and international sports movement and 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>

Pluricit 

Founded in 2004, Groupe Pluricit  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 more than 1,000 references in evaluation and impact measurement assignments at all local and regional levels, in the fields of social inclusion, solidarity, education/youth, health, development aid and sport. Pluricit 's approach to evaluation is based on two principles: the need for rigorous methodologies to provide decision-makers and managers with the best possible "evidence" of the impact of public policies, and the desire for an informed exchange between all stakeholders throughout the evaluation process. Pluricit  actively contributes to the emergence of evaluation as a tool for managing public policies in the service of democracy, as a professional activity in its own right and as a promising field of research. As such, Pluricit  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/inhabitants users/citizens. For Pluricit , this concern for citizen participation is a profound motivation, dictated by both democratic and managerial imperatives.



<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 field of education, inclusion and gender equality, and insertion, particularly in the field of sport and sport and development. Agence Phare uses the creativity and rigour of the social sciences to carry out evaluations. It 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 sector, 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.



<https://agencephare.com/>



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# Introduction

After seven years of intense preparation, the Paris 2024 Olympic and Paralympic Games were staged with exemplary organisation over the two fortnights of competition (from 26 July to 11 August, then from 28 August to 8 September), providing a further demonstration of France's ability to host a mega international sporting event. From the shows orchestrated by Thomas Jolly and his teams to the performances of the athletes and the fervour of the French supporters at all the venues, the competition was punctuated by powerful and iconic moments that would not have been possible without the meticulous work of the Organising Committee teams, the enthusiastic availability of the volunteers and the mobilisation of the public and private stakeholders involved at every stage of this unrivalled project.

Nevertheless, the success of the Olympic and Paralympic Games cannot be reduced solely to the smooth running of the events and their general organisation. It must also be measured against the economic, social and environmental objectives promoted by the stakeholders in the support systems or public policies created or accelerated as a result of the event. The stakeholders' aim was for the Games to act as a catalyst for related projects designed to produce lasting effects on the host region, which the Olympic system refers to as the legacy.<sup>1</sup> At the instigation of the International Olympic Committee (IOC), the organisers undertook to implement such programmes and then to have them independently evaluated. This report sets out to do just that by proposing interim conclusions regarding the Legacy &

Sustainability strategy co-constructed by the Organising Committee for the Paris 2024 Olympic and Paralympic Games and its stakeholders.

We remind readers that the aim of this report is not to provide an overall impact assessment of the Games in all areas covered by the public authorities, the sports movement, the voluntary sector and all the groups, institutions and individuals that have promoted activities linked to the event. The sheer scale of the Olympic 'wave' between 2017 and 2024 makes this task particularly challenging,<sup>2</sup> requiring the mobilisation of a wide range of expertise and a long time frame. This overall evaluation effort will be a collective undertaking involving the various central and local government departments (see diagram 1 below), in

addition to numerous ongoing and upcoming academic studies.

This report is therefore limited to a well-defined scope. Its purpose is to evaluate the Legacy & Sustainability strategy of Paris 2024 and its stakeholders. The analysis does not claim to determine whether or not there will be lasting effects that would constitute a legacy, which only time will be able to confirm or refute. It more modestly aims to identify the dynamics and/or conditions necessary for the materialisation of long-term structural effects for French territories and their populations.

<sup>1</sup> The International Olympic Committee defines legacy as a "vision" that "encompasses all the long-term tangible and intangible benefits initiated or accelerated by the hosting of the Olympic Games/sport events for people, cities/territories and the Olympic Movement" (IOC, 2017, "Strategic approach to legacy. A strategy for the future", Lausanne, p. 2).

<sup>2</sup> For Seine-Saint-Denis alone, a team of researchers identified more than 1,070 impact points and the involvement of more than 300 institutional actors. D. Charrier, J. Jourdan, H. Bourbillères, M. Djaballah, C. Parmantier, 'JO en Seine-Saint-Denis: from the "Olympic promise" to the reality of social impacts' (2025, upcoming report).



# A Legacy & Sustainability strategy co-constructed by Paris 2024 and its stakeholders

Established by integrating the recommendations of the 2020+5 agenda of the IOC as well as the recommendations of the Organisation for Economic Co-operation and Development (OECD), the Legacy & Sustainability strategy of Paris 2024 pursued two major ambitions:



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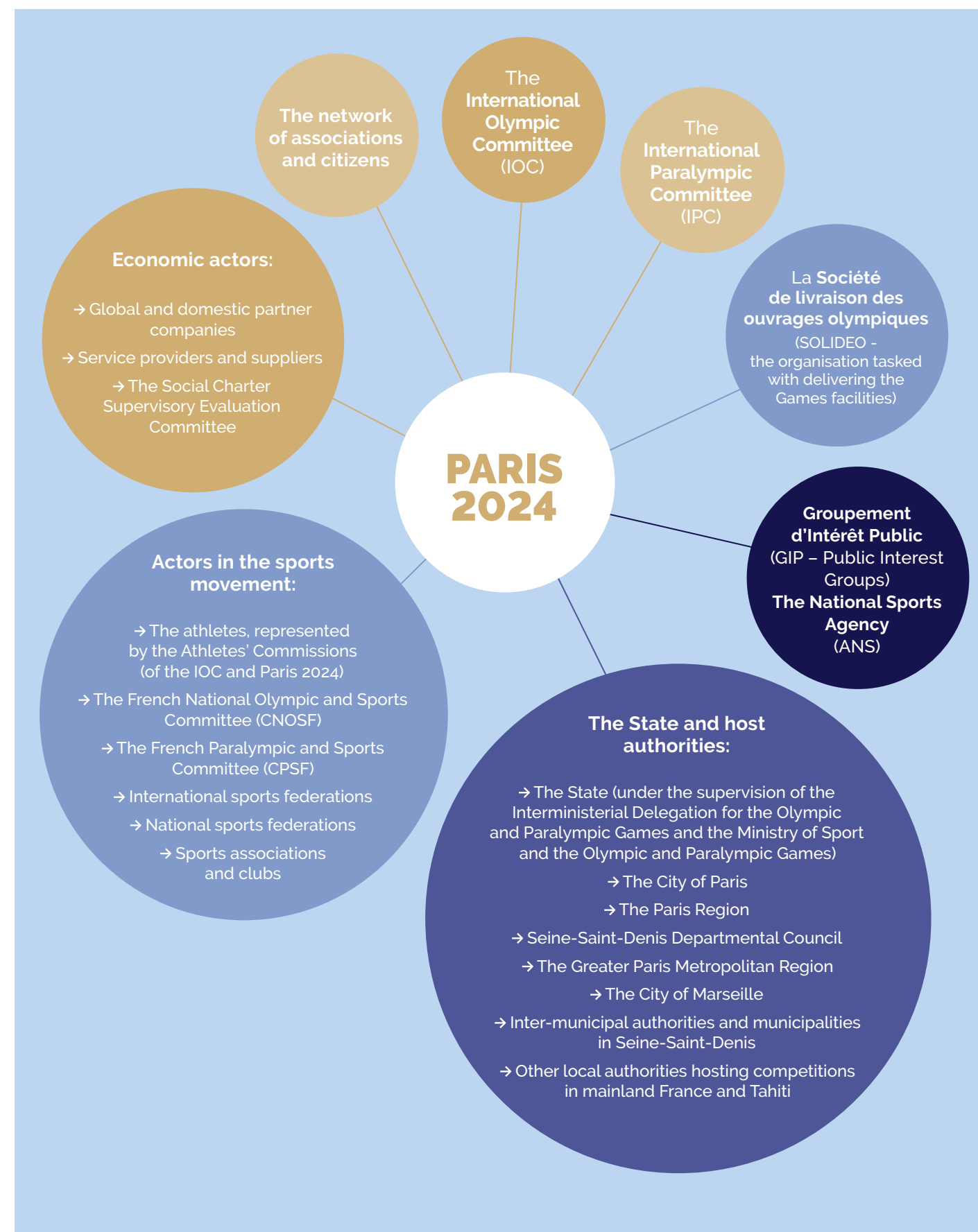
**01 — Deliver Games that are more socially and environmentally responsible and innovative.** The first of these aims was to ensure that the organisation of the world's biggest sporting event serves the environment, economic and social development and the improvement of the quality of life in the host regions.

**02 — Building the social and environmental legacy of the Games.** The aim of this second theme was to put sport at the service of the individual, society and the planet by using it as a tool to generate positive externalities in terms of education, health, inclusion and the ecological transition.

While this Legacy & Sustainability strategy has been driven and coordinated by Paris 2024, it has not been built without consultation or merely applied in a top-down fashion. On the contrary, it was co-constructed between Paris 2024 and all the stakeholders involved in the preparation of the Games, whether public (State and local authorities) or private (French and international sports movement, international and domestic partners). This collective strategy provided a common framework for all stakeholders, reflecting the diversity of their priorities in terms of legacy and sustainability, while ensuring overall consistency to guarantee a strong impact.

## DIAGRAM N°1:

— List of Paris 2024 stakeholders and actors involved in the organisation of the Games





# An overall evaluation effort



To measure the effects (outputs, outcomes and impacts) produced by the Legacy & Sustainability strategy, an overall evaluation framework has been put in place. This consists of:

- **Work and studies carried out directly by Paris 2024.** Starting in 2021, the Organising Committee for the Paris 2024 Olympic and Paralympic Games put in place an ambitious evaluation process. This has resulted in the publication of three evaluation reports:
  - An initial evaluation report on Pillar 1 *"Delivering more socially and environmentally responsible and innovative Games"* published in May 2024 was updated in December 2024.<sup>3</sup>
  - A report on the evaluation of Pillar 2 *"Building the social and environmental legacy of the Games"* published in November 2023.<sup>4</sup>

- **Work and studies carried out by the parties involved in the Games,** in particular the State and local authorities. Most notably, the French government, under the coordination of the Interministerial Delegation for the Olympic and Paralympic Games (DIJOP), has launched a programme to evaluate the acceleration of public policies as a result of the Paris 2024 Games. This programme consists of 14 studies covering a wide range of topics (economy, urban planning, sports activities, environment, etc.). Although the Organising Committee for the Paris 2024 Olympic and Paralympic Games did not directly carry out these studies, it made a significant contribution by facilitating access to and the collection of the data required to carry them out. Other legacy work has also been carried out at regional level. Of particular note is the work carried out by the Seine-Saint-Denis<sup>5</sup> Departmental Council and the City of Paris.

<sup>3</sup> For more information: *Paris 2024 sustainability & legacy pre-Games report : strategic focus : delivering more sustainable Games / Organizing Committee for the Olympic and Paralympic Games of Paris 2024 - Olympic World Library*

<sup>4</sup> For more information: <https://www.olympics.com/cio/news/paris-2024-cree-deja-une-nation-plus-active-selon-rapport-intermediaire-sur-heritage>

<sup>5</sup> Charrier D., Jourdan J., Bourbillères H., Djabballah M., Parmentier C., «The Olympic Games in Seine-Saint-Denis: from the 'Olympic promise' to the reality of social impacts? Report submitted to the Seine-Saint-Denis Departmental Council, January 2025.

Nal Caroline Maité Marie, Lhuisset Léna, Fabre Nicolas and Bois Julien, 'Promoting physical activity in primary schools: evaluating the effectiveness of single-lever and multi-lever interventions', Movement & Sport Sciences - Science & M

## Evaluation studies

The State has set up an extensive evaluation programme comprising a total of 14 studies divided into three main themes:

- **Studies on sports policies:**
  - An evaluation study of the "Ambition Bleue" high performance programme
  - A study into the development of physical activity and sport
  - A study of Games audiences
  - A study on the development of aquatic competence in Seine-Saint-Denis
- **Socio-economic studies:**
  - A study on the direct economic impact of the Games
  - A study of the impact of the Games on tourism
  - A study on economic catch-up in Seine-Saint-Denis
  - A study of the impact of the Games on Gross Domestic Product
  - A cost-benefit analysis of the Games
- **Environmental and territorial studies:**
  - A study on accessibility for people with disabilities
  - A study on the environmental impact of the Games in terms of carbon footprint
  - A study on the impact of the Games on biodiversity
  - A study on the effect of the Games on the bathing quality (swimmability) of the Seine
  - A study of urban planning in the Paris Region

A progress report on this subject was organised by DIJOP on 02 April 2025. The results of five studies were presented:<sup>6</sup>

- **The GDP impact study** shows an economic impact of €7.1 billion for the Paris Region for the Games preparation phase (2018-2023) and the Games staging phase (2024). The impact breaks down into a direct impact (€5.6 billion), an indirect impact (€1.2 billion) and an induced impact (€0.3 billion). On a sectoral level, most of the impact was generated by spending by the Organising Committee for the Paris 2024 Olympic and Paralympic Games (50%), followed by construction spending falling within the scope of SOLIDEO (32%) and finally spending incurred by Olympic and Paralympic visitors (18%). In this regard, the study highlights that, given the socio-demographic characteristics of visitors to the Games, the Organising Committee for the Paris 2024 Olympic and Paralympic Games' promise to make the Games 'for everyone' appears to have been delivered, with 45% of French spectators not residing in the Paris Region, a largely female audience and all socio-professional categories represented (despite a fairly traditional predominance of higher socio-professional categories). While this may have had a negative effect in terms of economic impact, it is nonetheless a success that can be attributed to the organisers.

<sup>6</sup> For more information: <https://www.info.gouv.fr/organisation/delegation-jeux-olympiques-paralympiques-paris-2024/presentation-et-publication-des-etudes>



→ **The carbon impact study** confirmed that the Paris 2024 Games were the most sustainable in history, with greenhouse gas emissions almost 50% lower than those at the London Games. Transport accounted for most of the emissions (65%), followed by the construction of permanent infrastructure (19%) and emissions linked to the preparation and organisation of the Games (16%). According to the authors of the study, this historic accomplishment can be attributed to the strategic choices made by Paris 2024, in particular the use of 95% of existing and temporary infrastructures and the choice of bio-sourced or low-GHG emission materials (which limited construction-related emissions).

→ **The study on the audiences for the Games** highlighted the popular support for Paris 2024, while also highlighting the fact that the results were disproportionately distributed. According to the study, *“seven out of ten people aged 15 and over watched at least one Olympic Games (OG) competition and six out of ten watched at least one Paralympic Games (PG) competition, whether via the media, in the fan zones or as spectators at the competition venues”*. In addition, the study highlights the fact that *“almost three out of ten people who don’t usually follow any major sporting event watched the Paris 2024 Games regularly or every day”*.<sup>7</sup>

→ **The impact study of the Games on tourism**, the results of which show that while the Games may have affected tourist numbers in the Paris Region in summer 2024 (3 million fewer overnight stays in the April-September period compared with the same period in 2023, i.e. a 6.2% drop), the initial results indicate that the Games were ‘a bright spot in an otherwise dull season’. Occupancy rates during the Olympic period were ‘significantly higher than in 2023 (an average increase of 10 points)’. In detail, some areas saw significant increases in hotel occupancy rates, particularly the Plaine-Commune area north of Paris (+25.4 points compared to summer 2023) Saint-Quentin-en-Yvelines in the west (+15 points) and Vaires-sur-Marne in the east (+10 points), all of which are close to many competition venues. Furthermore, it appears that the rebound at the end of 2024 and the beginning of 2025 will be particularly significant. The outlook for growth in tourist numbers after the Games therefore looks promising, although this will need to be confirmed in the coming years.

→ **The evaluation study of the ‘Ambition Bleue’ high-performance programme**, which assessed the impact of France’s high-performance policies. With 64 medals at the Olympic Games, including 16 gold, France achieved its goal of finishing in the top five nations in the medal table and set a new record for the number of medals won. The authors of the study point out that while the medal rate per 100 events contested has never been higher (24.3%), the gold medal rate per 100 events (6.1%) was slightly lower



than that observed at the 1996 Atlanta Games (8.2%) and the 2000 Sydney Games (6.6%). On the Paralympic side, the report also highlights the excellent performance of French para-athletes, who finished eighth with a total of 75 medals, including 19 gold. The study includes other evaluation elements beyond these quantitative aspects, particularly in terms of the effectiveness and efficiency of the support systems put in place. One example is the targeting system: 82% of gold medals were won by athletes targeted by the National Sports Agency.

Other studies will be published in 2025 or later (such as the study of the impact of the Games on urban planning, the final results of which may not be available until 2029 or later, as the effects are felt and measured over a longer period of time).

Beyond the evaluation of the Legacy & Sustainability strategy in the strict sense of the term, this collective and ambitious evaluation effort will contribute to the global and independent documentation of the impact and legacy of the Paris 2024 Games. In addition to assessing what will have been achieved during the Games of the XXXIIIrd Olympiad, this approach should make it possible, on the basis of robust data, to shed more light on the desirability of hosting mega international sports events (MISE) in the future and, where appropriate, on good practice in terms of legacy.

<sup>7</sup> Institut National de la Jeunesse et de l'Education Populaire (INJEP) and Crédoc, *Enquête sur le suivi des Jeux de Paris 2024 et les représentations du sport*, (Survey on the monitoring of the Paris 2024 Games and representations of sport) INJEP Notes & Rapports, January 2025. Publication available online here: <https://injep.fr/publication/enquete-sur-le-suivi-des-jeux-de-paris-2024-et-les-representations-du-sport>



## A report focusing on the "Building the social legacy of the Paris 2024 Games" pillar

This document follows on from the November 2023 report on the social and environmental legacy of the Games and constitutes the second part of the interim evaluation of the Legacy & Sustainability strategy of the Organising Committee for the Paris 2024 Olympic and Paralympic Games and its stakeholders. It was carried out by the same group of evaluators as the first evaluation report and supervised by a committee of independent French and foreign experts.<sup>8</sup> Although the report is once again mainly dedicated to the evaluation of the flagship actions and programmes of the "Building the social legacy of the Paris 2024 Games" pillar, it also includes in the appendices<sup>9</sup> elements relating to the first pillar of the Legacy & Sustainability strategy in order to offer a global perspective on the effects produced by the latter.

It should also be noted that, as the environmental dimension was covered extensively in the evaluation report published in December 2024,<sup>10</sup> it has not been included in this evaluation report, which therefore focuses exclusively on the social dimension.

## A reference evaluation framework based on international standards and two categories of indicators

The work carried out by the group of evaluators fully aligns with the recommendations made by the Organisation for Economic Co-operation and Development (OECD). In July 2023, the OECD published two guides aimed at helping organisers of cultural, sporting and commercial events to measure their economic, social and environmental impact.<sup>11</sup> By choosing to base its evaluation process on this international reference framework, Paris 2024 is the first event organiser to follow the OECD's recommendations and to complete the dashboard of indicators recommended in the guide published in 2023.<sup>12</sup>

In addition to these indicators, and due to the fact that the evaluation work began before the OECD guides were published, Paris 2024 set up its own dashboard of indicators,<sup>13</sup> which will also be included in this evaluation report.

<sup>8</sup> The members of the Supervisory Evaluation Committee are listed in Annex II.

<sup>9</sup> See the full set of indicators in Appendix III.

<sup>10</sup> Paris 2024, Sustainability and Post-Games Legacy Report. Strategic focus: 'Delivering more responsible Games', December 2024.

<sup>11</sup> For more information: <https://www.olympics.com/cio/news/l-ocde-publie-des-guides-independants-pour-mesurer-l-impact-a-long-terme-d-evenements-mondiaux-tels-que-les-jeux-olympiques-et-paralympiques>

<sup>12</sup> The list of OECD indicators can be found in Appendix IV.

<sup>13</sup> The list of Paris 2024 indicators can be found in Appendix III.



# 01

## The Paris 2024 Endowment fund



## 1.1

# The objectives of the Endowment Fund



The Paris 2024 Endowment Fund (FDD) is a platform for social innovation through sport with 3 main objectives:

- Create interest in and identify high-potential social innovation projects through sport
- Support project leaders in the design, implementation and impact assessment of their projects
- Promote and publicise these projects to encourage replication

The Fund is aimed at three categories of organisation:

- Olympic and Paralympic sports federations, to develop national, structuring projects
- Local authorities hosting the Games and public bodies, to promote local initiatives linked to the legacy of the Games
- Associations, clubs and other local authorities, to ensure that the initiatives are as close as possible to the regions and the people who benefit from them

The Impact 2024 programme was established through the Endowment Fund, which also reflects the desire of Paris 2024 and its institutional stakeholders (the CNOSF, the CPSF, the French National Sport Agency (ANS), the City of Paris, the Comité Départemental de Seine-Saint-Denis, the four 'Public Territorial Establishments' of Seine-Saint-Denis - Plaine Commune, Paris Terre d'Envol, Est Ensemble, Grand-Paris-Grand-Est - and the City of Marseille) to promote, finance and support the initiatives. The aim of Impact 2024 is to support and strengthen the social role of sport through a call for projects, to promote projects of general interest that use physical activity and sport as a tool for social impact. The underlying objective was to achieve this aim by promoting the logic of cooperation.

Created as part of the Paris 2024 Olympic and Paralympic Games, the Endowment Fund embodies a truly visionary ambition: to make sport a lever for social, societal and environmental transformation. The social legacy of the Games has been a priority since the bid phase, more so even than the tangible or infrastructural legacy. The Endowment Fund is therefore one of the pillars of Paris 2024's legacy strategy, a mobilising project designed to ensure that the Olympic values have a lasting impact on local communities and social practices.

Through its three fundamental pillars - promoting local initiatives, providing financial support for high-impact projects and assisting project leaders - the Fund has established itself as a tool for change. Since its creation, it has raised more than €50 million, directly impacting 4.5 million beneficiaries in France and abroad. Strategic partnerships with institutions such as the CNOSF, the French National Sports Agency and local authorities have also strengthened the relevance and reach of the programme.

The Fund places particular emphasis on priority social issues: inclusion, the fight against discrimination, education, public health and the ecological transition. These priorities are reflected in the diversity of projects supported in vulnerable urban areas, rural areas and even internationally, particularly in Africa, where €2 million has been invested to support high-impact sports programmes.

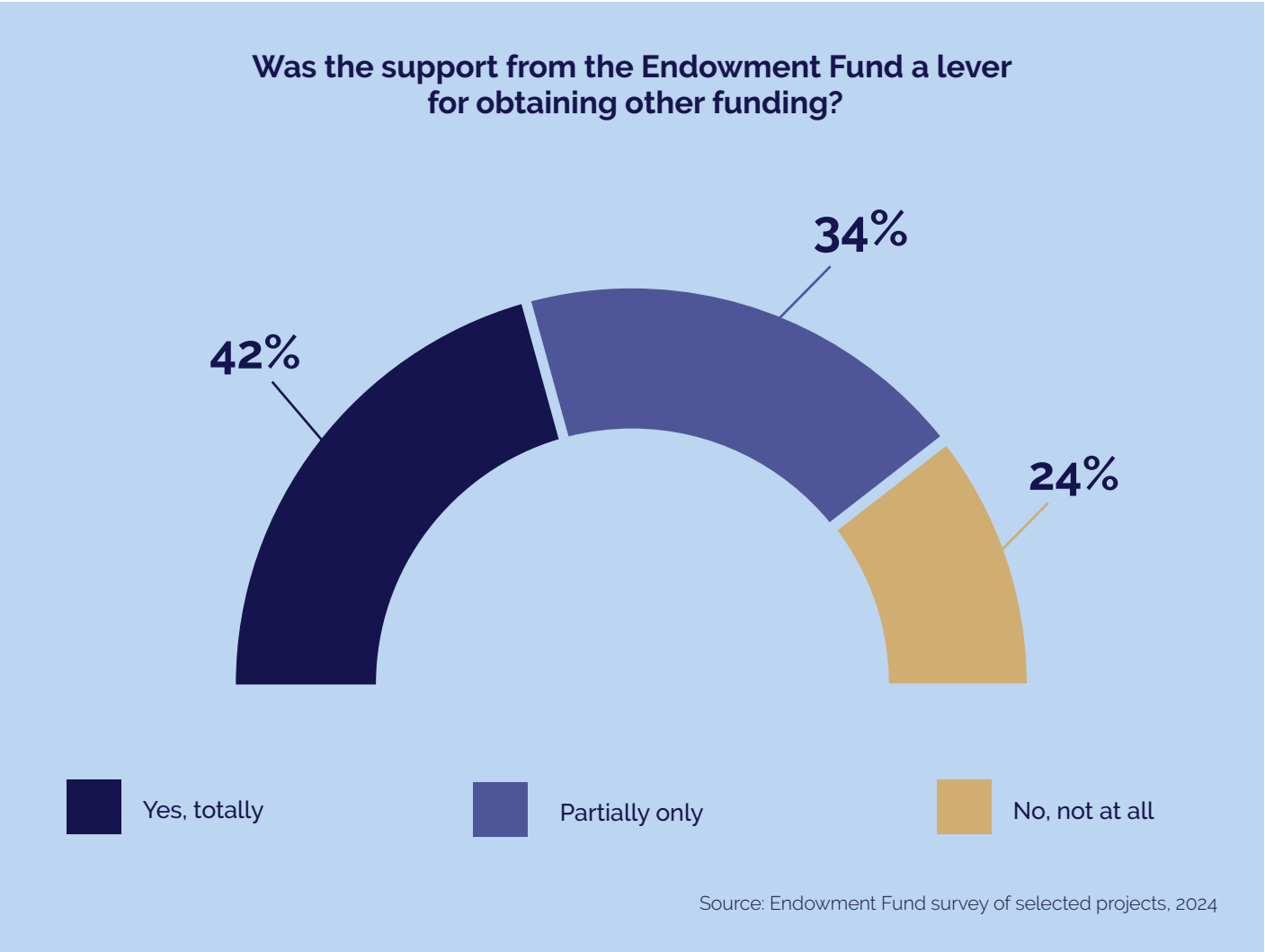
## Key figures for the Paris 2024 Endowment Fund since its launch:

- **5** calls for projects
- Over **10,000** applications received
- More than **1,300** selected projects
- **47.8** million euros distributed, including 18.9 million euros by the FDD
- **4.5** million beneficiaries
- Over **1,000** members of the sporting movement supported

A global impact on projects, territories and beneficiaries

Although the Paris 2024 Endowment Fund has itself invested money in supporting social innovation projects through sport, thanks to a dedicated budget from the Organising Committee for the Paris 2024 Olympic and Paralympic Games, it is important to note that it has also raised a great deal of co-financing, with a considerable leverage effect:

- Each euro invested in a project generated an average of €2.53 in additional funding thanks to the appeal of the Impact 2024 label
- 67% of projects were co-financed
- 76% of project promoters stated that FDD support was a lever for obtaining other funding



The FDD has provided strategic and multidimensional leverage for the selected projects it supports, acting on immediate dynamics and generating long-term impacts. However, its contribution goes well beyond financial support, playing a decisive role in improving the quality of projects, structuring them, making them sustainable and professionalising the socio-sport sector.

An immediate and significant "net" improvement in projects

The FDD has enabled initiatives to gain immediate momentum, as shown by the fact that 97% of the awardees have observed a non-marginal improvement in the quality of their project. This reinforcement is accompanied by an increased capacity to widen their target audience, with 94% stating that the support has enabled them to reach more beneficiaries. Furthermore, 79% of the projects supported are described as transformative, often innovative, and a large majority would not have been able to see the light of day without FDD support. Finally, 79% of the selected organisations have developed ad hoc tools that specifically meet the needs of their project, demonstrating the relevance of the support in optimising practices.

The impact on beneficiaries of the initiatives supported by the FDD bears witness to its relevance and transformative role in the social and health sectors. 93% of project participants report an improvement in their well-being, a key indicator that reflects the effectiveness of the actions deployed to meet crucial needs. These results are all the more significant given that more than 75% of the projects target vulnerable populations, such as young people from "quartiers prioritaires" (priority neighbourhoods) and people with disabilities, groups that are particularly exposed to the risks of social and economic exclusion. Qualitative and quantitative studies carried out as part of the project support attest to major positive effects on essential aspects such as mental health, social integration and the autonomy of beneficiaries. By supporting targeted and innovative initiatives, the FDD acts as a lever for sustainable change, improving both the living conditions of beneficiaries and their ability to integrate into their environment. These data show that the FDD has been able to go beyond its funding mission to become, in some ways and more broadly, a kind of catalyst for wider change, promoting equal opportunities and responding to the specific challenges of disadvantaged areas and groups. Its relevance lies in its ability to combine an inclusive approach with measurable effects, reinforcing its central role in the social and sporting ecosystem.





**Focus on three projects supported by the Paris 2024 Endowment Fund (FDD)**

**→ Nouveau Cycle (French Cycling Federation):**

This project illustrates both the environmental and social impact of the Fund. By recycling 2,024 used bicycles, repaired in partnership with social solidarity enterprises (SSE), it has not only promoted sustainable mobility, but has also helped to get people who are outside the mainstream involved in regular physical activity. The project has also strengthened links between sports clubs and local SSE actors, creating a dynamic of exchange and collaboration.

**→ Immersive Voyage Triathlon (French Triathlon Federation):**

This programme reached out to more than 3,350 pupils, many of them in priority neighbourhoods. Using connected devices and immersive workshops, participants discovered triathlon in a fun and educational way. Particular attention was paid to raising awareness of parasport, offering an inclusive and educational experience for young people. 100% of participants were satisfied with the experience, and 92% of teachers felt that the initiative had strengthened their pupils' commitment to physical activity.

**→ Fil Bleu 2024 (Siel Bleu Association):**

This programme, designed to immerse residents of medico-social facilities in the world of the Olympic Games, mobilised more than 11,000 beneficiaries in 2023. Through weekly sessions of adapted physical activities and social events, the initiative has helped to strengthen social links while promoting health. Feedback from establishments indicates a 15% increase in resident participation, along with a greater sense of well-being.

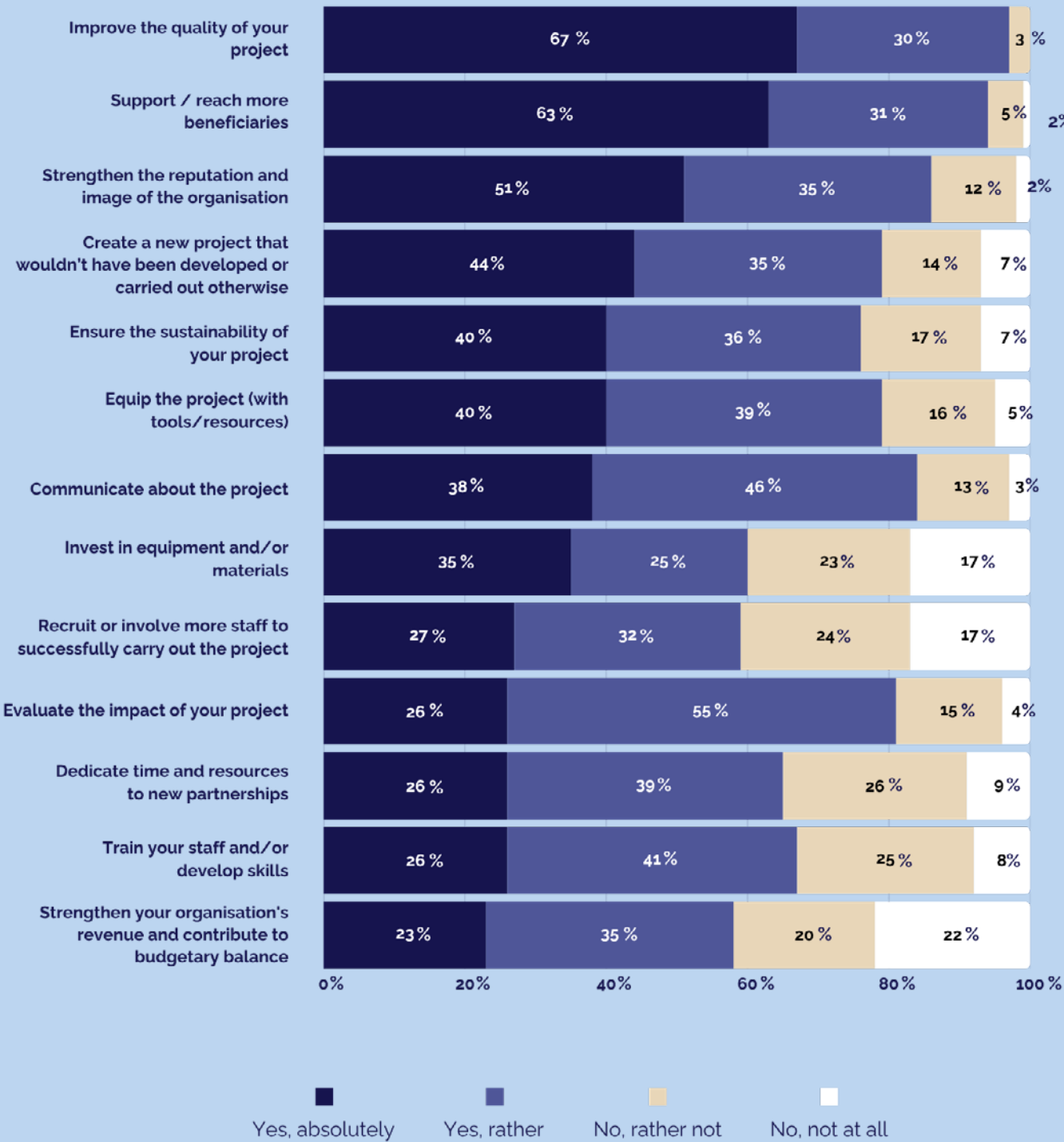
**Reinforcing the professionalisation and organisational development of the socio-sport sector**

The FDD also contributes to the transformation of the beneficiary structures into professional and sustainable actors in the socio-sport sector. 67% of successful applicants have been able to train their staff and develop their skills, strengthening their ability to respond to specific technical and social issues. This increase in skills is accompanied by improved project management, with 81% of beneficiaries reporting that they have been able to evaluate their initiative, thereby establishing a culture of impact measurement and continuous improvement.

At the same time, 86% of the awardees noted an improvement in the reputation and image of their organisation, a key factor in their strategic positioning in the local and national ecosystem. This progress, combined with the fact that 76% of organisations have been able to sustain their project thanks to FDD support, bears witness to the lasting effect of this support on the stability and visibility of the initiatives.



Would you say that the financial support from the Endowment Fund allowed you to...



A promise of lasting impact for the socio-sport ecosystem

These results are in line with the theoretical principles of systemic transformation and the theory of change, which emphasise the role of targeted programmes in *empowering* project leaders and optimising their resources. The FDD has acted not only as a catalyst for innovative projects, but also as a driving force behind the institutional development of a rapidly evolving sector. By disseminating rigorous management practices, encouraging the emergence of transformative projects and professionalising the actors involved, the FDD is contributing to the long-term establishment of a more robust and more competent socio-sport sector.

From an empirical point of view, these data reflect undeniable effectiveness. The improvement in the quality and quantity of projects, the creation of specific tools, and the increased profile of the structures strengthen their ability to form part of a more integrated local ecosystem. Ultimately, the FDD has combined immediate impact with long-term systemic effects, positioning it as a key player in the transformation and sustainability of the socio-sport sector.





## A lasting legacy and structural transformation



The Paris 2024 Endowment Fund has therefore not only responded to the immediate needs of its beneficiaries; it has also enabled the awardees to prepare for the future. By supporting initiatives that can be replicated and by incorporating evaluation aspects, it has helped to ensure that its actions are part of an ecological transition and sustainable social cohesion. Collaborations between sports federations, SSEs and local authorities have helped to anchor these initiatives in the regions, creating resilient and innovative ecosystems. The Impact 2024 Endowment Fund is much more than a financing instrument: it is a lever for social and environmental transformation. The FDD has helped to redefine the role of sport in society, making it more inclusive, supportive and respectful. Through its outcomes and gradual structuring effect, it is now a useful reference for other initiatives seeking to link sporting action and social impact.

*"We have learnt to integrate social issues into our sporting activities. The project has changed the way we work with local stakeholders."*

— Pierre-Louis Manouvrier,  
French Cycling Federation

*"The Fund has given us the credibility we need to attract additional funding and to professionalise our actions."*

— Antoine Miche, Football  
Écologie France

# 1.2 The impact of the Endowment Fund support programme

To complement the range of actions previously outlined, the Paris 2024 Endowment Fund also offered a support programme.

This support system was designed and developed in four main phases within a social innovation framework, based on a programme of analysis, prototyping, deployment and evaluation & capitalisation.

→ **Phase 1 (December 2020 to April 2021) - Arranging the support system.** This involved aligning with the understanding of the future beneficiaries' needs and defining the roles of the endowment fund's stakeholders.

→ **Phase 2 (June 2021 to January 2022) - Design of the support system.** This involved designing and testing the principles and tools of the support system.

→ **Phase 3 (September 2022 to June 2024) - Implementation of the support system.** This involved the operational implementation of the programme in the region.

→ **Phase 4 (from July 2024): Legacy of the support system.** Since then, the aim has been to capitalise on the outcomes of the Paris 2024 Endowment Fund and to perpetuate its mechanisms, including the potential continuation of the support system.



The Impact 2024 Endowment Fund's support programme has demonstrated its relevance and usefulness by structuring and strengthening the selected organisations over the long term. With a total of more than 4,000 hours of support provided and 354 projects supported, it has made it possible to meet specific and varied needs while maximising the impact of the socio-sport projects supported.

Key figures for the Paris 2024 Endowment Fund's support programme for selected projects since its launch:

- + 4,100 hours of support received
- 354 projects supported
- 51 training courses delivered; 46 scrums (peer-to-peer workshops) organised
- 39 projects supported individually or collectively by experts
- 1,607 participants in training courses over the two years of the programme
- 67% of beneficiaries say they have developed their skills
- 77% of the projects have benefited from capacity building in evaluation, enabling them to better understand and apply rigorous methodologies to measure the results of their actions

"The programme itself is very useful: it gives voluntary sector actors the means to imagine, think about, build, roll out and evaluate projects that would either not have existed or would have been less successful. It encourages new ways of working, particularly in a consortium."

One of the main benefits of this support is the increased skills of the beneficiary organisations. Thanks to the group training courses and expert pathways, the successful applicants have been able to acquire appropriate strategic and operational tools and apply them within their own organisations. For example, 67% of beneficiaries say that they have trained their staff and developed their skills, which has directly contributed to better management of their projects and internal structuring. The training courses covered strategic areas such as impact assessment, change of scale and digital transformation, with an average score of 4/5 awarded by the participants, underlining their quality and usefulness.

"I appreciated the support team and the methodology in the form of (mixed) discussions, which fully convinced me."

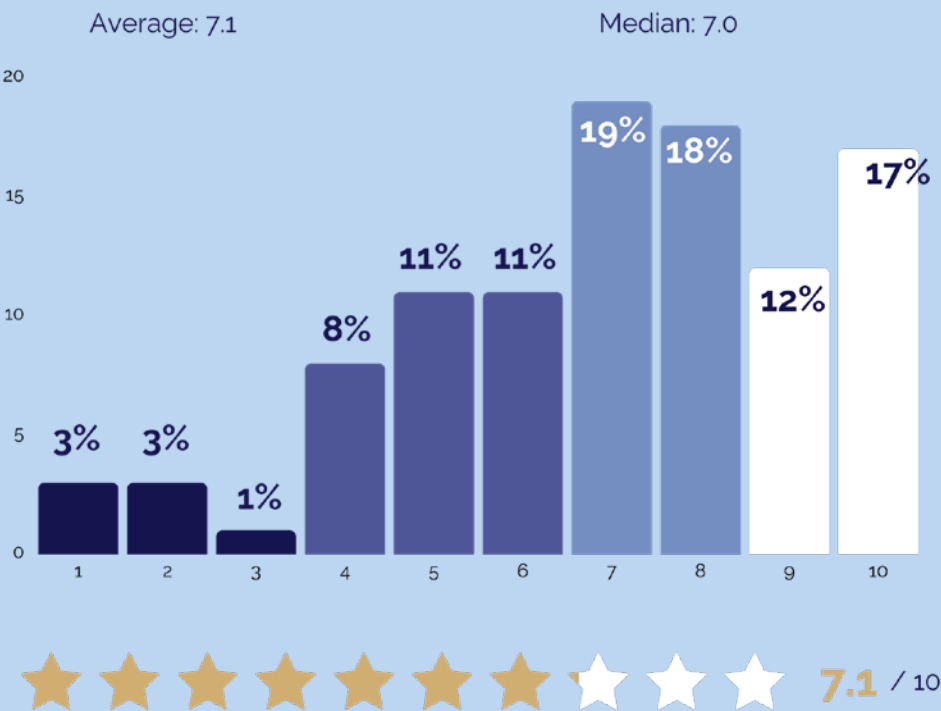
"There is the feeling that there is a real commitment on the part of Paris 2024 to help develop quality projects that can be sustained after the Games."

"The possibility of receiving individual support on 1 or 2 subjects that are very critical for the association."

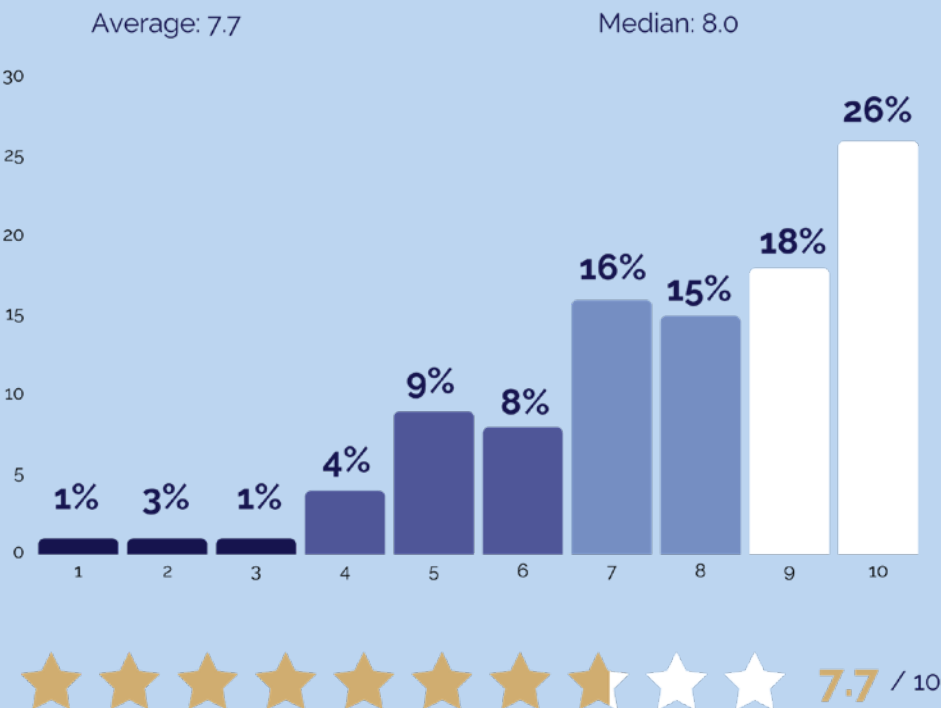
"We are often awarded financial aid, but the fact that we have follow-ups and can talk to the awardees is a real plus and helps us to develop our project further."

"The support and its various formats are a real added value of the call for projects as well as the support of the Impact 2024 Endowment Fund."

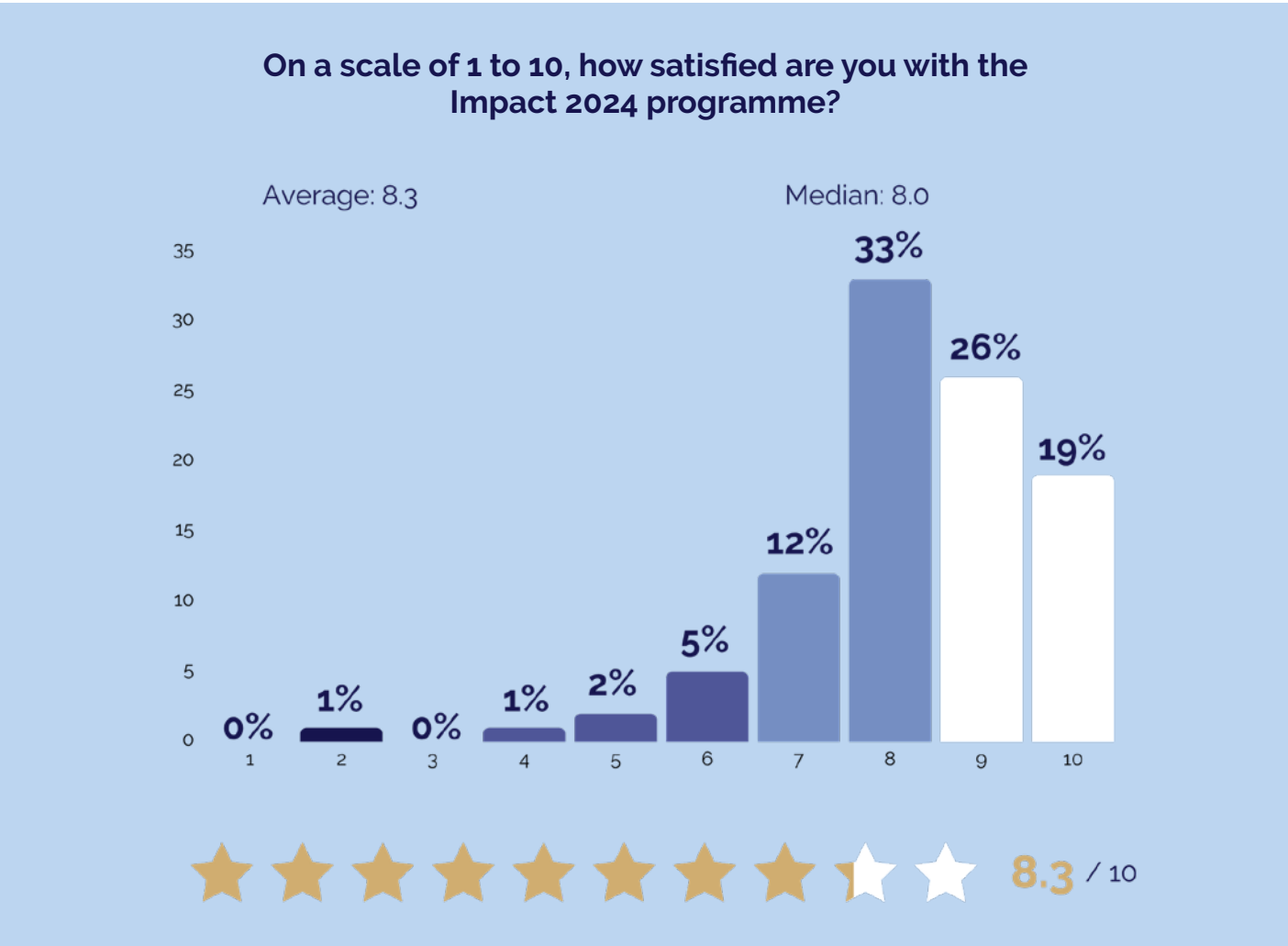
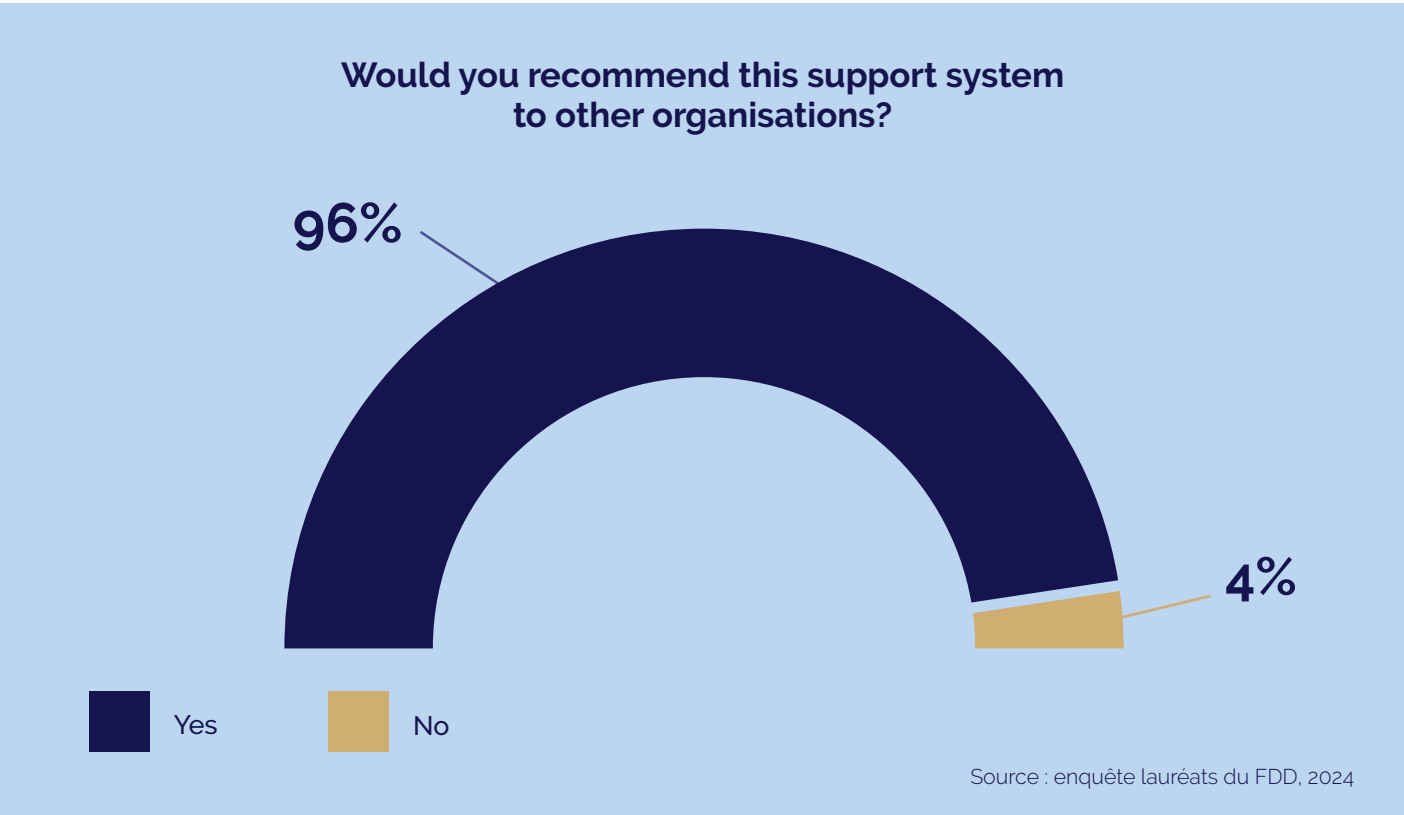
The support system was useful for your organisation



The support system was useful for your project







Thus, while satisfaction is high, the promise of overall impact is very significant, with the vast majority of awardees believing that the support programme is helping or will help to generate lasting effects within their organisation.

Project evaluation has been a major area of impact for the programme. Nearly 77% of the awardees benefited from capacity building in evaluation, enabling them to better understand and apply rigorous methodologies to measure the outcomes of their actions. This approach has not only enabled them to raise the profile of their initiatives with funders and partners, but has also helped them to optimise their intervention strategies and improve their projects. The impact assessment, rated 7.3/10 by the awardees, illustrates the centrality of this approach in the support system.

The programme has also played a key role in networking stakeholders. Formats such as the scrums, which brought together between 5 and 12 awardees to discuss common issues, encouraged the exchange of best practice and the building of partnerships. This strengthening of links between associations, local authorities and other actors in the socio-sport ecosystem was considered essential by the beneficiaries. In addition, the Impact 2024 platform has given all the awardees access to educational resources, training replays and practical tools, providing ongoing, accessible support.

The regional and social impact of the programme is also noteworthy. The support provided has helped to broaden the scope of the initiatives, with 94% of the awardees stating that they have reached more beneficiaries thanks to the FDD's support. Most of these projects targeted vulnerable groups, such as young people in priority neighbourhoods and people with disabilities. As a result, 93% of participants in the supported projects reported an improvement in their well-being, with tangible effects on their mental health, social integration and autonomy.

The support provided by the Paris 2024 Endowment Fund has therefore not been limited to one-off technical or financial contributions. It has created a real dynamic of professionalisation and collaboration within the socio-sport sector. By encouraging the internal structuring of organisations, broadening their impact and developing a culture of evaluation, it has laid the foundations for a lasting legacy for the projects supported. These results, which are thoroughly attested to by the data and feedback from the awardees, position the programme as an exemplary model of integrated, long-term support.

# 02

## Sport for education



# Indicator dashboards

TABLE N°1:  
— Paris 2024 indicator dashboard

Indicator	Strategy outputs and outcomes
<b>Indicator 4</b> — Number of children taking part in Olympic and Paralympic Week	<b>→ 5 million young people mobilised and informed</b> between 2018 and 2024: rising from 72,000 in 2018 to 2,000,000 in 2024  <b>→ 5,000 schools and establishments mobilised</b> in 2022, <b>8,000</b> in 2023 and <b>12,000</b> in 2024  <b>→ Another 700,000 students involved</b> and <b>2,500 schools taking part by 2025</b>
<b>Indicator 5</b> — Number of schools and higher education establishments awarded the Génération 2024 label	<b>→ More than 11,000 schools and higher education establishments awarded the Génération 2024 label</b> between 2018 and 2024 from a total of <b>62,410</b> establishments in France, i.e. almost <b>19%</b> of the total
<b>Indicator 7</b> — Number of Games volunteers (Paris 2024 and other stakeholders)	<b>→ 45,000</b> volunteers mobilised by Paris 2024 and <b>5,300</b> by the City of Paris
<b>Indicator 8</b> — Growth in the number of civic services in sport between 2018 and 2024 and sustainability of involvement in sport after the Games	<b>→ 26,000</b> young people on Génération 2024 civic service between 2021 and 2024

TABLE N°2 :  
— Dashboard of impact indicators for cultural, sporting and business events taken from OECD guides

Indicator	Programmes selected for the indicator	Outputs and outcomes associated with the selected programme	Source
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	<b>Impact 2024 projects</b>  (Projects supported by the Paris 2024 Endowment Fund)	<b>→ 70.2% of beneficiaries</b> stated that they practised a physical and/or sporting activity more frequently than before their participation in the project	Survey conducted by the Organising Committee for the Paris 2024 Olympic and Paralympic Games amongst beneficiaries of actions financed by the Paris 2024 Endowment Fund
Percentage of participants from under-represented groups	<b>Génération 2024 label</b>	<b>→ 17%</b> of the total number of <b>schools awarded</b> the Génération 2024 label come from Priority Education Areas. Amounting to <b>1,820</b> schools out of <b>11,023</b>	Ministry of National Education, Higher Education and Research
Percentage of volunteers saying they would like to do more voluntary work	<b>Paris 2024 volunteers programme</b>	<b>70%</b> of Games volunteers want to return to being involved in a club or association in the coming year (from a total of 36,700 volunteers)	National Institute for Youth and Sport (INJEP) <sup>14</sup>

<sup>14</sup> INJEP, "Olympic and Paralympic Games. Profils et motivations des volontaires, entre passion du sport et désir d'engagement". (Profiles and motivations of volunteers, between passion for sport and desire for commitment) Collection Analyse et Synthèse. N°81. January 2025

For over a decade, research has shown that sports programmes can have an educational virtue, strengthening young people's acquisition of skills and their sense of commitment to serving the general interest.<sup>15</sup> However, the development of sport does not automatically transmit positive values. The educational virtue of sport depends very largely on the quality of the support offered by teachers or educators, and therefore on the methods and pedagogies used.<sup>16</sup>

# 2.1 Paris 2024 objectives

In this context, Paris 2024's ambition was to generate exemplary Games in terms of education and engagement, with three objectives: to make more physical and sporting activities a part of young people's lives, to use sport and its values as a means of education and, finally, to make it a driving force for engagement.

## 1 — Increasing physical activity and sport from nursery school to university

Paris 2024, in partnership with the Ministry of National Education, Higher Education and Research and the Ministry of Sports, Youth and Community Life, aimed to:

- Strengthen the role of physical activity and sport in the educational programmes of schools, universities and medico-social establishments;
- Develop links between schools and the sporting world to encourage young people to take part in sport on a daily basis.

## 2 — Supporting the role of sport in helping people learn and social cohesion

Paris 2024 sought to support the role of sport as a vehicle for inclusion, diversity and social cohesion. Its objectives were to promote sport and its values for educational purposes to support people with educational difficulties and combat school dropout, as well as foster Olympic and Paralympic sports and values and introduce young people (Génération 2024) to the Games.

<sup>15</sup> Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur, "A review of the Social Impacts of Culture and Sport", CASE, March 2015

<sup>16</sup> Numerous scientific studies emphasise the conditional and contextual nature of its added educational, social, health or environmental value. See in particular: Fred Coalter [2017], Sport for Development and Peace, 2017; William Gasparini. [2012]. Penser l'intégration et l'éducation par le sport en France: réflexions sur les catégories d'analyse sociale et politique, Movement & Sport Sciences, vol. 78, no. 4.



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## 3 — Using sport as a vehicle for engagement and citizenship

Paris 2024 also sought to utilise sport as a vehicle for civic engagement. To this end, Paris 2024's ambition was to strengthen the role of sport in civic engagement programmes in France and internationally and to increase civic engagement within the sports movement.

<div>Good health and well-being (SDG 3)</div> <div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div>	<div>Quality education - Sustainable Development Goal (SDG 4)</div> <div><div>4</div><div>QUALITY EDUCATION</div><div></div></div>	<div>Gender Equality (SDG 5)</div> <div><div>5</div><div>GENDER EQUALITY</div><div></div></div>	<div>Partnerships (SDG 17)</div> <div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div><div></div></div>
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DIAGRAM N°2:  
— A theory of change of the education and engagement pillar



## 2.2 Emblematic actions

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

The level of sporting activity in France rose sharply between 2018 and 2022, driven in particular by walking and running.<sup>17</sup> This general trend is now stable, with 58% of people aged 15 and over taking part in regular physical activity and sport in 2024, which rises to 71% if occasional activity is taken into account.<sup>18</sup> Younger people are the most active in terms of regular practice (72%). This trend should not, however, conceal major disparities. For many young people under the age of 15, Physical Education and Sport (PES), a subject taught at primary school, is their only access to physical activity and sport.<sup>19</sup> Moreover, and paradoxically, the teaching of PES at school is undermined. The factors surrounding this issue are well understood. Not all schools have access to high-quality sports facilities, not all teachers are trained, and the local fabric of school associations can vary from one area to another. Against this backdrop, the aim of strengthening local cooperation has been supported by the introduction of a dedicated label, "Génération 2024", and by the launch of a unifying event, Olympic and Paralympic Week (OPW).

#### — The *Génération 2024* label to develop and strengthen links between the sporting movement and communities



The Génération 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 Education and the Ministry of Higher Education and Research, the label aims to develop links and cooperation between schools, the sports movement and local authorities to encourage young people to take part in physical activity and sport. In practical terms, the label is offered to schools on the basis of a set of specifications to encourage them to:<sup>20</sup>

- Develop projects with local sports clubs
- Participate in Olympic and Paralympic promotional events
- Support or welcome top-level athletes
- Open up schools' sports facilities

<sup>17</sup> With an increase from 52% in 2018 to 59% in 2023. INJEP, *Sports in France*, 2023.  
<sup>18</sup> The breakdown is as follows: 66% of people practise outside sports facilities, 23% practise in sports associations, and 11% practise in fitness or gymnastics centres, INJEP, *Les pratiques sportives en France*, 2024.  
<sup>19</sup> In Seine-Saint-Denis, PES is the only access to physical and sporting activities for one in six secondary school pupils. Conseil Départemental de Seine-Saint-Denis. 2025. *Assessment and evaluation of the Olympic Games*.  
<sup>20</sup> The Génération 2024 national scheme and the accreditation of schools and establishments | eduscol | Ministère de l'Éducation Nationale, de l'Enseignement supérieur et de la Recherche | Dgesco

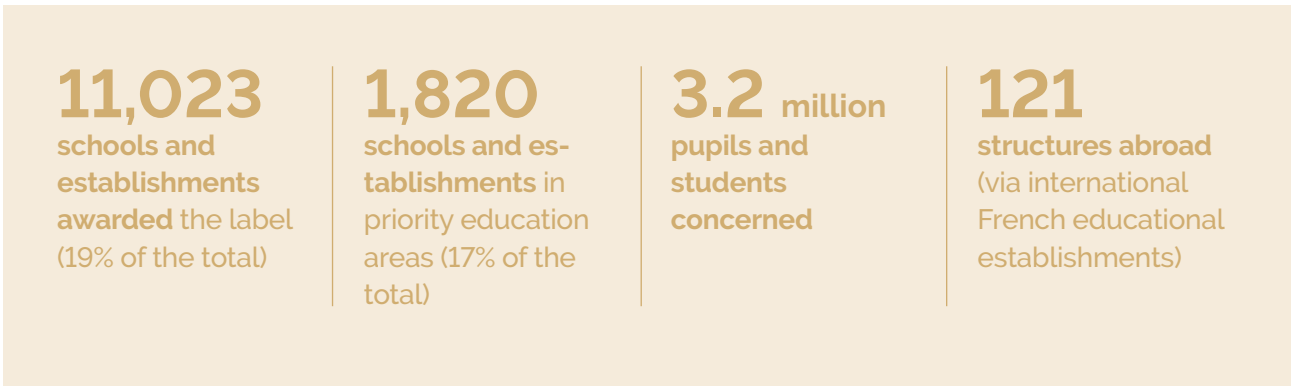
This label comes within a complex context. At a national level, relations between schools and the sporting movement have historically been divided between the Ministry of Education and the Ministry of Sport, which has prevented a shared strategy and an integrated approach to sport at school. At local level, the teaching of Physical Education and Sport (PES) is relatively sporadic due to a lack of training and resources in primary schools, although it is more sustained in secondary schools. The deployment and networking of school sport varies according to the resources available in the different regions and collaboration with the sports movement is limited and very specific to the existence of local public programmes run by local authorities. As one National Education representative pointed out, getting the educational community involved in the Games was not a matter of course in 2018.

Against this backdrop, it has to be said that the Génération 2024 label has been relevant on two levels. Firstly, it has enabled schools to raise their profiles, become recognised and get involved in sporting events. Secondly, it directly facilitated local meetings and partnerships between schools. Finally, it has enabled sports clubs and athletes to get involved in schools to encourage the growing mobilisation of the school system around events such as Olympic and Paralympic Week. In other words, the label played a major role in strengthening the educational continuity of local resources, both before and during the Games.

The introduction of the label also seems to have been very effective. In fact, the results have exceeded the expectations of the Organising Committee for the Paris 2024 Olympic and Paralympic Games and the Ministry of National Education, Higher Education and Research. Since its launch in 2021, the accreditation process has overseen 11,023 schools awarded with the label,<sup>23</sup> representing 19% of schools in France, including a significant proportion (17%) from priority education schools (REP and REP+). In total, the label has had a direct impact on more than 3 million pupils.

*"Contrary to what we might think today, in 2018-2019 it was not easy to mobilise the educational community, because interest in the Games was not unanimous. Paris 2024 developed some very relevant tools, such as the Génération 2024 platform, which offered a lot of resources, but was still little known by teachers and educational teams."*

— Interview with a National Education representative



Several factors explain the label's influence and its coherence in promoting adequate coverage of the regions. Firstly, the designation of clearly positioned coordinators (the Ministry of National Education, Higher Education and Research and the Ministry of Sport) and the joint management of the label by them and the Organising Committee for the Paris 2024 Olympic and Paralympic Games, within a national steering committee, has made it possible to define common objectives and a harmonious territorial approach. This national mobilisation drew on the resources of the administration. Territorial steering committees guided the efforts of the decentralised government departments, which were themselves actively involved in promoting the label in the various regions.

At the sub-regional level, the creation and management of a network of Génération 2024 advisors, appointed by the rectors of each education authority, formed the operational arm of the label, making it possible to meet and disseminate information directly to schools. Secondly, the local authorities, particularly those hosting the Games, have also helped to promote the label in certain areas: the "Legacy" representatives of these local authorities have disseminated information about the label to academies and schools.

<sup>21</sup> Cour des Comptes. 2019. *Le sport à l'Ecole : une ambition à concrétiser. Thematic public report.*  
<sup>22</sup> Cour des Comptes. *Ibid.* pp.25-41.  
<sup>23</sup> Figures as at 30 June 2024.



At regional level, it is clear that the partnerships between the French national education system and local authorities have encouraged a significant mobilisation of schools, and local authorities have sought to obtain the label for schools already involved in their own programmes. By way of example, the Departmental Council of Seine-Saint-Denis has helped the awarded schools in its 130 pays dans 130 collèges initiative (130 countries in 130 secondary schools)<sup>24</sup> to obtain the label, which has resulted in 66 of the 130 secondary schools in the project being awarded the label, including 45 located in REP/REP+ areas, a result that underlines the attention paid by the local authority to reducing inequalities in the region.

*"We've had meetings every month or month and a half for the last three years (...) to coordinate our efforts with the State to select and support clubs in implementing their projects (...). We really worked hand in hand with l'Académie de Paris. This governance, introduced in 2022, has enabled us to work together on both Génération 2024 and the OPW. In 2021, we all met for the first time, and since 2022, we have moved forward together in a spirit of collaboration."*

— Interview with a local authority representative

However, an initial assessment of the initiative<sup>25</sup> shows, that the label has mainly consolidated alliances that already existed in the areas hosting the Games, and that new collaborations have been difficult to implement in two respects. In some cases, the Ministry of Sport, which relies on less hierarchical systems of relationships than the Ministry of National Education, has encouraged an uneven level of mobilisation amongst sports federations and clubs. In other cases, local authorities may have been reluctant to promote a label perceived as competing with their own initiatives. Finally, some other educational actors were not able to mobilise robustly because of a lack of infrastructure.<sup>26</sup> In other words, the recognition of actors through the label and the provision of educational content did not solve the problem of the lack of available sports facilities, which would have been one of the main obstacles to the implementation of the initiative in the region.

*"In some regions, there are few facilities and strong competition for their use between schools and colleges. What's more, in primary schools, travel to get to these facilities is an obstacle: if the gym isn't in the immediate vicinity, you need a bus, which takes a lot of time. As a result, more time is spent in transport than in physical activity."*

— Interview with a national representative of the Ministry of National Education, Higher Education and Research

<sup>24</sup> See attached description of the scheme in the annex.

<sup>25</sup> Seine-Saint-Denis Departmental Council. 2025. Assessment and evaluation of the Olympic Games.

<sup>26</sup> Seine-Saint-Denis Departmental Council. 2025. Ibid.

To meet these needs, the ambition to promote the 30 minutes of daily physical activity (30'APQ) programme in primary schools (see section 3.2.1. of this report) was, in this sense, complementary to the efforts deployed around the label.

In summary, the success of the label demonstrates a promising dynamic for institutionalising sport as part of the educational pathway, by strengthening local cooperation, pooling resources and networking across the region. The label has stirred the interest of schools, and generated a sense of involvement and a feeling of belonging to the Paris 2024 Games project. From this point of view, the organisation of Olympic and Paralympic Week has played a major catalytic role in disseminating the label and creating local collaboration. However, for the label to have any real impact, it also depends on the presence and quality of local sports infrastructures and the activities on offer.

— Olympic and Paralympic Week: a unifying event to develop sport throughout the country



As announced during the bid phase, the Organising Committee for the Paris 2024 Olympic and Paralympic Games has overseen the Olympic and Paralympic Week (OPW) every year since 2017 to mobilise the educational community and promote sport amongst young people and around civic and sporting values. The week is organised with the support of the State, in particular the Ministry of National Education, Higher Education and Research and the Ministry of Sport, the French National Olympic and Sports Committee (CNOSF), the French Paralympic and Sports Committee (CPSF), school and university sports federations (USEP, UNSS, UGSEL, FFSU, UNCU), and the Agency for French Education Abroad (AEFE).

The OPW has a number of specific objectives:

- Raising pupils' and students' awareness of the values of Olympism and Paralympism
- Using sport as an educational tool
- Discovering Olympic and Paralympic disciplines with pupils and students
- Changing the way young people view disability
- Getting young people into practice
- Encouraging young people to get involved as volunteers and citizens

From the outset, the OPW fulfilled a need for people to come together, celebrate and pass on knowledge in the run-up to the Olympic and Paralympic Games. The format of the event proved particularly relevant in three ways. Firstly, as a joint event organised from nursery school to university, which means it reaches a wide range of age groups and also acts as a lever for educational continuity between school levels and regions.

Secondly, the fact that the themes addressed by the OPW are renewed each year has helped to boost interest amongst the educational community and students. The themes have included gender diversity and equality in 2019, interculturality in 2020, health in 2021, the environment in 2022, and inclusion in 2023. Finally, the promotion of practical and fun activities has been particularly well received by young people and the educational community, in contrast to overly formal formats. In other words, the OPW format has made it possible to diversify the educational offerings and resources available to schools.



In terms of resources mobilised, the coherence of the OPW can be observed in several ways. First of all, Paris 2024 and its partners promoted the distribution of content and sports kits adapted to the deployment of activities. To support this major mobilisation, the deployment of the OPW was based on concrete initiatives such as the Sports Ambassadors programme, through which top athletes intervened directly in schools to promote the Olympic and Paralympic disciplines. In total, 500 athletes participated in the OPW between 2017 and 2024. Although schools did not receive a specific budget to organise the events, which could have been a barrier to mobilisation, synergies were found with other programmes and activities funded by local authorities, as the following testimonial shows:

*"There was no dedicated budget for the OPW. But, to their credit, they managed to mobilise without any money. [We] put in €300,000 of our own money to fund another programme, which helped launch activity for the OPW."*

— Interview with a local authority representative

The event has proved particularly effective, with results that go far beyond Paris 2024's initial objectives and expectations. Since its launch in 2017, the event has gradually and increasingly mobilised schools on a massive scale. For example, in 2024, the 8th edition of the OPW reached more than 2 million pupils, with a significant proportion of the projects submitted involving the discovery of Paralympism (88%). In total, almost 5 million pupils have been made aware of the benefits of sport and the values of the Olympic and Paralympic Movement since 2017.<sup>27</sup>

There was also a high level of commitment, with the number of schools and educational institutions involved increasing over time from 8,000 to 12,000 between 2022 and 2024. Although the OPW 2025 understandably attracted less interest, it still involved 700,000 pupils from 2,500 schools. The available data show that the potential collaborations stimulated by the label were put into practice on a lasting basis during the OPW. For example, according to the CNOSF, 50% of the schools involved in the OPW were supported by members of the sports movement, and almost 70% of the project leaders plan to remain in contact with these members.<sup>28</sup>

It is important to note that this impact can similarly be seen at local level, where initiatives also aimed to help young people discover some of the Olympic facilities. For example, more than 1,500 children and young people, from nursery school to high school, took part in an emblematic event at the Paris Region Olympic Aquatics Centre on the occasion of the OPW 2024. This event brought together more than 60 sports federations and offered a unique opportunity to discover various water sports disciplines.

**5.7 million pupils reached** since 2018, including 2 million by 2024 and a further 700,000 by 2025

More than **12,000 schools and educational institutions mobilised** by the OPW 2024 (compared with 8,000 in 2022), i.e. 20% of French institutions. 2,500 schools mobilised in 2025

**59 countries involved** in the OPW 2024

**180,000 young people** in Seine-Saint-Denis between 2019 and 2024 .

**500 athletes and celebrities** have been meeting students since 2018

**85%** of projects include a **Paralympic dimension**.

<sup>27</sup> Paris 2024. 2024. Assessment of the education and youth programme.  
<sup>28</sup> CNOSF, OPW 2025 Guide. Source: post-OPW 2024 participation questionnaire.



In light of these trends and results, it is clear that the OPW has established itself as an essential tool for promoting the values of Olympism amongst the school population. The national guidance provided by the Ministry of Education has been useful in structuring the OPW and making it known throughout France, which has made it possible to mobilise the educational community effectively and nationally. This centralised management, combined with the considerable autonomy given to schools to design their own projects, has meant that the various editions of the OPW can be adapted to local circumstances. For example, some schools have organised interdisciplinary workshops combining sport and civic education, while others have focused solely on sporting events. The co-leadership of the programme within local steering committees has enabled discussions on the coverage and territorial balance of the programme. The introduction of specific calls for projects encouraged schools, associations and clubs to offer activities. Finally, meetings with athletes during practical workshops or introductions to Paralympic disciplines have helped to anchor Olympic values in tangible experiences for pupils.

*"At the same time, from 2019 onwards, the President wants to get high schools involved in the OPW through the region's «Sports Ambassadors» programme. This programme supports athletes in the Paris Region who, in return, carry out educational activities in secondary schools. We specifically targeted their activities during the OPW to schools that wanted to get involved."*

— Interview with a representative of a Paris Region local authority



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Local and regional authorities also played a central role in the success of the event. More than 3,000 local authorities, including most of the regions awarded the *Terres de Jeux* label,<sup>29</sup> took part in the projects in close collaboration with the sports movement (local sports associations, Regional, Departmental or Territorial Olympic and Sports Committees (CROS/ CDOS, /CTOS).<sup>30</sup> In the specific case of the Seine-Saint-Denis department, 235 schools (including 52 secondary schools) have organised physical activity and sports projects and meetings between young people within this framework,<sup>31</sup> making it one of the 10 most active departments in France. Corporate sponsors, including the BPCE group, Danone, EDF, Le Coq Sportif, Allianz and PwC, also mobilised their networks, teams of athletes and/or their employees and trainees to publicise the OPW and visit schools.



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At this stage, it is not possible to assess the real outcome of this label in terms of a lasting change in the level of physical activity and sport in France. If anything, observers agree that the community of public actors involved in the organisation of sporting events across the country may have sought to encourage a mix of audiences from different regions. This is particularly true of the Paris City Council and the Seine-Saint-Denis department, which have used the OPW to encourage young people from different educational and social backgrounds to come together.

*"With the department of Seine-Saint-Denis, we have worked very effectively. It's not easy, because when it comes to education, it's difficult to mix populations. [It] requires school transport and money, which complicates the logistics. However, [...] we have welcomed many classes from Seine-Saint-Denis. We also tried to mix pupils for the School Sports Games and for Education through Sport."*

— Interview with a local authority representative

<sup>29</sup> The *Terre de Jeux 2024* (Land of the Games 2024) programme is a label created by Paris 2024 and aimed at all levels of local authorities and the sporting movement (federations, clubs) that want to get involved in the adventure of the Games, whatever their size and resources.

<sup>30</sup> Paris 2024. 2024. Assessment of the education and youth programme.

<sup>31</sup> Seine-Saint-Denis Departmental Council. 2025. Assessment and evaluation of the Olympic Games.



While the development of the OPW between 2017 and 2024 has fostered a better understanding between actors, particularly the majority of local authorities, there are some academies and other local authorities, which have encountered logistical and financial difficulties that have slowed down the uniform implementation of the programme. The lack of a dedicated budget in several areas has sometimes limited the scope of local initiatives, despite the considerable commitment of those involved on the ground. Local initiatives, such as major popular events organised by the Paris Region or the City of Paris, have provided successful examples of local synergies. However, these examples are not reproduced uniformly across the country, partly because of disparities in the resources allocated.

The CNOSF, in partnership with the CPSF, will take over the organisation of the OPW for 2025. The aim is to make sport an established part of the school curriculum, with the prospect of a further increase by the time of the Winter Olympic and Paralympic Games in 2030. 90% of the promoters involved in the 2024 Games said they were interested in taking part in 2025, a sign of the enduring interest of local actors in the Games.<sup>32</sup>



<sup>32</sup> CNOSF, OPW 2025 Guide. Source: post-OPW 2024 participation questionnaire.

## 2.2.2 Objective #2: Support the role of sport in the pleasure of learning and social cohesion

Promoting sport as a means of disseminating Olympic values is an ambition that lies at the heart of the Legacy and Sustainability strategy. It should be noted that the Génération 2024 platform has played a particularly important role in equipping educational communities, albeit with certain limitations. Some programmes, such as the City of Paris' "Education through Sport" initiative, have demonstrated their impact on young people in terms of both education and cultural openness.

### — A Génération 2024 platform to equip educational communities



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The Génération 2024 platform, launched in November 2020, gathers and offers educational resources related to sport and the Olympic and Paralympic Movement, in order to help teachers and trainers develop lessons and educational activities. 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, Higher Education and Research; the Ministry of Sport, Youth and Community Life and its decentralised departments; the CNOSF; the CPSF and the school sport federations.



In practical terms, the tools on the platform met a need for schools and educational institutions. It has expanded learning opportunities for teachers by identifying, centralising and making available over 290 teaching resources, including videos, athlete testimonials and a variety of educational resources.

While the platform was not immediately adopted by the educational community, it gradually gained traction over time. In 2018/2019, interest in the educational tools related to the Games was still very limited, particularly in large cities where educational management is often decentralised. To remedy this, specific efforts were made to promote the platform to schools, especially in rural areas, where collaboration between local actors and sports federations has proven more effective. This strategy included targeted campaigns at the start of the school year and the organisation of educational webinars to train teachers in the use of these tools.

The platform has become increasingly popular as the OPW has been rolled out, and the organisation of the Games progressed. Between September 2022 and April 2023, 320,000 pages were consulted by 65,000 users, i.e. people who had created an account on the platform, and 67,000 resources were downloaded. Between January and June 2024, the number of users increased to 165,000, which indicates that the platform is well known and used by the different educational actors involved (schools and educational institutions). This upward trend in the number of users reflects the extent to which they have taken ownership of the platform.

62,000

members have created an online account since 2020 (from 40,000 in 2023)

65,000

users between September 2022 and April 2023

320,000

page views between September 2022 and April 2023

164,000

users between January and June 2024

Around 290

teaching resources available

15

newsletters sent to the Génération 2024 community

In relation to the number of schools awarded the Génération 2024 label and mobilised on the OPW, i.e. between 11,000 and 12,000 in total, the number of users is highly satisfactory. Although the data available does not allow us to assess the overall proportion of teachers who used the platform in 2024, the data available in 2022 shows that the platform has largely reached its target audience. A study carried out in 2022 by the Canopé network amongst 400 registered members<sup>33</sup> identified that the users of this platform were local authority employees (8%), members of associations (10%) and above all, education professionals (68.5%). The users were mainly from primary schools, which tend to have the least resources. On the basis of this case study, the platform did indeed appear to be a means of enhancing the quality and continuity of education in local areas.

<sup>33</sup> Réseau Canopé, Usages de la plateforme 2024. Study of uses of the Paris 2024 educational platform.



©Maskot / Getty Images

Amongst the success factors of the Génération 2024 platform, the effectiveness of the collaborative approach, including the dissemination of resources via regional channels and regular communications to school principals, has been decisive. It has been used extensively by educational communities and the sporting movement at key events such as Olympic and Paralympic Week and Olympic Days, as well as encouraging daily sporting activity through the 30 minutes of daily physical activity initiative (see section 3.2.1. of this report).

Close collaboration between the various educational and sporting stakeholders has ensured that the Génération 2024 platform has been implemented coherently overall. At a national level, the Ministry of Education and the Ministry of Sport, in partnership with the CNOSF, have played a central role in steering and coordinating the initiative. At a regional level, the local authorities have helped to relay the educational resources, as demonstrated by the Paris Region, which, at the start of each academic year, distributes the platform's tools to schools, thereby raising awareness of its existence amongst secondary education institutions.

*"To disseminate the resources of the Génération 2024 platform, we included regular communications in our exchanges with secondary schools, with a focus on the back-to-school period. At the start of each school year, we sent regional information to school principals, including the distribution of computers to secondary school students in the Paris Region. It was an opportunity to remind them of the existence of Génération 2024 and to encourage them to share these resources with their teaching teams."*

— Interview with a local authority representative



Despite these success factors, the most significant of which is the important work of collecting and promoting resources, a number of areas for improvement have been identified. Firstly, duplication in the timetables and objectives of initiatives can reduce their overall effectiveness. According to the study by the Canopé network, some teachers have expressed difficulty in finding their way between the resources available for the OPW and those proposed for other educational events or the school curriculum more generally, which may have contributed to limiting the smooth integration of the platform into their practices. Secondly, the predominantly top-down approach to management may also have limited the extent to which the tools were adopted by the educational community. Although teachers have expressed a growing interest in the content on offer, they have sometimes felt that there was a lack of support in the appropriation and use of these resources. In other words, centralising the resources is a good idea, but the platform still needs a lot of support.

On this point, it is important to note that no evaluation has been carried out to identify how the proposed resources used are bringing about lasting changes in teachers' practices, and whether these resources have had specific outcomes on pupils. As it stands, the long-term impact of the platform will depend on how effectively it is integrated into teachers' pedagogical activities.

For the time being, the Génération 2024 platform is managed by the CNOSF, which wants to encourage the use of and contributions to the tool. Several levers are envisaged. Firstly, the registration of institutions on the platform at the same time as their participation in the OPW is a way of increasing the number of registrants. The aim is also to encourage associations to place their teaching resources on the platform. In this respect, the case of the sports programmes of the City of Paris shows that evaluation can play a role in the sustainability of initiatives.

— An Education through Sport programme to combat school dropout and improve student engagement at school



The City of Paris has set up several education programmes. The Education through Sport programme, aimed at pupils in CM1, CM2<sup>34</sup> and colleges located in REP areas, aims to use sport as an educational lever to prevent pupils from dropping out of school, improve their self-confidence and strengthen their commitment to school. The "Sport and school dropout" programme targets 200 to 300 pupils each year to re-establish a positive link with school and encourage excluded pupils to reintegrate into their school environment. The "Empowerment through Breaking" project uses the educational model by using breakdancing as its main tool. The programme reaches around 200 pupils each year, with six dance companies incorporating the values of diversity, self-esteem and personal achievement through intensive workshops.

The case of the Education through Sport programme illustrates how an action can accelerate partnership relations in an area, generate impact amongst young people, and more broadly transform local public policies. The programme was first launched in 2019 by the City of Paris, in collaboration with the DASCO (Directorate of School Affairs) and the Académie de Paris. It provided support for clubs and associations offering a weekly sports session and educational workshops in schools located mainly in priority neighbourhoods. Each annual call for projects imposed demanding specifications, encouraging the clubs to develop activities tailored to the needs of pupils identified by their teachers as having difficulties. Amongst the clubs involved were organisations such as Académie Football Paris 18 and Club Enfants de la Goutte d'Or (Goutte d'Or Kids Club), which offered innovative activities such as sports sessions in English and emotion management workshops.

<sup>34</sup> In the French Education System CM1 = 9-10 year olds, CM2 = 10-11 year olds – see appendix (glossary pg. 186) for UK,US equivalent grade levels



Since its launch, Education through Sport has expanded significantly, both in terms of partner organisations and beneficiaries. In 2019, the programme involved five associations working with 14 schools, reaching around 400 pupils. In 2023/2024, it involved 28 partner clubs operating in 39 schools, supporting nearly 2,000 pupils, many from REP schools. In 2023/2024, 1,915 children were directly supported by the selected clubs, with a measurable impact on their motivation and school participation. The programme has also made it possible to forge solid partnerships between schools and local clubs, thereby perpetuating an integrated approach to sport as an educational tool. The City of Paris and the Rectorat de l'Académie de Paris have launched an ambitious evaluation programme to analyse the impact of the programme on young people by carrying out 28 case studies coordinated by Pluricité.

### Case study: Education through Sport in the City of Paris

→ **Impact 1: Improving school relations**

Firstly, the evaluation of the project shows that sport has enabled children to improve their relationship with the school environment and the teacher, and in doing so to reinforce certain practices such as listening in class, respect for rules and teamwork. Conversely, other socio-emotional skills such as managing emotions, compromise and anticipation were less in evidence.

→ **Impact 2: their social development in the school environment**

The evaluation also showed that the activities offered strengthened social ties and the mixing of social ties between young people in the school environment. For example, 73% of them said they had made new friends during the activities on offer, and the young people were quick to point out that they felt closer to other young people with whom they had not previously had any contact.

→ **Impact 3: Greater social openness and development of their curiosity**

Analysis of the characteristics of the projects makes it possible to qualify these results. The third impact was achieved to a greater extent when the awardees combined education through sport activities with other activities (cultural outings, social events, themed introductions or creative workshops such as podcast creation, cookery workshops, using digital media, etc.).

The projects featured a variety of disciplines, from basketball and judo to roller sports and boxing, while also incorporating educational programmes such as tutoring, social mediation and civic awareness. For example, the Franco-Cuban fencing club helps pupils in secondary school<sup>35</sup> classes to channel their stress through fencing, while the Sparring Partner JBC association uses boxing to help secondary school pupils regain their self-confidence through workshops combining sport and reading.



The majority of the selected projects (59%) have used sport as an educational tool in its own right to deliver pedagogical content. In contrast to approaches that see sport primarily as a tool for attracting audiences or as a lever for positive values, here, sport is used as an opportunity to apply educational methods and objectives.

One of the main limitations of the programme is identified by the study: around half of the awardees also favoured rotating beneficiaries rather than prioritising long-term support, which has limited the educational impact of the programme and makes it impossible to say whether its effects on young people will be lasting.

Beyond the data, the success of this programme is based on the close collaboration between the schools, the City of Paris and the partner associations. Testimonies from beneficiaries and educators have confirmed that this integrated approach helps to motivate excluded pupils in their education and reconnect them with their school environment. The City of Paris plans to continue the programme after the 2024 Olympic and Paralympic Games, incorporating new educational tools to maximise its impact.

<sup>34</sup> Aged 11-13.

## 2.2.3 Objective #3: Use sport as a driver for engagement and citizenship

Support for the involvement of young people was mainly provided through a plan to recruit 40,000 volunteers to help organise the Games, as well as through a number of other programmes implemented by the Paris 2024 stakeholders. As part of the Legacy and Sustainability strategy, the CNOSF has been particularly active in two programmes: the "Club des 300" (Club of 300), a programme dedicated to supporting women in order to promote their access to leadership positions, and the "Dirigeants de Demain" (Leaders of Tomorrow) programme, which was the recipient of a grant from the Paris 2024 Endowment Fund in both 2023 and 2024, and which aims to promote the involvement of young people and their access to leadership positions in the sports movement. In addition to these two programmes, the CNOSF, in partnership with the Civic Service Agency, has also contributed to the implementation of an existing Civic Service youth policy programme. This has been a particularly relevant and coherent lever for the Legacy and Sustainability strategy.

### — The civic service for sport programme expanded and promoted through the Génération 2024 label



In order to encourage young people to get involved in the preparations for the Games and, more broadly, to encourage their involvement in the sporting movement, Paris 2024 has drawn on an existing public policy mechanism: civic service.

Typically, civic service offers six-month volunteering opportunities to young people aged 18-24 as part of the missions proposed by the sports movement, schools and local authorities. Young people are paid €610 per month for their work, with the French government covering 81% of the costs. Young people are accepted regardless of their qualifications, on the basis of a minimum weekly commitment of 24 hours. In principle, civic service must be accessible to all, regardless of their profile, situation and origin of the applicants, their background or initial training. The selection process must take account of this fundamental principle and be based on the applicant's motivation to undertake community work.

In order to provide volunteers with a mixed experience, the Civic Service Agency (CSA) and Paris 2024 encouraged organisations to set up mixed pairs or teams of volunteers: pairs or teams of volunteers with an equal number of men and women, young people with different levels of education (i.e. school dropouts, graduates, school-leavers, etc.), volunteers with or without disabilities. According to the CSA and Paris 2024, this approach had several advantages for the organisations, in addition to the gender-balanced experience it gave the volunteers. It encouraged emulation between volunteers and enabled them to pool their skills to fulfil their mission. In addition, working as part of a team ensured continuity throughout the group in the event of a volunteer's early withdrawal.

The Civic Service Agency, in partnership with Paris 2024 and the CNOSF, therefore developed the Génération 2024 Civic Service programme to mobilise young people around the Games. There were three objectives:

- Encourage the sports movement to strengthen its range of missions, including actions that contribute to these various fields
- Encourage other host organisations that offer programmes that include this type of action, particularly local authorities that have been awarded the Terre de Jeux 2024 label, to include a sporting dimension in their programmes
- Encourage young people to choose a mission with a sporting dimension, serving the general interest, and to join the Génération 2024 community



It is important to note that the Civic Service Agency and the CNOSF adopted a qualitative approach, in particular, to improve partners' knowledge of the programme and train supervisors in the standards and rules of the programme. In particular, the aim was to remind them that young volunteers cannot do the work of employees or play the role of volunteers: they can only support these other roles in exchange for remuneration.

With these objectives in mind, it is important to note that the use of the Civic Service was an appropriate response to mobilise volunteers around events such as the OPW, as the need was very great. Making the most of an existing programme meant activating networks and tried and tested skills. Those involved in the programme therefore designed a wide range of missions to meet the needs of the institutions awarded the Génération 2024 label. Terre de Jeux local authorities and sports clubs were also identified as ideal places to host these volunteers.

However, it appears that Paris 2024 has not had a structural impact on the volume of volunteering in sport in France. A comparison over time highlights this trend. In 2019, sport accounted for 14% of the 140,000 assignments at national level. This proportion remains relatively stable: in 2021, it will be 15% of the 132,000 assignments (i.e. 19,800 assignments) and in 2022, 15% of the 144,000 assignments (i.e. 21,600 assignments). The percentage share of sport, therefore, remains stable. In other words, there has been no "real effect" of Paris 2024 on the increase in the proportion of volunteering in sport: many of the missions labelled under "Paris 2024" already existed, and any increase in the number of volunteering missions in sport is mainly the result of a general upturn in volunteering in France.

To understand these ambivalent results, it is first necessary to look at the factors behind the programme's success. The quantitative objectives were achieved in large part thanks to the strong mobilisation of national educational institutions, the local authorities hosting the Games and certain sports federations that had already been made aware of the situation. The implementation of the programme required the establishment of collaborative governance and events between the Civic Service Agency, local government departments and the sports movement.

**26,000** young people  
on civic service between 2021  
and 2024, including **12,000** in  
2024

**813** missions awarded  
the label in 2024

**76** international civic services



While the growth in civic service is encouraging, it remains uneven across different regions and federations. While some departments, such as Seine-Saint-Denis, have been able to mobilise people effectively thanks to their proximity to the Games, others have encountered more difficulties, notably due to a lack of dedicated financial resources or insufficient awareness-raising amongst local actors. Overall, the regions did not receive special attention, as in the case of Seine-Saint-Denis, because, as one observer involved in the civic service programme pointed out:

*"You can't force the development of a particular mission in a particular area, but this area is one of those that has recruited the most because it was one of the areas most affected by the Games."*  
— A representative of a public institution

Several factors can explain and qualify the fact that the initial target of 30,000 young people was almost reached. Firstly, it should be noted that, overall, the Civic Service Agency did not want to increase the number of sport-related missions to the detriment of other thematic missions: it sought above all to transform existing sport-based missions into missions related to the Games and the legacy strategy. Secondly, the use of Génération 2024 Civic Service was carried out with constant resources: its creation did not lead to an increase in the budget of the partners involved in its design or implementation.

Finally, the Civic Service Agency has pursued qualitative objectives aimed at improving sports stakeholders' knowledge of the programme and therefore the conditions under which young people can volunteer. Starting in 2019, training courses have been organised to help local actors develop their skills, in particular through webinars and specific presentations in partnership with the CNOSF and sports federations such as handball, basketball and rugby. In this respect, the objective has only been partially achieved.

The sports federations have also adopted the programme to varying degrees. Of the 112 federations affiliated to the CNOSF, only around fifty have made use of civic service. Federations that were already familiar with the programme, such as the French Rugby Federation, were very active. Others found it more difficult to understand its relevance and interest. For their part, sports federations sometimes perceived civic service as an administrative constraint rather than a strategic lever, requiring greater communication efforts to demonstrate the added social value of these missions.

*"The idea of civic service in sport is sometimes difficult to promote to the Federations. We still face the challenge of presenting it as an opportunity for engagement and not as a means of obtaining volunteers or sports instructors at low cost. There is a lot of work to be done to raise awareness (...) However, during the period leading up to the Games, there were many other priorities which meant that raising awareness was not always a main concern. I think there's still a lot of work to be done in this legacy logic to show how civic service is an asset and not a constraint."*

— Interview with a representative of the sports movement

Overall, the representatives of the sport movement we met during this evaluation process agree with the interview excerpts above that the qualitative goal of raising awareness and involving the sport movement in civic service has not been achieved satisfactorily. The question of how to attain accreditation for civic service (at the level of federations, leagues and clubs), therefore, remains an unresolved institutional issue at this stage.

2.3

Interim assessment

2.3.1

A highly relevant and coherent strategy to promote sport as a lever for education

The deployment of a relevant and coherent strategy by Paris 2024 has enabled a strong mobilisation of educational communities and the sports movement around the objectives of educating and engaging through sport.

In terms of internal coherence, the programmes and labels used have had cumulative effects. The Génération 2024 label has helped to stir the interest of the educational community; the Génération 2024 platform has provided benchmarks and practical tools that were widely disseminated as the Games approached; major themed events, such as the OPW, have had a knock-on effect, mobilising a large number of schools, associations and sports clubs.



The implementation of this strategy has been supported by a coherent set of financial instruments. Funding, in particular from the Paris 2024 Endowment Fund, has supported the efforts of practitioners on the ground, first and foremost, the sports movement and federations. Finally, this strategy was coherent because it was implemented well in advance of the Games and supported as much as possible by Paris 2024 and its partners at all regional levels.

In terms of external coherence, Paris 2024 has relied on existing institutional networks and emerging networks of local authorities. The mobilisation of the civic service is a good example of the flexibility of the system to adapt to the challenges of organising mega-sporting events, and even more so in other areas such as culture. The Terre de Jeux label, initially conceived as a communication tool, has fostered closer links between local authorities and organisations that have been awarded the Génération 2024 label.

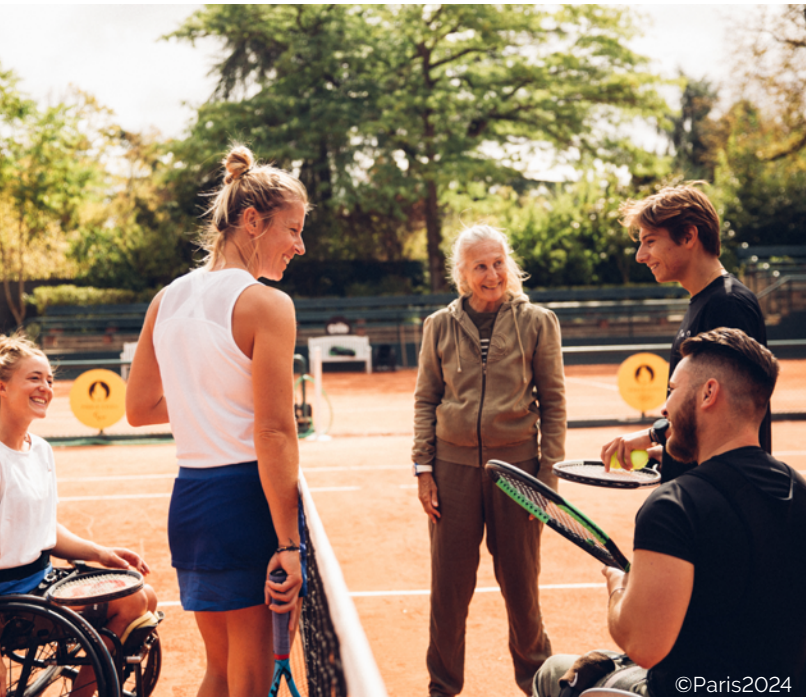
In short, the Impact and Legacy strategy has mainly had an accelerator effect on the exchanges between the stakeholders involved. The implementation of certain measures has encountered obstacles, particularly at regional level and within certain sports federations, which were already in evidence before the Paris 2024 Impact and Legacy strategy was launched.



### 2.3.2 Significant quantitative results, but real impacts on young people and professionals still to be determined

The data obtained demonstrate that the initial objectives have been achieved. These concern several million young people and tens of thousands of professionals in the fields of education and sport. The success of the Paris 2024 education strategy is largely attributable to the role played by central government and its decentralised departments, both at the level of the Ministry of National Education, Higher Education and Research and the Ministry of Sport, Youth and Community Life in mobilising local actors. This can be attributed to the strong commitment of certain local authorities, particularly those hosting the Games, which benefited from new or renovated facilities, or during the Olympic Torch Relay. The concerted efforts of these local actors contributed to the mobilisation of educational institutions by providing them with a sense of direction. This commitment exhibited significant regional variations, contingent on the magnitude of the community associations and sporting infrastructure.

The involvement of local authorities and the sports movement exhibited variability both geographically, across different regions, and in terms of discipline, with different sports demonstrating different levels of involvement. Certain local authorities maintained a passive stance concerning the events in question, a circumstance that may be attributed to a scarcity of facilities or due to community associations and a sporting infrastructure that were underdeveloped or poorly mobilised. In addition to the success in raising awareness of Olympic and Paralympic disciplines amongst the general public, some local authorities, such as Seine-Saint-Denis, encountered difficulties in encouraging sports clubs to participate. The extent to which the sports movement engaged with educational initiatives also exhibited variation. However, it should be noted that only half of the Federations were involved in civic service.



At this stage, there is limited information available regarding the impact of this strategy on the education and involvement of young people. There are several factors that should be highlighted. In the field of education and engagement, few programmes have been subject to evaluations or impact measurements amongst the general public and professionals. These studies often fail to consider the initial situation of the individuals involved, hindering the ability to accurately assess the effectiveness of the change. The case studies provide insights into the specific impacts of these programmes, highlighting their relevance to particular programmes and/or areas. The absence of data makes it impossible to create a comprehensive overview of the impact of this strategic pillar.

Finally, the absence of retrospective analysis restricts the capacity to draw definitive conclusions about the Legacy & Sustainability strategy's medium- and long-term effects. While some local dynamics appear promising, their sustainability and widespread adoption remain uncertain at this stage.

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### 2.3.3 A legacy to be considered with caution

In terms of educational legacy, it is important to consider that this concerns all benefits generated by the Games in the medium and long term. Legacy can therefore begin before the Games themselves as well as continue during the post-Games period. It can also apply to the population of a country as a whole (at the macroeconomic level), but also to individuals (at the microeconomic level) or territories (at the mesoeconomic level). It is also somewhat volatile and fragile, as it is subject to the political and economic uncertainties of the involved parties. Therefore, it is advisable to exercise caution when considering the legacy learnings detailed below.

In terms of education, the Paris 2024 strategy, developed with the State, local authorities and the sports movement, has encouraged a strong mobilisation that has given political value to certain measures. Sport, and the OPW in particular, has been seen as an interesting tool for social cohesion, civic education and engagement, even if representations in France have changed little on the subject due to the likely interference of a large number of domestic political events.<sup>36</sup>



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As the designated beneficiary of the OPW, the CNOSF intends to establish this event as a permanent annual occurrence, positioning it as a pivotal event by integrating it into the school calendar on a long-term basis. The CNOSF aims to cultivate robust local partnerships between educational institutions and clubs, fostering collaboration and engagement. As the legatee of the Génération 2024 platform, the CNOSF seeks to enhance it by registering it within the OPW, conditional on its utilisation by schools, to foster an active community and ensure the continuity of educational resources. A series of ambitious development plans have been drawn up to create an active and sustainable community. In addition, partnerships with sports federations will make discipline-specific tools available, tailored to the school environment. The objective of this process is to maintain the quality of services while enhancing their long-term educational impact.

One area of concern regarding the future of the Génération 2024 platform is its strong connection to the Games event. A 2022 study<sup>37</sup> revealed that only 50% of users intended to continue using the platform after the Games. This contrasting figure can be explained in terms of two main factors, as follows. Firstly, the platform was designed in advance of the Games and may be perceived as having less immediate usefulness in the years following the event. On the other hand, some users would like the resources offered on the platform to fit in more directly with their educational objectives and school curricula, so that they can be better integrated into their teaching over time.

<sup>36</sup> INJEP (2025). Survey on the legacy of the Paris Games and representations of sport. See Representations of social cohesion in France before and after the Games, p.75.

<sup>37</sup> Réseau Canopé. 2022. Uses of the Génération 2024 platform. Usage study on the Paris 2024 educational platform.





At national and local levels, the strategy's measures and funding have facilitated connections between local actors, whether through ad hoc steering committees or governance structures, or directly through on-the-ground initiatives. New associations have been established that use sport as a tool for education and engagement, and have been identified by local authorities. The City of Paris and the Department of Seine-Saint-Denis, and other local authorities hosting the Games, identified new operators on the ground to diversify and enrich their educational policies in the field of sport, and more generally. The development of public spaces or facilities (such as parks) could constitute a legacy if the uses align with the criteria outlined in the subsequent section (Sport for Health).

In terms of engagement, existing programmes have demonstrated their flexibility by being adapted to the challenges of preparing for the event, such as civic service and programmes run by local authorities. As this report illustrates, the State and local authorities have sought above all to enhance and improve the quality of the programmes concerned by focusing on training. The engagement of the volunteers then effectively fed into the mobilisation of local authorities and associations during major events such as the Olympic and Paralympic Week or the passing of the Torch relay in the regions.

As for the impact of the Legacy and Sustainability strategy on volunteer involvement, it is too early to draw any conclusions. We need to be cautious, as the history of the Olympic Games has shown contrasting effects in this area. For example, although London 2012 mobilised 70,000 volunteers, the British public authorities did not see an increase in volunteer involvement amongst the population after the Games. Two reasons have been given for this:<sup>38</sup> the organisation of volunteering programmes was put in place too late to build a sustainable commitment dynamic, and the volunteers mobilised during the London Games were not supported by specific programmes to capitalise on their experience and skills.

<sup>38</sup> House of Commons, *School Sport Following London 2012, 2013*, quoted in Nja Scheu and Holger Preuss, *The Legacy of the Olympic Games from 1896 - 2016. A Systematic Review of Academic Publications*, Working Paper Series, Mainzer Papers on Sport Economics & Management, 2017.

The sustainability and deployment of the Paris 2024 engagement and civic service volunteer programmes within the sports movement will depend on the ability of the sports movement, local government departments and local authorities to encourage young people to get involved on a day-to-day basis in club activities and, to a lesser extent, to support this commitment to new mega-sporting events - such as the «Alps 2030» Winter Games. This legacy dynamic is already supported by the CNSOSF, which offers training modules under the Leaders of Tomorrow programme to enable volunteers to make more long-term commitments and take on responsibilities in sports clubs.

*"Together with the CNOSF and the Sports Directorate, we want to maintain the number of missions and also create pathways for involvement in the sports movement. In fact, the idea is to direct volunteers towards training courses or other pathways: the Club des 300 programme, designed to support the emergence of women leaders, the Leaders of Tomorrow programme, to help young people gain skills and legitimacy, and also CROS or CDOS training courses to renew commitment to the sports movement, as volunteers and leaders. There are young people in the regions who are interested in these courses. We can clearly see that there is an interest."*

— A representative of a national government agency

While the momentum generated by Paris 2024 has enabled an unprecedented mobilisation around education and engagement through sport, its sustainability remains dependent on continued investment by public, sports and association actors, beyond the event itself and over the long term. In the absence of systematic evaluation systems and consolidated data on the real effects in the medium and long term, it remains difficult to estimate the structural impact of this strategy. The lack of retrospection, combined with the dependence of certain projects on the Olympic agenda, means that we need to be cautious about the ability of the current dynamics to produce a lasting legacy. In this context, the 'Alpes 2030' Winter Games could be an opportunity to maintain the momentum created by Paris 2024.

At this critical juncture, the legacy of the Paris 2024 Games concerning educational advancement may be compromised or even eradicated by several factors, the most salient of which pertains to the reduction in financial support from both state and local authorities. This has the consequence of reducing both human resources and opportunities for funding activities. The reduction in financial and human resources allocated to sport in the local authorities hosting the Games, such as the City of Paris or the Department of Seine-Saint-Denis, has the potential to exert a detrimental effect on the ability of stakeholders to sustain and manage networks of actors. This reduction may also result in a decline in the quality of activities or even lead to their complete dissolution. Ultimately, this can have a significant impact on young people and their families.



# 03

## Sport for health

Indicator dashboards

TABLE N°3:  
— Paris 2024 indicator dashboard

Indicator	Strategy outputs and outcomes
<b>Indicator 9</b> — Number of beneficiaries of programmes set up to combat physical inactivity	<p>→ Between <b>42%</b> (according to a Senate report) and <b>90%</b> (according to the Ministry of National Education, Higher Education and Research) <b>benefit from the 30 minutes of daily physical activity programme (30'APQ)</b></p> <p>→ <b>+120,000 employees</b> of Paris 2024 Games partners involved in the #GoFor30 challenge, and 50% of employees aware of the challenge (i.e. 400,000 people)</p> <p>→ <b>38,000 beneficiaries</b> of the '1, 2, 3, Nagez !' programme, including 14,000 in Seine-Saint-Denis (36%)</p>
<b>Indicator 10</b> — Number and growth in the number of organisations (companies, local authorities, schools) that have set up actions aimed at "Bouger Plus" – "Move More"  (In particular the 30'APQ programme)	<p>→ <b>100%</b> of French <b>primary schools</b> are expected to implement the 30'APQ programme</p> <p>→ <b>20 companies</b> taking part in the #GoFor30 challenge</p> <p>→ <b>6 pilot areas</b> for the implementation of interactive design in cities, with <b>varying degrees of implementation</b></p> <p>→ <b>670 schoolyards</b> and recreation areas financed by the end of 2024, with <b>318 project sponsors receiving support</b></p>

TABLE N°4:  
— Information for the dashboard of impact indicators for cultural, sporting and business events taken from the OECD guides

Indicator	Activity	Outputs/Outcomes	Source
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	<b>Move More at school</b>  30 minutes of daily physical activity	Amongst the teachers in the Académie de Créteil who have introduced the 30 minutes of daily physical activity programme: → <b>82%</b> believe that the programme improves pupils' commitment to free practice → <b>91%</b> believe that the programme helps to reduce the physical inactivity of pupils	In-depth study on the 30 minutes of daily physical activity programme 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)
	<b>Move More at school / Move More in town / Move More at worke</b>  Initiatives developed by Impact 2024 winners	→ <b>70.2%</b> of the beneficiaries of the actions financed by the Endowment Fund say they practise a physical and/or sporting activity more frequently than before their participation in the project	Survey of beneficiaries of actions financed by the Paris 2024 Endowment Fund
	<b>Move More in the City</b>  Active design facilities	→ <b>42%</b> of Saint-Dizier residents regularly use the facilities in the Deauville Park → <b>52%</b> of French people who do not take part in any physical activity or sport say that the improvements made at Saint-Dizier make them want to move more, and 47% say that they make them want to resume physical activity	In-depth study of active design facilities in Saint-Dizier by Media Filière and Olbia Conseil



Indicator	Activity	Outputs/Outcomes	Source
Percentage of target group members reporting a change in health and well-being	<b>Move More at school</b>  30 minutes of daily physical activity	→ Of the teachers in the Académie de Créteil who have introduced the 30 minutes of daily physical activity programme, <b>94%</b> believe that it helps to improve the well-being of their pupils	In-depth study on the 30 minutes of daily physical activity programme 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)
	<b>Move More at school / Move More in town / Move More at work</b>  Initiatives developed by Impact 2024 winners	→ <b>87.2%</b> of beneficiaries of actions financed by the Endowment Fund say that their physical condition has improved (45.8% significantly, 41.3% slightly) thanks to their participation in the projects  → <b>89.7%</b> of beneficiaries of actions financed 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	Survey of beneficiaries of actions financed by the Paris 2024 Endowment Fund

Health research has shown that regular physical activity is beneficial to the physical and mental health of individuals,<sup>39</sup> while, at the same time, contemporary lifestyles are accentuating the risks associated with the negative effects of sedentary behaviour.<sup>40</sup> This phenomenon, now considered to be a public health concern, has led public authorities and sports organisations to take action to encourage mobility and physical activity.<sup>41</sup>

3.1

Paris 2024 objectives

Paris 2024's ambition was to have a positive and lasting impact on the lifestyles of French citizens by helping to increase the importance of physical activity and sport in their daily lives. To achieve this, Paris 2024 developed initiatives to raise awareness amongst 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 people moving, with priority given to children aged 6 to 11. The "Move More" strategy has three objectives.

1 — Move more at school



Thanks to close collaboration with the Collectif pour une France en forme and regular dialogue with bodies such as the World Health Organisation's Physical Activity Unit, the Observatoire national de l'activité physique et de la sédentarité (ONAPS), and Santé Publique France, Paris 2024 has taken full account of the major public health concern posed by sedentary lifestyles and a lack of physical activity amongst children. It has also recognised the major inequalities that exist in this area: amongst young people (aged 6-17), 50.7% of boys and 33.3% of girls meet the recommendations for physical activity.<sup>42</sup> Finally, the Organising Committee acknowledged the following from these experts: childhood is a critical period for developing motor skills and establishing active lifestyle habits, as well as building health capital. For this reason, the Legacy & Sustainability strategy has identified daily physical activity for children aged 6-11 as a priority, with two key areas of action: encouraging regular physical activity or sport and improving school facilities.

<sup>39</sup> World Health Organization (WHO), 2010, *Global recommendations on physical activity for health*, Geneva, WHO Publishing.

<sup>40</sup> *Physical activity and sedentariness in the French population. Summary of available data*. Saint-Maurice: Santé publique France; 2024: 10 pages.

<sup>41</sup> On this subject, see the work of sociologists Yves Morales, Brice Favier-Ambrosini, Sandrine Knobé, Frédéric Illivi and Clément Perrier, among others.

<sup>42</sup> *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. (Health study on the environment, biomonitoring, physical activity and nutrition (Esteban 2014-2016) Nutrition section. Chapter on physical activity and sedentary behaviour. Saint Maurice: Santé publique France, February 2020. 2nd edition. 58 p.)



2 — Move more in town



Paris 2024 also sought to encourage French citizens to adopt more active daily lifestyles. To achieve this, particular emphasis has been placed on integrating movement and play into the way they think about and design their daily living spaces. Therefore, Paris 2024 joined forces with the Agence Nationale de la Cohésion des Territoires (ANCT) under a cooperation agreement aimed at developing active design in local authorities, with a particular focus on the 222 towns in the "Action cœur de ville" (ACV) network. This partnership has resulted in the creation of an active design guide<sup>43</sup> (December 2021) and the involvement of 6 pilot towns and cities to showcase active design principles.



<sup>43</sup> Agence Nationale de la Cohésion des Territoires, Guide du design actif, 2021. (National Agency for Territorial Cohesion, Active Design Guide, 2021.)

3 — Move more at work

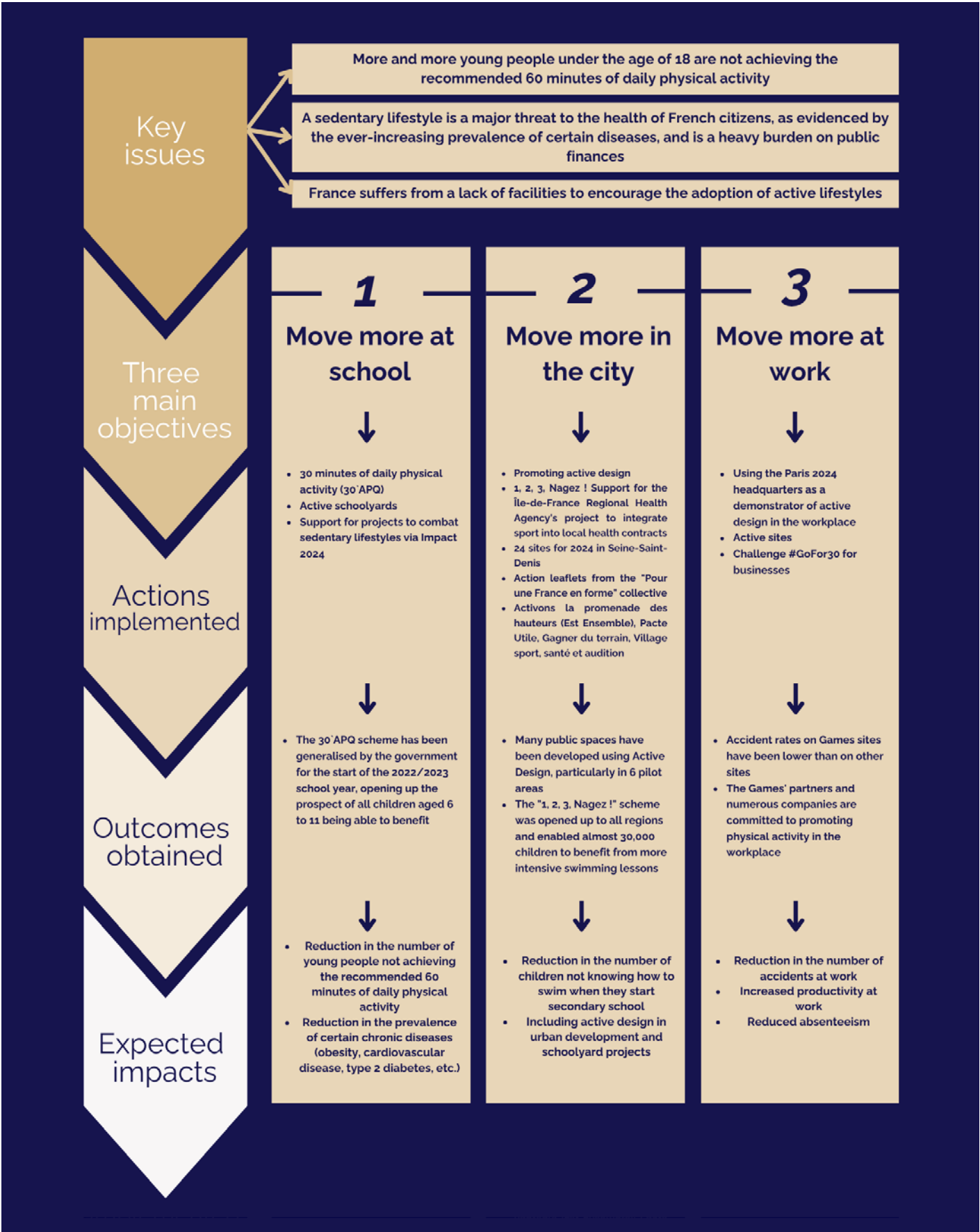
Furthermore, Paris 2024 demonstrated a commitment to fostering physical activity and sport within the workplace. With this objective in mind, a specialised guide has been published for the Games' partners, encouraging them to rethink the layout of their offices using an active design approach and to encourage their employees to participate in the "Go for 30" challenge, which involves 30 minutes of physical activity per day. Paris 2024 also aspired to establish its headquarters, Pulse, as an active design demonstrator. Consequently, this has given rise to the formulation of additional initiatives, including the "Active Worksites" for the Athletes' Village and the Media Village. The objective of these initiatives is to provide construction site workers with preventive physical preparation. In addition, an annual "corporate sport barometer" has been established in collaboration with MEDEF to monitor changes in expectations and perceptions.



<p><b>Good health and well-being (SDG 3)</b></p> <p>3 GOOD HEALTH AND WELL-BEING</p>	<p><b>Gender equality (SDG 5)</b></p> <p>5 GENDER EQUALITY</p>	<p><b>Sustainable cities and communities (SDG 11)</b></p> <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>
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DIAGRAM N°3 :  
— A theory of change of the education pillar



3.2

# Emblematic actions

The Legacy and Sustainability strategy of Paris 2024, along with its stakeholders, has been characterised by the significant acceleration of numerous programmes, each with a distinct scope in terms of the resources allocated and the areas of expression. These programmes collectively aspire to employ physical and sporting activities as a catalyst for promoting the adoption of active lifestyles amongst French citizens, with a particular focus on younger generations. This report presents a selection of emblematic actions.

## 3.2.1

### Objective #1: Move more at school

— The 30 minutes of daily physical activity (30'APQ) programme at school to encourage young people to adopt active lifestyles

This programme is one of the key elements of the Paris 2024 Olympic and Paralympic Games Organising Committee's 'Move More' strategy, representing a significant evaluation measure of the legacy of the Games. Indeed, the promotion of an active lifestyle amongst young people in France has been identified as a priority by Paris 2024 and its stakeholders. This commitment is explained by the alarming statistics on physical inactivity and sedentary lifestyles amongst young schoolchildren: 37% of children aged 6 to 10 do not meet the WHO recommendation of 60 minutes of physical activity per day. On average, these children spend 3 hours and 7 minutes in front of screens,<sup>44</sup> and 65% of them watch screens for more than 2 hours a day.<sup>45</sup>

Therefore, this Legacy & Sustainability strategy places a high priority on encouraging children aged 6 to 11 to engage in daily physical activity. This emphasis has primarily resulted in the provision of support for Physical Education and Sport (PES) and its implementation in optimal conditions. Paris 2024 has therefore advocated that the conditions for training, teaching, exemptions, inspection and assessment of PES should facilitate its effective implementation for all children. Furthermore, Paris 2024 has facilitated collaboration between PES and local clubs, at the initiative of teachers and in conjunction with school sports federations. This support has taken the form of the Génération 2024 vouchers. This programme, which was implemented in cooperation with the Union sportive de l'enseignement du premier degré (USEP) and the Union générale sportive de l'enseignement libre (UGSEL), provided funding for a qualified sports instructor from a local club to support school teachers in setting up 6 sessions to discover and practise a sport and/or parasport as part of PES.

<sup>44</sup> Esen, 2020

<sup>45</sup> National Health Security Agency (Anses), 2016.

In addition to the provision of PES and extracurricular sports activities, Paris 2024 has identified the potential for the introduction of a daily physical activity programme at the primary school level. This initiative, informed by international best practices, particularly the success of the Finnish Schools on the Move programme,<sup>46</sup> aims to align with the World Health Organization's recommendation of 60 minutes of daily physical activity for children. It is for this reason that Paris 2024, in partnership with the French Ministry of Education and Youth and the French National Sports Agency, has encouraged the introduction of the 30 minutes of daily physical activity (30'APQ) programme in schools. The programme was initiated as an experiment during Olympic and Paralympic Week in February 2020, and subsequently underwent a formal launch as a call for expressions of interest in 2021. It is currently undergoing a comprehensive implementation across various educational institutions, in collaboration with the Ministry of National Education and Youth and the Ministry of Sport, Youth and Community Life. This implementation commenced with the start of the new academic year in September 2022.

+ 11,000 schools registered and volunteering under the call for expressions of interest between September 2020 and September 2022

Rollout and nationwide implementation backed by the government from the start of the 2022 school year

36,500 sports kits distributed in June 2024, i.e. 100% of schools equipped

€8.38 million invested between 2021 and 2024, including €2.15 million from Paris 2024, €3 million from the National Sports Agency and €3.23 million from the Ministry of Sports, Youth and Community Life

The exact number of pupils benefiting from the scheme is still to be determined: between 42% (according to a Senate report) and 90% (according to the President of the French Republic) of primary school pupils are benefiting from the scheme

<sup>46</sup> For further details: <https://schoolsonthemove.fi/>

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Of all the actions implemented as part of the Legacy & Sustainability strategy, the 30'APQ programme is now regarded by a significant proportion of stakeholders as the flagship legacy measure for the Paris 2024 Games. A few months after the Olympic and Paralympic Games, the initial assessments of this programme reveal a mixed set of opinions, highlighting both its positive aspects and some important points for consideration.

The programme has been credited with the following outcomes:

→ Firstly, the prevailing consensus amongst actors involved in the field, as well as external observers, is that the initial objective of the 30'APQ is relevant due to its response to a specific public health concern that has been extensively documented by the scientific community: the sedentary lifestyle of young children and the subsequent development of certain associated pathologies (overweight, obesity, etc.). Indeed, 17% of children aged six to ten are now overweight, which is at a particularly high and worrying level. The school environment, therefore, presents a compelling field for experimentation, as it facilitates the reach of a substantial number of individuals, unencumbered by social discrimination, during critical periods of development when sedentary behaviour is being established. It is widely acknowledged that the success of Paris 2024 in situating movement and physical activity at the core of the school agenda, as well as the swift generation of political support for its initiative, is largely attributable to the Olympic and Paralympic Games and the formidable efforts of the Organising Committee for the Paris 2024 Olympic and Paralympic Games in mobilising human and financial resources. The distribution of sports kits and teaching materials to educational institutions was also regarded as highly beneficial, particularly in institutions with limited resources.

July 2025



→ Beyond addressing a significant public health concern, these 30-minute physical activity breaks play a crucial role in ensuring that students who benefit from them come closer to or even meet the WHO recommendation of 60 minutes of physical activity per day. This is a convincing and significant impact. In order to assess the precise health impacts, it will be necessary to conduct long-term health studies and cohort monitoring.

→ Finally, it should be noted that, beyond the purely health-related effects, local assessments and feedback from those working in the field also suggest that the 30-minute APQs have a real structuring impact on another aspect: children's attention span and the time teachers need to manage the class. Although this was not the initial priority objective, this effect was highlighted both in the study conducted at the Créteil Academy, one of the pioneers in this field (see box below), and in interviews with experts. This is far from insignificant, as it helps to better prepare pupils for learning (particularly basic skills) and enables them to acquire knowledge. While the primary objective of the 30'APQ programme is to have a long-term health impact by reducing physical inactivity and the impact of a sedentary lifestyle, this is a decidedly positive indirect effect that can serve France's educational objectives.



In contrast, the 30'APQs have also been observed to demonstrate certain vulnerabilities that merit investigation.

→ Firstly, the widespread implementation of 30 minutes of physical activity per day has yet to achieve full efficacy. Although official figures released by the President of the Republic<sup>47</sup> indicate that 90% of children enrolled in primary school participate in 30 minutes of physical activity per day, it is important to consider the limitations of these results. According to a Senate report evaluating the scheme, 'only 42% of primary schools definitely implement APQ for more than half of their pupils'.<sup>48</sup> This discrepancy may appear substantial. However, it should be noted that these are not the same indicators, as the President of the Republic refers to the percentage of pupils benefiting from the scheme, while the survey conducted by the Directorate-General for School Education (DEGESCO) refers to the percentage of schools implementing the scheme.<sup>49</sup> The report elucidates that the 30-minute APQs are not universally implemented across all schools or all classes within a single institution, a finding that is corroborated by the interviews conducted by the group of evaluators. The nature of the sources examined precludes the establishment of a precise and agreed figure for the rate of implementation of the 30'APQ. However, it can be concluded with a high degree of confidence, given the data collected, that the official figure of 90% is likely to be an overestimation. Moreover, the paucity of updated data for the 2024/2025 period precludes the determination of whether the programme has continued to expand or lost momentum in the post-Olympic period.

→ Secondly, the question of the consistency of the scheme with the changing role of sport and physical education in schools raises concerns, particularly amongst the educational community. The implementation of the 30-minute PE sessions comes at a time of considerable tension within the school system, which may have contributed to the criticism of the scheme, although the latter is not directly responsible for this.<sup>50</sup> According to the interviews conducted, French schools are facing a shortage of teachers and increasing political demands, resulting in a 'mille-feuilles' of measures that school teachers have to juggle within a limited timetable of 24 hours per week, which does not take into account actual practice in the field (para-educational time, transition phases between activities, breaks, etc.). In this context, the introduction of 30-minute APQs could be perceived as an additional difficulty in finding the necessary minutes without cutting back on other measures and the school curriculum. In some cases, the 30-minute APQs have the opposite of the desired effect: pressed for time, teachers settle for the 30-minute APQs at the expense of PE lessons or carry out the 30-minute APQs during PE time.

<sup>47</sup> Press conference by Mr. Emmanuel Macron, President of the French Republic, on the 2024 Olympic Games, in Saint-Denis on 4 April 2024. <https://www.vie-publique.fr/discours/293766-emmanuel-macron-04042024-jeux-olympiques-2024>

<sup>48</sup> Béatrice Gosselin, Laure Darcos, 'Information report prepared on behalf of the Committee on Culture, Education, Communication and Sport on the regional assessment of the '30 minutes of physical activity every day at school' programme', Paris, Senate, 25 September 2024, pp. 13-14.

<sup>49</sup> This figure comes from a survey of school principals conducted in January 2024, to which 60.7% responded.

<sup>50</sup> The interviews highlighted that, despite the introduction of 30-minute PE lessons, teachers remain deeply concerned about the place given to physical education and sport in education policies. The evaluators consider it unfortunate that the nationwide roll-out of 30-minute PE lessons has coincided with a decline in the status of PE in initial and continuing teacher training.

→ From a qualitative standpoint, the 30-minute APQ has given rise to a number of inquiries from physical education and motor activity specialists. A salient issue is the prioritisation of health and hygiene objectives over educational and pedagogical goals, which are of paramount importance to the fundamental purpose of education. In the absence of adequate support and training (see above), the 30-minute physical activity sessions may be perceived as a mere proposal to "get bodies moving" without enabling the development of a physical and motor culture at school. From the perspective of teaching professionals, this represents a reductionist approach to the concept of physical activity within educational institutions. Instead, the role of physical activity should be re-conceptualised as a means of fostering empowerment, educational enhancement, and the acquisition of new knowledge. Furthermore, there appears to be a degree of uncertainty surrounding the relevance of the activities offered and their potential health implications. On the one hand, it appears premature to seek a comprehensive evaluation of these potential health effects, as the enhancement in the health of children participating in the programme can only be discerned in the medium to long term. Conversely, the implementation of such an assessment would necessitate the establishment of an ambitious and rigorous working methodology, which, to the evaluators' knowledge, has not yet been initiated.



→ The programme also cultivates a certain degree of ambiguity regarding the objectives to be achieved. This is evidenced by the programme's use of the terms 'sedentary lifestyle' and 'physical activity' in an alternating manner. These two concepts correspond to two different problems and therefore to different intervention methods. (It is possible to be active within the meaning of the WHO while being sedentary.) The intensity levels that correspond to physical activity may not be attained by children, depending on the exercises offered and the physical conditions in which they are performed. Conversely, 30'APQs do not provide a guarantee that sedentary behaviour will be eliminated in the long term, as it is an integral component of children's overall social environment. At present, the scientific literature has not demonstrated any substantial effects on the duration of school-based intervention programmes,<sup>51</sup> other than an increase in PES hours.

<sup>51</sup> BERNAL Caroline Maité Marie, LHUISSET Léna, FABRE Nicolas et BOIS Julien, « Promotion de l'activité physique à l'école primaire : évaluation de l'efficacité des interventions uni-levers et multi-levers », *Movement & Sport Sciences - Science & Motricité*, no 4, n° 110, 2020, p. 49-78 ; BERNAL Caroline Maité Marie, LHUISSET Léna, FABRE Nicolas, TRUDEAU François et BOIS Julien, *Objectively assessed school-based intervention to reduce children's sedentary time: a systematic review*, *Health Promotion International*, no 5, vol. 38, 2023.

At this stage, the evaluators believe that to fully assess the impact of the implementation of the 30'APQs, it would be necessary to carry out a double calculation to answer the following questions:

- What social harm is avoided or what social benefit is gained thanks to the 30'APQs?
- What reforms to the school schedule are needed to enable more effective implementation of the 30'APQs and to link them to other priority areas of education policy?

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

- **91%** of teachers believe that the programme helps to reduce pupils' sedentary lifestyles
- **94%** say that it contributes to improving the well-being of pupils
- **79%** say it helps to improve the classroom climate
- **69%** of teachers feel that the programme enriches their teaching practices, and 62% that it improves their well-being.

*"In terms of the classroom climate, just after the APQs, 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





©coldsnowstorm / Getty Images

At this stage of the consultation process, the evaluators consider it premature to draw definitive conclusions on the 30'APQ programme, particularly its impact on the health status of primary school children. However, based on the quantitative and qualitative evaluation work carried out, they consider that:

- The initial objectives, based on a promising idea and an issue on which all stakeholders agree, seem relevant.
- Encouraging results have been seen in terms of pupils' ability to concentrate and the classroom climate.
- Improvements need to be made in terms of awareness of the programme and its take-up by school teachers.
- The educational objectives of this programme need to be strengthened.

With this in mind, while no miracle solution can be applied uniformly across all schools, certain fundamental principles can guide our thinking about the future of the system.

1. Co-construction

The 30'APQs were designed to be implemented in a very top-down manner, while at the same time being promoted as an extremely flexible system that could be adapted to each situation. This combination of verticality and flexibility, in the absence of adequate training, ultimately confused teachers who were confronted with the enforcement of a system devoid of a precise framework. Co-construction, on the other hand, involves consulting those involved on the ground to construct, without undue haste, a robust foundation that provides a shared understanding, while simultaneously incorporating adaptable parameters that can be appropriated by staff at the local level.

2. Multi-intervention

A comprehensive approach to behaviour change, involving intervention at multiple levels (e.g. school, family, living environment), is key to ensuring a lasting impact. Utilising various strategies within each domain is also recommended. This means that the 30'APQs must form part of a coherent continuum of measures dedicated to promoting physical activity and/or preventing sedentary behaviour (with clearly stated and prioritised objectives).

The limitations highlighted are not insurmountable, but they do mean that the programme needs to be adapted if it is to deliver on the health objectives it was set up to achieve. Beyond its content in the strict sense of the term, the primary challenge for the 30'APQ is its integration into a comprehensive education policy that extends beyond the scope of the Paris Organising Committee for the 2024 Olympic and Paralympic Games and is primarily the responsibility of the State, with an interministerial approach involving, at a minimum, the National Education and Health Ministries. The future viability and relevance of the system are contingent on the political decisions made in the near future. It will be necessary for these decisions to take into account in-depth reflection on school timetables, the place of PES in schools and the resources allocated to it (in terms of training, staff and middle management), school buildings and the body representation techniques associated with movement-based learning.

3. Formalisation

This operational strategy involves safeguarding initiatives in long-term projects by establishing a clear framework that can be used as a reference by those working in the field. Formalisation is essential to maintaining engagement.

4. Assessment

From the outset, robust protocols must be established to measure the real effects of the programme in the short, medium and long term. Evaluation should not be limited to activity indicators or a declarative approach, but should incorporate rigorous methodologies (quantitative and qualitative), taking into account the diversity of school, social and regional contexts. It is also imperative that it is based on criteria that are shared by all stakeholders, including teachers, health professionals, local authorities and researchers. This necessitates the establishment of precise and quantifiable objectives, while also considering the initial state of the pupils (level of physical activity, health status, family context) to assess the actual added value of the programme. Finally, it is essential to design this evaluation as a lever for continuous improvement.



— A call for "active schoolyards" projects 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<sup>52</sup> have highlighted the fact that certain practices and habits tend to confine some pupils, mainly girls, to the peripheral and fragmented areas of the schoolyard, encouraging a sedentary lifestyle, whilst 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 children to take part in more physical activities and sport. The schoolyard can thus be a place for learning about equality and social cohesion. Paris 2024 is also keen to demonstrate that schoolyard renaturing and replanting projects are perfectly compatible with this approach.

<sup>52</sup> Maruéjols E., *Faire je(u) égal. Penser les espaces à l'école pour inclure tous les enfants*, Double Ponctuation, août 2022. Zaidman, C. *La mixité à l'école primaire*, L'Harmattan, 1996. Gayet D., *L'élève, côté cour, côté classe*, INRP, 2003 (*Making play equal. Thinking about spaces at school to include all children*, Double Punctuation, August 2022. Zaidman, C. *Gender diversity in primary schools*, L'Harmattan, 1996. Gayet D., *The pupil, on the playground, in the classroom*).

The Organising Committee for the Paris 2024 Olympic and Paralympic Games was convinced of the merits of these facilities and thus provided financial support for an experiment in Saint-Dizier (Haute-Marne, eastern France). This experiment involved the construction of facilities in two schoolyards. In order to ensure the initiatives' wider deployment, Paris 2024 also promoted this issue to the Ministry of Sport, Youth and Community Life and the Ministry of National Education, Higher Education and Research in order to ensure its wider roll-out. Consequently, at the request of Paris 2024 and with financial support from the Ministry of Sport and the Olympic and Paralympic Games, the ANS established a dedicated fund with a budget of one million euros in June 2023. This fund aims to provide financial assistance to local authorities in the development of schoolyards within their educational institutions. The objective of this fund is to provide financial support to local authorities that have been awarded the Terre de Jeux 2024/Action Cœur de Ville/Ville active et sportive label and that provide primary education, with the aim of financing play and sports routes designed to encourage mixed sports activities in 200 schoolyards and recreation areas.

To support the implementation of such projects and strengthen the incentive for cities to commit to the approach, Paris 2024 has also produced a catalogue dedicated to school playground design,<sup>53</sup> which provides concrete, proven solutions designed by experts. The promotion of active schoolyards reached a new milestone in September 2023 with the announcement by French President Emmanuel Macron of a plan to allocate €100 million per year for three years to sports facilities, to be rolled out from the beginning of 2024. This plan, which covers all sports facilities more broadly, aims to transform 1,500 school playgrounds. This collective momentum has enabled the number of school playgrounds transformed to increase from just two in Saint-Dizier to 170 nationwide in 2023, then to 499 in 2024,<sup>54</sup> with a target of 1,500 across France in the coming years.

Nearly <b>670</b> schoolyards and recreation areas financed by the end of 2024	<b>318</b> project leaders supported	<b>€2 million</b> in grants awarded	An average grant of over <b>€7,000</b> per project supported
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<sup>53</sup> <https://www.olympics.com/en/news/paris-2024-getting-children-moving-more-at-school-for-30-minutes-a-day>  
<sup>54</sup> Source: (ANS) National Sport Agency.



The initial results of the evaluation of the "active schoolyards" programme show that it is highly relevant. The programme aims to develop schoolyards to encourage physical and recreational activities, and also to ensure a more equitable sharing of space between girls and boys. It therefore seems likely to lay the foundations for the adoption of active lifestyles by the youngest children (aged 6-11), whatever their gender.

This programme is entirely consistent with the 30 minutes of daily physical activity programme. The development of physical activity and sport in schools requires a programme of activities (which is what the 30'APQ are) as well as dedicated facilities. It is therefore logical to conclude that there is a kind of circular relationship between the implementation of the 30'APQ and the development of active schoolyards, with the two systems feeding off each other. More broadly speaking, the introduction of active schoolyards can also help to ensure a form of "active continuity" between PES teaching, the 30'APQs, break time and extra-curricular time by enabling educational staff, sports leaders or educators, or simply the pupils themselves, to organise games – ideally mixed – in a flexible way using the facilities provided.

Concerning the results and impact of the programme, it appears that the quantitative objectives have been met for active schoolyards, despite a slow first call for projects in 2023, which resulted in an underspend of the initial appropriations (approximately €565,000 out of the €1 million set aside was used). The programme reached full flow in 2024 and has been well identified by beneficiaries, who can now apply for funding for local sports facilities or sports equipment. The question of whether funding will be maintained until the facilities plan is completed remains unanswered, given the uncertainties surrounding France's budget trajectory. It should be noted that the funding earmarked for this programme, while seemingly secure at €2.5m, has already been reduced compared to the initial announcements (€10m).

Regarding the qualitative aspect, the outcomes are more mixed. The maximum subsidy of €5,000 per school<sup>55</sup> means that only limited action can be taken if it is not accompanied by other funding. Therefore, there is a risk that the active schoolyards will be reduced to floor markings inspired by the theories of *nudge* marketing. While leveraging cognitive biases to influence individual choices can be beneficial, one of the limitations of these techniques when used in isolation, and without more comprehensive policy measures, is their capacity to generate only short-term outcomes. However, as many studies emphasise, active schoolyards include more holistic interventions on the structure, more support from adults, raising children's awareness of these issues, and a more general reflection on the playful appropriation of space.<sup>56</sup> The provision of facilities and equipment is a necessary condition for creating active schoolyards and effecting lasting changes in behaviour. However, it is important to note that this is not sufficient on its own; a programme's short-term effects, generated by the novelty of the initiative, must also be taken into account.<sup>57</sup> As with the 30'APQ, it is essential that active schoolyards are incorporated into policies to support teaching teams in managing these facilities. These facilities do not automatically generate the expected effects simply by their presence.

<sup>55</sup> The average grant for 2024 is actually €7,000, despite a ceiling of €5,000. This can be explained by the fact that the initial ceiling was set at €25,000 for 2024. This was lowered during the year to €5,000 as a result of the budgetary restrictions affecting all government spending.

<sup>56</sup> BENOIT Vercruysse, AMELIE Brau et DYLAN Dachtel, « La cour de récréation active : quels effets sur les élèves ? », *Ejournal de la recherche sur l'intervention en éducation physique et sport -eJRIEPS*, Hors-série N° 4, 2021 ; HUBERTY Jennifer L., SIAHPUSH Mohammad, BEIGHLE Aaron, FUHRMEISTER Erin, SILVA Pedro et WELK Greg, « Ready for Recess: A Pilot Study to Increase Physical Activity in Elementary School Children », *Journal of School Health*, no 5, vol. 81, 2011, p. 251-257 ; MARUEJOULS Edith, « Animer l'égalité dans la cour d'école : enjeux et perspectives de l'intervention périscolaire », *Cahiers de l'action*, no 1, N° 62, 2024, p. 61-68.

<sup>57</sup> STRATTON Gareth and MULLAN Elaine, « The effect of multicolor playground markings on children's physical activity level during recess », *Preventive Medicine*, no 5-6, vol. 41, 2005, p. 828-833.

### 3.2.2 Objective #2: Move more in the city

— Active design as a tool for promoting an active lifestyle



In order to achieve the objectives at the heart of its "Bouger plus en ville" (Move more in towns and cities) programme, which are aimed in particular at enabling 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, working hand in hand with several stakeholders (Agence Nationale de la Cohésion des Territoires (ANCT), FDJ, etc.). The objective of the present programme is to facilitate the integration of physical activity into the daily lives of the population of the territories that have been awarded the Terre de Jeux 2024 label.



6 pilot territories supported by Paris 2024 and the ANCT

Focus on Saint-Dizier, one of the pilot towns (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

*"Saint-Dizier has succeeded - thanks to active design developments - in transforming an unused wasteland into a dynamic, lively and popular place to live."*  
— Extract from the summary of the qualitative study

While this programme appears to be particularly relevant given the need to promote active lifestyles, encourage the use of soft, sustainable forms of transport and rethink public facilities to achieve this, it has to be said that the results obtained so far do not match up to the challenges. Admittedly, the case study carried out in the town of Saint-Dizier tends to demonstrate positive effects. However, it appears that the shift in scale has not yet been accomplished. The evaluators' interviews revealed that, while the achievements of the town of Saint-Dizier can serve as a genuine demonstrator, the other pilot territories seem to have adopted the programme in markedly divergent ways. The reasons for this low level of commitment in the pilot territories have not been precisely documented in our report. However, they deserve to be analysed to identify the obstacles that have limited the roll-out of the initiative, and possibly to try to find solutions. Similarly, while schoolyards are now being developed at national level (in particular through the Agence Nationale du Sport programme), active design in public spaces is still subject to local political will, with no national incentives currently in place.

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

Learning to swim poses a significant challenge in France, with 48% of pupils lacking competencies in swimming upon entering secondary school (aged 11). This challenge is particularly pronounced in the Seine-Saint-Denis department, where the proportion of pupils entering secondary school unable to swim is 60% on average, and even as high as 78% in some communes in the department. Seine-Saint-Denis' status as France's most under-resourced area in terms of swimming pools is a key factor in this issue. This is also a factor that has been given full consideration as part of the tangible legacy of the Paris 2024 Games.



Paris 2024, in collaboration with the National Sport Agency (ANS), the Fédération française de natation (French Swimming Federation) and EDF, sought to establish an ambitious programme to develop aquatic competencies, launched under the name "Savoir-Nager" (Know how to swim) and later renamed 1, 2, 3, Nagez ! (1, 2, 3, Swim!) in Seine-Saint-Denis. Initially launched as a call for projects, the programme focused on this priority department before being extended throughout France in 2023.

The project accompanies the public investments made to increase and improve aquatic facilities in Seine-Saint-Denis. In particular, it aims to promote the use of these facilities by local residents, especially the youngest, by removing barriers and developing a range of facilities suitable for those who have less access to this type of activity.



The "1, 2, 3, Nagez !" programme has been identified as a particularly suitable solution to address the issue of inadequate swimming competencies in schoolchildren, with a particular focus on the departments of Seine-Saint-Denis and Marseille. The implementation of a collaborative outreach programme aimed at engaging with disadvantaged populations in this area, therefore, appears to be entirely appropriate.

However, it is important to acknowledge the crucial role played by stakeholders, particularly public authorities, in facilitating the development of sports facilities, without which the programme would not have been able to achieve its objectives. Notwithstanding the feasibility of implementing the programme through the utilisation of temporary and mobile pools, the "1, 2, 3, Nagez !" programme would have been incapable of achieving medium-term or long-term results in the absence of an investment plan directed at addressing the deficiencies in the sports facility infrastructure in the designated regions, particularly in Seine-Saint-Denis, with a particular emphasis on swimming pools. In the Paris Region, a total of 25 pools have been planned or constructed.<sup>58</sup> The facilities comprise 19 new pools and 6 renovated pools.<sup>59</sup> The focus on Seine-Saint-Denis is particularly evident, as the department is set to receive 18 new swimming pools following the Games (17 new pools and the refurbishment of one existing pool). Emblematic projects include the construction of the Olympic Aquatic Centre in Saint-Denis (3 pools), the aquatic centres in Aulnay-sous-Bois (5 pools), Fort d'Aubervilliers (2 pools) and Marville (5 pools), as well as the renovation of the Montreuil water sports stadium and the re-use of temporary pools used during the Games for the local authorities of Sevran (1 pool), and Bagnolet/Est-Ensemble (1 pool). The concomitant implementation of the "1, 2, 3, Nagez !" programme and this targeted investment plan would therefore appear to confer overall coherence.

More than  
**38,000**  
beneficiaries between 2021  
and 2024 (2,200 in 2021,  
4,000 in 2022, 24,000 in 2023  
and 7,000 in 2024)

**14,000**  
beneficiaries from  
Seine-Saint-Denis  
(36% of the total)

A budget of over  
**€2.3m**: €654,000 in  
2021, €400,000 in 2022,  
€860,000 in 2023 and  
€450,000 in 2024

**68** projects supported  
in 21 departments between  
2021 and 2024, including  
35 in Seine-Saint-Denis

More than **50** projects  
were organised in Priority  
Urban Neighbourhoods (QPV)

In terms of results and impact, "1, 2, 3, Nagez !" is generally considered a real success by the actors responsible for its implementation. Paris 2024's commitment has enabled the rapid creation of new collaborative dynamics between local authorities, the French Swimming Federation (FFN) and the clubs involved locally. The financing of mobile swimming pools had an immediate leverage effect that was conducive to the rapid deployment of "1, 2, 3, Nagez !" in the target areas. In fact, the target audiences were reached, as shown by the aggregate figures in the box. Programmes to help children learn to swim are not new, and it's worth pointing out that some actions labelled "1, 2, 3, Nagez!" actually correspond to old programmes that have been rebranded under the new banner. The fact remains, however, that the Olympic and Paralympic Games have played a central role in transforming the importance attached to swimming, which is now regarded as a fundamental skill.

The inclusion of swimming in the political agenda was accelerated under Roxana Maracineanu's mandate with the creation of the Aisance Aquatique plan in 2019, and this was subsequently extended by the "1, 2, 3, Nagez !" programme from 2021. For the FFN, the combination of these two programmes has been particularly beneficial, as it has provided an opportunity to showcase federal knowledge and expertise beyond its domain of top-level sport. This has served to demonstrate the federation's commitment to the public service missions for which it is responsible. The FFN produced and refined a novel teaching method dedicated to aquatic competence and learning to swim, which was adapted to the specific format of "1, 2, 3 Nagez !" The programme is characterised by its intensive nature, with learning occurring over one to two weeks, as opposed to conventional training schedules that extend over the course of a year. Following the completion of this training, the next step involves the instruction of supervisors and lifeguards who engage with children in these novel methods.



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<sup>58</sup> Source : <https://www.ouvrages-olympiques.fr/sites/default/files/fichiers/paris-2024-dossier-de-presse-heritage-materiel-des-jeux-652d40d2d8532302826803.pdf>

<sup>59</sup> The initial plan for the legacy project was to create or renovate 19 pools. However, the city of Pierrefitte ultimately decided not to host one of the pools for the Games.

Raising the profile of swimming through this programme has, in some areas, stirred the interest of educational institutions in new learning methods, while helping local authorities to identify, with the support of the FFN, the adjustments needed to ensure the smooth running of their aquatic facilities.

Local actors, and in particular some elected representatives from Seine-Saint-Denis, a territory particularly affected by the initiative, have also expressed their satisfaction with the implementation of this programme, which responds to real shortcomings. For some local authorities, who do not have the necessary resources or the critical mass to build a permanent swimming pool, the possibility of using mobile pools close to their residents has been a key factor in public participation and the success of the programme. A majority of them would like the resources allocated to "1, 2, 3, Nagez !" to continue well beyond 2024.

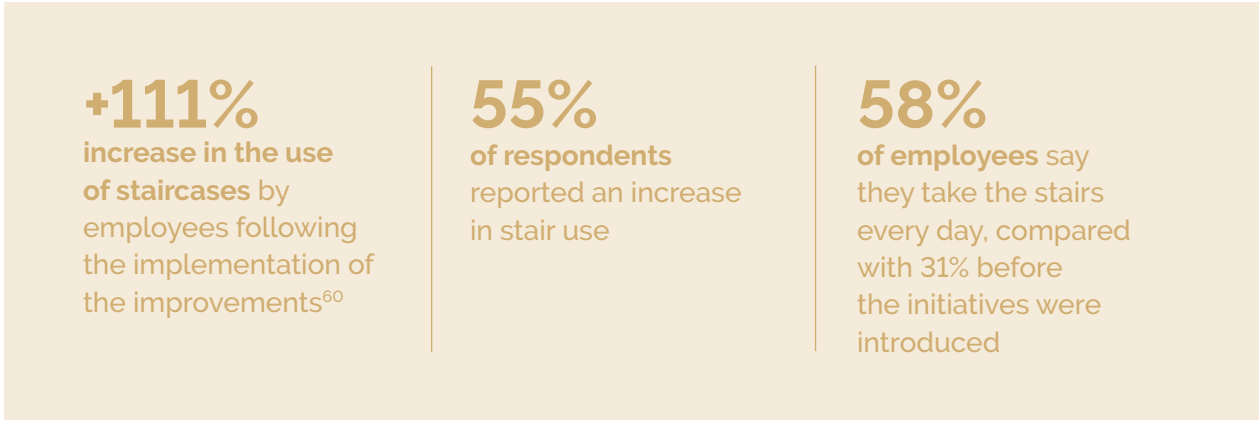
The "1, 2, 3, Nagez !" programme and the deployment of mobile pools are key to promoting water confidence and swimming proficiency. While these measures are effective in the short term, they are insufficient to address long-term structural deficiencies. Implementation partners have noted that, although the current pedagogical approach yields significant short-term outcomes, water confidence must be continuously reinforced throughout an individual's life to retain its efficacy. The core challenge remains the chronic shortage of permanent aquatic facilities, which are vital for delivering sustained, high-quality swimming programmes. Mobile pools, though innovative, are far too limited in number to provide comprehensive territorial coverage. While departments such as Seine-Saint-Denis have benefited from a lasting legacy through the redistribution of Olympic swimming infrastructure, many other regions – particularly those with high levels of social and spatial deprivation – have not experienced any meaningful improvement in access to facilities. Marseille exemplifies this disparity, with its aquatic offer remaining unchanged despite clear demand. In light of these systemic inequalities, it is imperative that the temporary measures currently in place be complemented by a bold and coherent national policy aimed at the construction and modernisation of aquatic infrastructure. A strategy of this kind is vital if we are to achieve a qualitative and quantitative transformation in public access to swimming and water safety educational programmes across the country.

Finally, as is the case with the majority of legacy programmes, there appears to be a lack of full assurance regarding the sustainability of the resources allocated to the "1, 2, 3 Nagez !" programme, despite there being a shared conviction of its effectiveness and necessity. In fact, the programme (along with others) has been bestowed upon the National Sports Agency (ANS), which lacks both the human resources and the budgetary capacity that the Organising Committee for the Paris 2024 Olympic and Paralympic Games had to run the project. While the long-term future appears to be guaranteed until 2025, with continued priority being allocated to the designated target territories (namely, the department of Seine-Saint-Denis and the city of Marseille), this will be executed within a constant budgetary framework. Consequently, this approach may potentially result in a reduction of funding for other measures or support from the National Sports Agency. A salient issue for the future of the programme pertains to the practice of over-funding that Paris 2024 had implemented, which entailed local authorities financing 1 euro for each euro paid by the Paris 2024 Endowment Fund. At present, there appears to be a lack of clarity regarding the ability of local authorities to sustain such an over-subsidy, as well as the extent to which the National Sports Agency will possess the persuasive authority that Paris 2024 previously held to "impose" it. It is clear that the National Sports Agency is confronted with a considerable challenge in sustaining the objectives of this programme, particularly in the context of a volatile budgetary environment. It is, therefore, very clear that the "1, 2, 3, Nagez !" programme will be very difficult to deploy on a national scale in its current form.

### 3.2.3 Objective #3: Move more at work

#### — Paris 2024 commits to Pulse (head office)

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.



<sup>60</sup> According to an evaluation study carried out by The Behavioural Insights Team for Paris 2024.



— Preventive Physical Preparation on Olympic Construction Sites and Around Competition Venues During the Games



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As part of the Paris 2024 Social Charter, Paris 2024 and SOLIDEO (Société de Livraison des Ouvrages Olympiques) – the organisation responsible for the delivery of the Games sites and facilities 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 building or renovation of Olympic venues (notably the Athletes' Village and Media Village) to benefit from warm-up exercise sessions. This operation aims to reduce the risk of accidents at work and to develop a sense of cohesion and solidarity between the workers on the various sites.

The initiative, praised for its innovative nature and for the recognition it brought to workers' well-being, appears to have yielded positive results. In terms of outcomes, the efforts undertaken led to four times fewer accidents (and no fatal accidents) on Olympic construction sites compared to similar sites elsewhere in France. While this constitutes a real success, two important points must not be overlooked:

→ On the one hand, the reproducibility of this kind of initiative beyond the exceptional context of the Games seems difficult to imagine, given its cost, the logistics involved, and the extent to which construction companies have embraced it.

→ On the other hand, these excellent results were made possible by a particularly reinforced monitoring and inspection framework –especially from the Labour Inspectorate– on Olympic sites, potentially at the expense of oversight on other construction sites in the Paris region.

From a more qualitative perspective, an evaluation report produced by Affaires Publiques Consultants highlighted that the preventive physical preparation sessions on Olympic construction sites were highly successful. This success was due to the direct awareness-raising amongst skilled workers regarding the risks associated with their profession and best practices for safety, as well as to the encouragement given to project managers to take a more proactive role in supervising workplace safety. These actions were well-received by stakeholders due to their flexible organisation, their non-compulsory nature, and scheduling that avoided making workers (and their employers) feel they were falling behind in their tasks.

In addition to these actions on Olympic construction sites, the Paris 2024 Organising Committee wished to implement, through calls for tenders and with the help of sports partners, preventive physical preparation sessions directly at Olympic and Paralympic competition venues. Twenty venues were involved (12 in the Paris Region and 8 outside the Paris Region). Nearly 500 warm-up sessions were carried out, benefiting almost 30,000 individuals. While it is of course difficult to assess whether these one-off activities will have a lasting effect on the spectators who participated, they have certainly contributed to raising awareness about the benefits of physical and sporting activity. In this regard, they fit fully and coherently into the Paris 2024 "Move More" ("Bouger+") strategy. Nevertheless, as with other initiatives, the report rightly notes that "the long-term adoption of new practices falls within the broader scope of public policy and a growing internalisation of the positive impacts of physical activity."<sup>61</sup>

*"These warm-up sessions help us to avoid injuries and share some nice moments together before we start work."*

— Joao, Site Manager

**531** sessions were organised on the Games' construction sites: 503 warm-up sessions and 22 sessions on Olympic and Paralympic Tuesdays

**+8,700** direct beneficiaries working on Games sites

**4 times fewer** accidents on Olympic construction sites than on comparable sites in France

**486** sessions held on competition site venues

**26,870** beneficiaries

<sup>61</sup> APC, Préparation physique préventive. Rapport de synthèse (Affaires Publiques Consultants: Preventive physical preparation. Summary report) p.7-8, janvier 2025.



— The #GoFor30 challenge encourages the Games' partners to strengthen the role of sport in the workplace

In September 2022, Paris 2024 issued a challenge to its sponsors in the form of #GoFor30 initiatives (active breaks, workplace challenges, etc.) for their respective employees to get 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.



At this stage, a thorough evaluation of the programme has not been conducted. However, several interviews with stakeholders suggest that some sponsors of the Paris 2024 Games have opted for this programme to develop and/or strengthen the physical activity of their employees and also as a tool for internal cohesion. In light of the feedback received from the sponsors involved, the outcomes appear to be highly compelling, and the programme has been deemed to be relevant. However, there is a significant uncertainty regarding the capacity to transform the trial into a legacy phase, given that #Gofor30 was exclusively aimed at the domestic sponsors of Paris 2024.



The question of extending this programme more widely is all the more pressing given that it was not continued after the Games. To observe genuine long-term structural effects in this domain, it appears imperative to persist and reinforce the endeavours initiated during the Games to eliminate impediments to physical and sporting pursuits in the workplace. In this respect, the adoption of a decree exempting companies from social security contributions on expenditure incurred to encourage their employees to participate in sport constitutes a significant first step.<sup>62</sup>

<sup>62</sup> The decree of 28 May 2021 thus exempts companies from expenses incurred for the construction or rental of a sports hall, or for the financing of group courses, whether in person or online, up to an annual limit equal to 5% of the monthly value of the social security ceiling multiplied by the number of employees in the company.



3.3

# Interim assessment

## 3.3.1 A relevant and coherent strategy overall

Beyond the individual analysis of the measures presented in this report, the programmes and actions deployed in the "health" area of the Legacy & Sustainability strategy appear to be relevant overall in terms of the objectives pursued and the issues they address. It is worth recalling the objectives that the Paris 2024 strategy and its stakeholders were aiming for when analysing their relevance:

- Encourage people in France to get more active by promoting regular physical activity and sport and, more broadly, the fight against sedentary lifestyles. The main aim was therefore to convince people through communication campaigns and challenges.
- Get more people in France moving daily by taking action in the different spheres of their lives: at school (with active schools), at work (with active businesses) and more widely in the public space (through active communities). The entire aim here was to really get the beneficiaries of the programmes moving.

A substantial body of research,<sup>63</sup> encompassing both academic and non-academic studies, has evidenced the public health advantages of regular physical activity and sport. These benefits are particularly evident in the context of the prevention and/or treatment of specific diseases, including cardiovascular disease, type 2 diabetes and obesity. Consequently, the utilisation of these technologies in the endeavour to combat a sedentary lifestyle and its deleterious health consequences can be regarded as both legitimate and commendable. In addition to its relevance to the overarching objectives and challenges, the Legacy & Sustainability strategy is also pertinent to the target audiences and environments in which the actions have been implemented. Concerning the initial point, while a priority has obviously been given to initiatives targeting children aged 6 to 11, other demographic groups (i.e. adolescents and adults) have not been disregarded, with the potential exception of senior citizens. With regard to the second point, the "Bouger Plus" strategy has been implemented in various spheres of French life (at school, at work and in public spaces). This comprehensive approach to audiences and spaces lends the "Bouger Plus" strategy a relatively holistic quality, making it well suited to the issues at stake.

<sup>63</sup> For a comprehensive analysis of medical knowledge on this subject, see: *Activité physique : prévention et traitement des maladies chroniques*, Inserm, 2019. (Physical activity: prevention and treatment of chronic diseases.)

The coherence analysis, for its part, reveals a differentiated assessment depending on whether it is viewed internally, i.e. between the various programmes of the Legacy & Sustainability strategy, or externally, i.e. by linking the strategy's programmes with other programmes or with more structural development trends.

- From an internal point of view, the "Move More" strategy programmes appear to be consistent with each other and seem to have complemented each other positively. The 30'APQ programme and the development of active schoolyards have proved to be complementary and have been able to feed off each other for those schools that have benefited from them at the same time. Similarly, the introduction of a specific programme to improve access to swimming lessons in areas where there is a shortage of swimming facilities (Seine-Saint-Denis, Marseille) was a useful addition to the programme of investment in the construction or renovation of swimming pools.
- From an external perspective, the analysis is more nuanced. On the one hand, the evaluation highlighted the lack of competition between programmes rolled out by the various stakeholders. This was made possible in particular by the co-construction method used to develop the Legacy & Sustainability strategy implemented by Paris 2024. Similarly, the strategy that had been put in place prior to the Games made it possible for programmes to be transferred without difficulty to other organisations, such as the National Sports Agency and the Ministry of National Education, Higher Education and Research. Conversely, the qualitative assessment indicated that certain programmes (particularly the 30'APQ) had been implemented in a complex sectoral context (in this case, debates concerning the place of PES and the resources allocated to it), which may have delayed the roll-out of certain measures or given rise to resistance.

3.3.2 Encouraging results, but need to be confirmed



The results achieved to date by the flagship programmes of the Legacy & Sustainability strategy on health presented in this section appear to be rather encouraging.

Although the results of the 30'APQs since the programme was rolled out are still mixed at the national level, the results of the case study carried out in the Académie de Créteil tend to show that it can nevertheless produce positive effects, particularly in terms of improving the classroom climate and pupils' ability to concentrate.

Similarly, the case study carried out in Saint-Dizier (Haute-Marne) identifies the potential positive effects of active design in both public spaces and schoolyards.

Lastly, the "1, 2, 3, Nagez !" programme has met with the satisfaction of all the stakeholders involved, from the French Swimming Federation to representatives of local authorities.

While the initial results are limited in scope, particularly in terms of broader geographical coverage and universal audience reach, they are nevertheless encouraging, suggesting the potential for further development to create a sustainable and lasting impact.

Over and above their outcomes, these programmes have also highlighted the value of a collaborative approach and the Games' ability to get stakeholders to work together around common objectives and to generate funding. This is arguably one of the major successes of the Organising Committee for the Paris 2024 Olympic and Paralympic Games.

3.3.3 Major challenges ahead to build a real legacy

However, the evaluators note that a number of challenges remain:

→ **It is vital to consider the long-term sustainability of the programmes and the evaluation process.** The public health issues addressed by the programmes in Paris 2024's Legacy & Sustainability strategy are systemic in nature and particularly structural. It is important to note that the positive impacts of the programmes to combat sedentary lifestyles can only be seen over the long term.<sup>64</sup> In line with best practice, their evaluation will have to be carried out with a timeframe that goes well beyond Paris 2024. It is therefore premature to conclude the effectiveness of these initiatives at this stage. This raises the issue of the sustainability of the programmes beyond the Games, as well as that of conducting robust evaluations. If the Organising Committee for the Paris 2024 Olympic and Paralympic Games has adroitly exerted and sustained pressure on all the stakeholders, and if, in turn, the stakeholders have been able to leverage the Games to establish new political priorities and/or secure funding, a new era has commenced in

the aftermath of the Paralympic Games' closing ceremony. Without the Games' endorsement and the associated rationale, sustaining the programmes might prove challenging, potentially casting doubt on the genuine legacy France and its citizens will receive. For this reason, Paris 2024 and its stakeholders are continuing to evaluate the legacy of the Games. Following the dissolution of the Organising Committee, it will be necessary for others to undertake this evaluation. The State, through the Interministerial Delegation for the Olympic and Paralympic Games, is well-positioned to assume responsibility. Firstly, an evaluation programme consisting of 13 studies has already been launched and coordinated at State level. Secondly, it would appear to be the most legitimate institutional actor to lead this evaluation process, given the macroeconomic issues that the programmes are designed to address, and also because the "Alps 2030" Winter Games will be held in France.

<sup>64</sup> As a reminder, experts from the academic world estimate that the legacy of an event such as the Olympic and Paralympic Games takes shape over a period of at least 10 years after they are held. For example, the city of Rio recently highlighted the legacy of the 2016 Games. See in particular: <https://www.olympics.com/ioc/news/olympic-way-at-rio-olympic-park-becomes-a-public-space-for-sport-and-physical-activity>



→ **Scaling up programmes.** The first evaluation report had already highlighted this challenge, which applies to all the programmes initiated or accelerated thanks to the Paris 2024 Games as part of the Legacy & Sustainability strategy. It remains fully relevant today. Indeed, as has been pointed out, the encouraging results obtained to date have mainly been on a "small scale", i.e. in precisely targeted areas or for population groups that are certainly priorities but limited in number. While this can be partly explained by the working method deployed by Paris 2024 (with programmes ranging from small-scale experimentation to national roll-out), the stakeholders will now be fully confronted with this challenge. The partially completed and carefully managed roll-out of the 30'APQ programme and the relative failure of the deployment and roll-out of active design facilities in cities bear witness to the difficulty of succeeding at this stage. This is a pivotal stage, however, because it is only when programmes are made universally available that long-term structural effects can truly be realised, leaving a real and tangible legacy for the host country and its population.

→ **Maintaining the ambitions of programmes beyond Paris 2024.** The term "ambition" refers both to the shared political will to use physical activities and sport as a public health tool and to the question of maintaining the financial and human resources allocated to the programmes implemented. The interviews conducted by the evaluators as part of the production of this second report, as well as the contextual analysis (particularly in terms of the budget), suggest that there is a threat in this area. It is evident that, despite the anticipated governance framework for the programmes being well-defined, particularly with the appointment of lead partners for the most significant programmes (such as the Ministry of National Education, Higher Education and Research, and the National Sports Agency), the manner in which they will oversee the programmes in managerial (human resources) and financial terms continues to raise numerous questions, including amongst some of the partners. As mentioned above, the structural problems tackled by the Legacy & Sustainability programmes can only be resolved through determined collective action and by maintaining dedicated resources over time. It will therefore be important to ensure that a robust commitment and ambition, as well as dedicated financial resources, are maintained to ensure that the legacy is truly achieved.



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04

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



# Indicator dashboards

TABLE N°5:  
— Paris 2024 indicator dashboard

Indicator	Strategy outputs and outcomes
<b>Indicator 13</b> — Changing attitudes: changes in the perception of stereotypes (short term) and behaviour (long term) by project beneficiaries (on discrimination and disability)	<p>→ <b>65% of people living in France</b> said they had watched the Paralympic Games, whereas 54% of those questioned had thought about watching the events a few months earlier (November 2023)<sup>65</sup></p> <p>→ <b>25% of people living in France</b> felt that the Games were under-publicised, down significantly from 65% in 2023<sup>66</sup></p> <p>→ <b>97% of respondents</b> thought that the Games gave a more positive image of disabled people. 93% felt that they challenged stereotypes<sup>67</sup></p>
<b>Indicator 14</b> — 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>→ <b>4,470 million beneficiaries</b> of Impact 2024 project</p> <p>→ <b>1,300 accredited projects</b>, of which 57% involve priority urban neighbourhoods (Quartiers prioritaires de la Politique de la Ville - QPV) and 20% the department of Seine-Saint-Denis (no.1 department in terms of the number of projects supported and funding granted)</p>
<b>Indicator 15</b> — Paris 2024 awarded the "Terrain d'égalité" (Equal Playing Field) label	<p>→ Paris 2024 actively contributed to the creation of the label and the drafting of its specifications. <b>The Organising Committee applied for the "Terrain d'égalité" label</b></p>

<sup>65</sup> Ifop poll for APF France handicap  
<sup>66</sup> Ibid  
<sup>67</sup> Ibid

Indicator	Strategy outputs and outcomes
<b>Indicator 16</b> — Mixed/parity rate in Impact 2024 winning projects	<p>→ <b>50%</b> of Impact 2024 winning projects have <b>female beneficiaries</b></p> <p>→ <b>30%</b> of <b>resources dedicated</b> to projects focusing specifically on the development of women's sport and the empowerment of women through sport</p>
<b>Indicator 17</b> — Number of parasports sections created and number of disabled people enrolled	<p>→ <b>117 parasports sections</b> created as part of the Inclusive Club programme</p> <p>→ <b>1,700 clubs made aware</b> of the need to welcome people with disabilities through the Inclusive Club programme</p> <p>→ A commitment by the Ministry of Sport, Youth and Community Life to create <b>3,000 inclusive clubs</b> (with a parasport section) by 2025</p>

**TABLE N°6:**  
— Dashboard of impact indicators for cultural, sporting and business events taken from OECD guides

Indicator	Programmes selected for the indicator	Outputs/Outcomes associated with the selected programme	Source
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	Club Inclusif	→ <b>117 parasport sections</b> created as part of the Inclusive Club programme  → <b>1,700</b> clubs made aware of the need to welcome people with disabilities through the Inclusive Club programme	Interim assessment of the programme
Percentage of target group members reporting a change in health and well-being	Parakids Golf	→ <b>73% of the parents of children benefiting</b> from the Parakids Golf programme said that their child had developed physical qualities since playing golf  → <b>92% of the parents of children benefiting</b> from the ParaKids Golf programme said that their child had become more independent at home since playing golf  → <b>89% of the parents of children benefiting</b> from the Parakids Golf programme say that their child is more focused at home now that he or she is playing golf	External evaluation of the Parakids programme run by the Fédération de Golf(French Golf Federation)  (Source: Pluricité)

Indicator	Programmes selected for the indicator	Outputs/Outcomes associated with the selected programme	Source
Percentage of target group members reporting a change in health and well-being	<b>Impact 2024 projects</b>  (Projects supported by the Paris 2024 Endowment Fund)	→ <b>87.2% of beneficiaries</b> of actions financed by the Endowment Fund say that their physical condition has improved (45.8% significantly, 41.3% slightly) thanks to their participation in the projects  → <b>89.7% of beneficiaries</b> of actions financed 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	Survey of beneficiaries of actions financed by the Paris 2024 Endowment Fund
	<b>Paris Sportives</b> (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 empowerment of women through sport)	→ <b>3,555 women benefiting</b> from the Paris Sportives programme in 12 arrondissements (10 of which have set up regular sessions) and 40 supervised regular sessions per week	Interim assessment of the action



Indicator	Programmes selected for the indicator	Outputs/Outcomes associated with the selected programme	Source
Percentage of target group members reporting a change in health and well-being	Sine Qua Non	→ <b>2,000 participants</b> in 121 night running session  → <b>270 girls taking part</b> in 115 football sessions	Interim assessment of the action
Change in the proportion of the public reporting a positive perception of under-represented groups	Paris 2024 Olympic and Paralympic Games	→ <b>76% of respondents</b> 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	Kantar study for FDJ and Paris 2024
	Paris 2024 Olympic and Paralympic Games	→ <b>97% of respondents</b> thought that the Games gave a more positive image of a person with disabilities. 93% felt that they challenged stereotypes	IFOP poll for APF France Handicap, 2024
Change in the proportion of community residents reporting a sense of local pride	Paris 2024 Olympic and Paralympic Games	→ <b>58% of those surveyed</b> believe that the organisation of the 2024 Olympic and Paralympic Games will positively impact national pride in France	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

4.1

Paris 2024 objectives

Paris 2024 has chosen to work with and develop sport as a vehicle for social inclusion as part of its ambitions for the legacy of the Olympic and Paralympic Games. Social inclusion, which is central to this approach, aims to improve the living conditions of specific groups - people with disabilities, women, refugees, people in transition - through concrete, targeted actions.

The Paris 2024 Olympics have a two-fold objective. Firstly, they seek to promote the benefits of physical activity and sport. Secondly, they wish to transform these activities into a tool for social and professional integration. To achieve these goals, the Paris 2024 organisers have chosen to adopt a broad approach, looking beyond the strict prism of sport.

The ambition of the Legacy & Sustainability strategy in terms of inclusion is based on three major objectives, each of which is subdivided into operational actions.

- 01 — 1. Promoting social inclusion, particularly in terms of universal accessibility
- 02 — Promoting equality and combating discrimination, particularly on the grounds of gender
- 03 — Supporting professional integration, particularly for those who are furthest from the job market

The three sections that follow each develop one of the three objectives outlined above.



Gender Equality  
(SDG 5)

5 GENDER EQUALITY

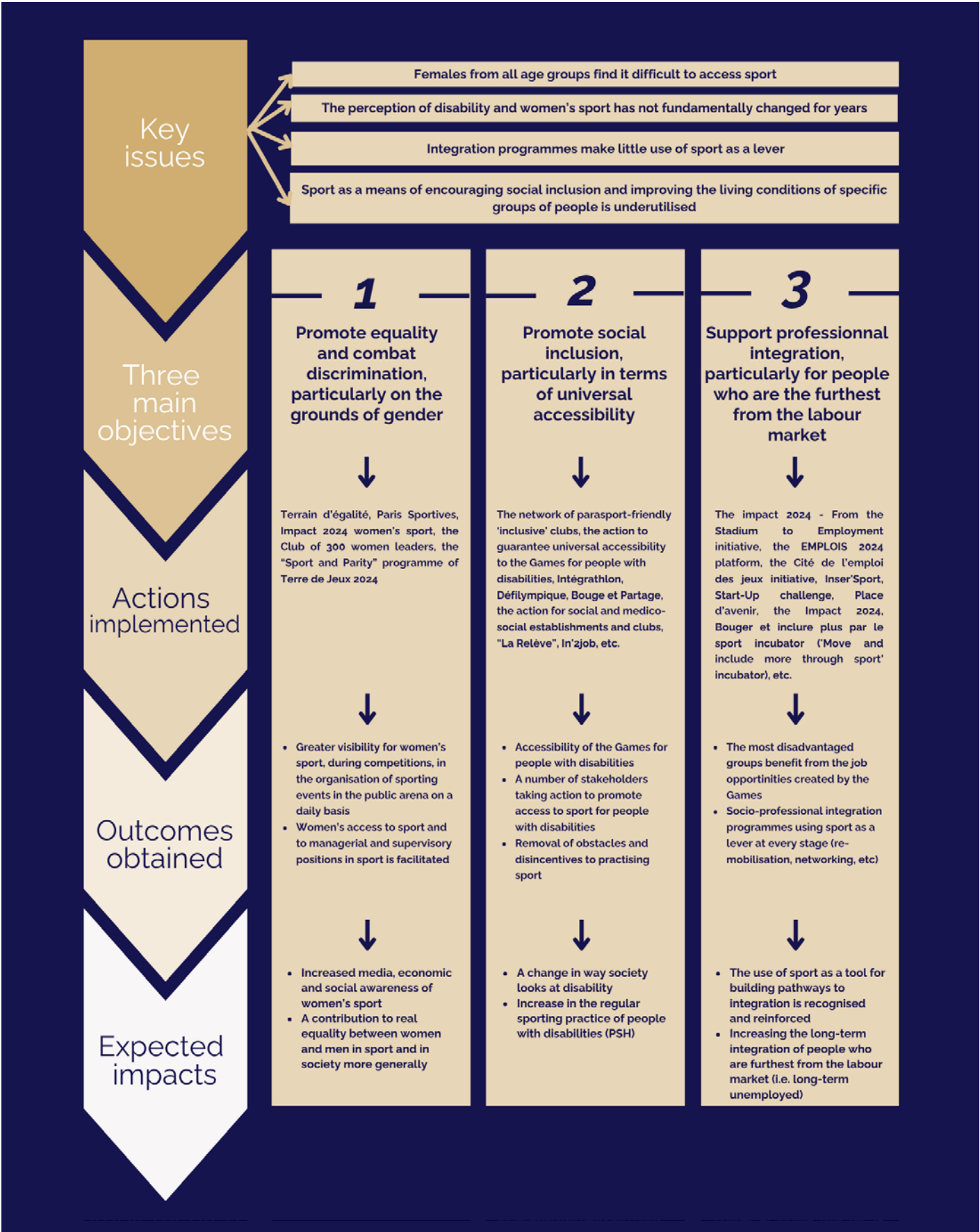
Decent Work and Economic Growth  
(SDG 8)

8 DECENT WORK AND ECONOMIC GROWTH

Reduced Inequalities  
(SDG 10)

10 REDUCED INEQUALITIES

DIAGRAM N°4:  
— The theory of change of the inclusion, equality and solidarity pillar



# 4.2 Emblematic actions

## 4.2.1 Objective #1: To promote social inclusion, particularly in terms of universal accessibility

In addition to the more specific symbolic meaning of hosting the Paralympic Games in Paris for the first time and the exceptional showcase they provide for the performances of para-athletes, Paris 2024 developed an approach to make the Olympic and Paralympic Games a more universal event that is both spectacular and meaningful. This was a unique opportunity to raise society's awareness and provide a better welcome for the millions of people with disabilities, both visitors and participants.

To promote social inclusion, particularly in terms of universal accessibility, three major series of actions were deployed, aimed at:

- Promoting access to sport for people with disabilities
- Make the Games accessible and help transform the region towards universal accessibility
- Changing the way people look at disability





— Promoting access to sport for people with disabilities

→ People with disabilities aged 15 and over take part in physical activities and sport (PAS) about half as often as the national average, whether regularly or occasionally

→ Health problems are identified as the main barrier for 60% of disabled people aged between 15 and 64 who do not practise PAS regularly<sup>68</sup>

To refine and build its strategy, Paris 2024 commissioned a study by the Observatoire pour la Recherche sur les Méga-Événements (ORME) in 2019 on the barriers and levers to the practice of sport by people with disabilities. According to the study, more than one in three disabled members said they had found it difficult to join a club, either because they could not find one that was adapted to their disability (34%), because they were afraid of how others would look at them (26%), or because they lacked information about what was on offer (22%).

The programmes developed by Paris 2024 and all its partners and stakeholders are based on this observation and have sought to respond to the needs expressed and the barriers identified by this study. Consequently, Paris 2024 established several workstreams to ensure that the 2024 Paralympic Games became a remarkable and beneficial event. This ambition was twofold: firstly, to provide an exceptional platform for the athletes' performances, and secondly, to utilise the event as a unique opportunity to effect societal change and enhance the inclusivity of millions of French residents living with disabilities.



<sup>68</sup> Mauroux A., Raffin V., Zimmer C., 2024, La pratique sportive des personnes en situation de handicap. État de la connaissance statistique, INJEP Notes & rapports.

To promote sport for disabled people, a structured action plan has been developed in conjunction with the French Paralympic and Sports Committee (CPSF):

- Training 3,000 clubs to welcome people with disabilities (inclusive clubs)
- Rolling out the 30 minutes of daily physical activity in medical and social institutions and services (ESMS) for the 110,000 children who attend them, coupled with the appointment of specialised sports trainers in these structures, coverage by the disability compensation benefit (PCH) of certain categories of sports prostheses and reduced VAT on parasport equipment
- Opening up the Pass'Sport<sup>69</sup> to disabled young people aged 6 to 30
- Ministry of Sport subsidies to major sporting events to be conditional on their commitment to accessibility and demonstration of parasport<sup>70</sup>
- Design of a "Sport" section on the Mon Parcours Handicap platform<sup>71</sup>
- Setting up a Permanent Parasports Conference to monitor the roadmap, etc.

Two initiatives to promote access to sport for people with disabilities have been the subject of ad hoc impact assessments:

- **Inclusive Clubs** to train sports club managers and trainers in welcoming people with disabilities
- **ParaKids Golf** to give children with disabilities greater access to sport

<sup>69</sup> Assistance enabling a €50 reduction on the price of a club licence or gym membership.

<sup>70</sup> MSJOP subsidies for sporting events are now conditional on the organisation of a competition, demonstration or introduction to parasport, as well as the accessibility of the organisation's infrastructure.

<sup>71</sup> It brings together around thirty practical information leaflets and inspirational testimonials to help people with disabilities get into and stay in sport, as well as accessible tools for choosing a physical activity or sport, advice on how to take up a physical activity or sport for leisure or competition, practise a sport on prescription, find suitable equipment, etc.



Inclusive Clubs to train sports club managers and trainers to welcome people with disabilities



From the outset, the Organising Committee for the Paris 2024 Olympic and Paralympic Games sought to identify the barriers to sport for people with disabilities, to understand their sporting needs. The study undertaken in 2019 by the Observatoire pour la Recherche sur les Méga-Événements (ORME) for Paris 2024 revealed that a significant impediment to the advancement of sporting activities amongst individuals with disabilities, in addition to the fear of being regarded with disdain by others and the lack of information regarding the range of activities available, was the absence of training in the welcoming of participants to clubs. .

With this in mind, and thanks to the financial support of Paris 2024, the CPSF and the City of Paris, with the help of the French Handisport Federation and the French Federation of Adapted Sport,<sup>72</sup> created the "Network of Parasport Clubs", now known as "Inclusive Clubs". This programme aims to train sports club managers and supervisors in welcoming people with disabilities and to encourage the creation of parasport sections within so-called "mainstream" clubs. The aim is to raise awareness amongst these clubs, which are not specialised in welcoming people with disabilities, so that they can offer access to a wider range of local sporting activities in a safe and appropriate environment. This is a major challenge: in 2023, only 1.4% of sports clubs said they were able to welcome people with disabilities, despite the fact that 12 million people in France are disabled.<sup>73</sup>

AN EXPERIMENT TO BE EVALUATED BEFORE BEING ROLLED OUT NATIONALLY

An initial trial phase was launched in 2020 in Paris, in collaboration with the City of Paris, the CPSF and Paris 2024. Over the course of the year, the project helped Parisian clubs to open parasport sections. The programme has been renewed for two years based on the results of the first promotion. In three years, 30 clubs have been trained in welcoming people with disabilities, and 40 parasport sections have been created within Parisian clubs.

The programme was the subject of a dedicated evaluation, carried out in 2023 by Quadrant Conseil. The study provided an assessment of the impact of the programme and provided food for thought on how to support its widespread roll-out in France.

<sup>72</sup> The Fédération Française Handisport welcomes people with motor and/or sensory disabilities. The Fédération Française de Sport Adapté welcomes people with mental and/or psychological disabilities.  
<sup>73</sup> Source: Handicap-Santé survey, INSEE.

More specifically, the evaluation highlighted the following points:

- Disrupted by the health crisis in the first year, which limited the number of practical sessions, the programme nevertheless enabled the least structured clubs to develop their skills thanks to tailored content
- The training sessions encouraged clubs to establish closer relationships with one another, thereby enhancing their capacity to accommodate people with disabilities (who highlighted the numerous advantages of participating in sporting activities, particularly in terms of social integration and enhanced self-esteem)
- However, several limitations were identified, such as the low number of clubs involved, insufficient coverage of material and human needs, and a still limited effect on changing attitudes to disability. These shortcomings led to adjustments being made in subsequent promotions to improve the programme's effectiveness

In 2022, under the initiative of the French government, which made a financial contribution of 2.2 million euros, the programme, which was initially tested in Paris, changed scale and took on a national dimension, with the aim of training 3,000 inclusive clubs by 2025. Since 2022, more than 1,700 clubs have participated in a programme that is intended to span all disciplines and accommodate all forms of disability. Focusing on sporting practice and interactions with the general public, the programme is designed to facilitate the augmentation of sports clubs' services. The subsequent effects of this phenomenon can then be verified over the coming years.



©David Marsaut / US Metro



A commitment from the Ministry of Sport, Youth and Community Life to create a network of 3,000 inclusive clubs by 2025

As of 31/12/2024:

- **1,700** clubs participated
- **117** sessions over 2 years in 65 departments
- An average **129%** increase in the number of inclusive sports facilities available in the departments that benefited from the programme, compared with the number available before the project was launched<sup>74</sup>
- **84** sports federations involved in the programme

Profile of participating clubs:

- **18%** have fewer than 50 members
- **12%** have between 50 and 100 members
- **21%** have between 100 and 200 members
- **33%** of clubs have between 201 and 500 members
- **16%** have more than 500 members

<sup>74</sup> Source: Handiguide des sports database - ratio of increase in sports facilities following the Club Inclusif programme.

*"I feel more integrated in my daily life: there are no differences between disabled and non-disabled members. We're all athletes."*

— Cédric, disabled member of US Métro - verbatim from the impact study of the first promotions of the "Network of parasport-friendly clubs" programme carried out by Quadrant Conseil in 2023.)

Beyond the immediate outcomes, such as the mobilisation of clubs and, subsequently, the diversification of sporting activities and the network of clubs nationwide, the Inclusive Clubs programme appears to align with the Paris 2024 strategy, exhibiting a legacy dimension that can be observed from both a methodological perspective and the results of the implemented actions. The design of the action and the way it is deployed guarantee the relevance and coherence of the project approach: the programme is launched after the needs have been identified, and is gradually built up with a view to experimentation and widespread deployment. This gradual development, together with the active participation of local authorities with a focus on local areas, provides a solid foundation for the long-term future of the programme beyond the Games.

ParaKids Golf, for greater access to sport for children with disabilities

The Parakids programme is an initiative of the French Golf Federation, which aims to open up the game of golf to children with disabilities. The aim is to promote inclusion and enhance the motor, social and emotional skills of youngsters, while at the same time making golf more accessible to these specific groups. In practical terms, the project gives the children involved the benefit of one hour's free golf session per week, supervised by specialist trainers and their teachers. The project is also built around an unprecedented partnership between golf clubs and social and medico-social structures, which work together to identify the young people concerned, adapt the coaching to their needs and remove any barriers that might limit their access to the activity.



DOCUMENTED OUTCOMES AND IMPACT, WITH THE ACTION MEETING ITS OBJECTIVES

Implemented since 2022 with the support of the Paris 2024 Endowment Fund, the programme has expanded nationwide, involving 41 clubs and reaching 350 beneficiaries throughout France.

In addition to the outcomes, an evaluation carried out by Quadrant Conseil revealed several indicators of the programme's impact at several levels. For instance, 89% of parents reported that their children were more independent at home, while 86% felt that their children were better able to concentrate. The significant improvements in both motor and cognitive functioning exhibited by the participants were commended by the health professionals working with the children. It was a consensus amongst these professionals that the programme would be highly recommended to other medical and social services. The project continues to enjoy a high level of popularity amongst young people, with 93% of respondents expressing a desire to continue participating. The project's success has been contingent on enhanced teacher training, with 56 educators now certified to lead these groups. This constitutes a crucial stage in the programme's progression and the maintenance of its outcomes, as certification of this nature signifies the establishment of a long-term capacity to accommodate the needs of young people with disabilities.

A SCOPE THAT EMBRACES SPORT AND ITS SOCIAL BENEFITS

The outcomes of the Parakids programme illustrate the ability of an initiative, with sport at its heart, to bring about change at different levels. For the beneficiaries, not only did the opportunity to discover a sport make them want to do it on a more regular basis, but it also showed its impact from a motor function and psychological perspective. At the level of the stakeholders involved, new partnerships have been forged between professionals who previously did not know each other, strengthening the local roots of the clubs. The commitment of the clubs and the positive media coverage of the Parakids programme confirm the federal ecosystem's belief in the potential of golf to create and seek a social and societal impact. It is clear that the success of the programme will only be achieved over a prolonged period if the will of those involved is supported by the appropriate structures.

*"F. has come a long way since his timid beginnings, particularly in terms of movement and precision. He's getting better with each session, and even gives advice to others when he sees they're struggling. I think F. has a very good attitude and comes out of his shell as the lessons go on. At the IME he can be shy and a bit withdrawn, but on the golf course I see him completely differently, he dares to speak up in front of everyone to explain things, even if sometimes it can be difficult for others to understand. F. hopes to continue playing golf next year."*

*"I love golf and I want to continue next year. Fabrice is so nice and my mum is happy that I'm playing golf. When I'm older, I'll definitely go on Saturdays or Sundays, even on my own to practise. Golf is so beautiful. I love understanding the game and the strategy."*

— Evaluation report on the Parakids project run by the French Golf Federation, Pluricit , January 2024

350 beneficiaries

41 clubs involved

92% of parents say their children are more independent at home, and 86% find them more focused

89% of professionals would recommend a medico-social or golf facility to take part in the ParaKids programme

76% of carers say that children who have taken part in ParaKids sessions have improved their motor function skills

— Making the Games accessible and helping to transform the region towards universal accessibility

Paris 2024 set itself the ambition of achieving universal accessibility and, to this end, determined the pursuit of three objectives:

- Ensure full participation and a barrier-free / least barrier-free experience of the Games for everyone.
- Leave a tangible legacy for the benefit of residents and visitors with special needs in the areas hosting the events.
- Leave an intangible legacy for the benefit of everyone, and in particular, people with special needs.

A precise strategy has been developed, utilised and driven by a dedicated programme, illustrating a will that goes beyond the mode of intentions, with the concretisation of a process and achievements consisting of implementing these universal accessibility commitments. Universal accessibility is predicated on the notion of the right to equitable and barrier-free access to all aspects of society for all people, irrespective of whether or not they have a disability. Universal accessibility is widely regarded as a fundamental right, since it is essential to guarantee equal opportunities, dignity and social participation for all people. This is frequently acknowledged as a basic component of human rights. In this respect, the Legacy and Sustainability strategy of Paris 2024 encompassed a wide range of stakeholders and beneficiaries.

To make the Games accessible and help transform the region towards universal accessibility, a block of two actions has been undertaken:

- An action to make the event accessible
- An action focusing on accessibility in Paris neighbourhoods





Determined to make the Games accessible to all

During the Games, thousands of people with disabilities, including athletes, spectators and members of Paralympic delegations, were welcomed to Paris, the Paris Region and other host territories. This welcome took place in a context where towns and cities continue to improve their accessibility infrastructure. Organising a smooth and inclusive experience for everyone was both an organisational challenge and an opportunity to raise awareness of disability.

As part of this commitment, Paris 2024 set itself three main objectives relating to universal accessibility:

- 01 — **Guarantee full participation** and a barrier-free experience for everyone, whatever their circumstances.
- 02 — **Leave a tangible legacy** for the benefit of local residents and visitors with special needs in areas that have hosted events.
- 03 — **Leave an intangible legacy**, in particular by encouraging the integration of good practice and a "universal accessibility" policy in the organisation of future events.



To meet these ambitions, Paris 2024 deployed a number of inclusive measures throughout the various phases of the event, from the design of the infrastructure to the spectator experience:

- **Infrastructure design:** temporary facilities such as adapted walkways, ramps, lifts and accessible sanitary facilities.
- **Access to competition venues:** installation of audible signals at traffic lights, lowering of pavements, accessible shuttle services, reserved car parks for wheelchair users, etc.
- **On-site arrival:** dedicated entrances, adapted welcome kiosks, universal signage and mobility assistance.
- **Sports events:** accessible and conveniently located grandstand seats, 400 hours of audio descriptions, and interactive touch-screen tablets for the visually impaired.

These initiatives illustrate Paris 2024's efforts to incorporate the principles of universal accessibility into the organisation of the Games. Emblematic projects such as the Athletes' Village, whose accommodation was fully accessible, and the Porte de la Chapelle Arena, designed with inclusion in mind, bear witness to this desire for transformation. The transport operators' action plan, which focuses on the quality of service provided to people with reduced mobility, better provision for people with sensory disabilities and enhanced assistance services, has been implemented, and the journeys of disabled people have been made more fluid.<sup>75</sup>

Finally, Paris 2024's collaboration with public and private partners has helped to instil a shared culture of accessibility. While it may not solve all the structural shortcomings, this collective learning process could nonetheless help to bring about lasting changes in accessibility standards for mega-events, both in France and internationally.

However, this ambitious drive is coming up against a more mixed reality, particularly when it comes to the accessibility of the Paris Region transport network. While certain strategic lines, directly linked to the Olympic and Paralympic venues, have undergone targeted improvements, the entire network is still far from being fully accessible (unlike the achievement of Tokyo 2020). This gap in accessibility raises a broader question: can we guarantee a seamless experience for everyone if the transport links remain partially broken?

This issue is connected to a more structural debate on compliance with and application of the law of 11 February 2005, which set an ambitious course for universal accessibility. Twenty years on, several reports, notably that of the Collectif handicaps, highlight the persistent delays.

280,000

seats reserved for disabled spectators and their companions (i.e. 2% of tickets)

100%

of competition venues accessible to people with disabilities

1,000

taxis in Paris have been made wheelchair-accessible thanks to the Games

115

associations informed and consulted quarterly on accessibility issues from September 2022

1,700

Paris bus stops made accessible between 2019 and 2024, leading to a 100% accessible bus network

<sup>75</sup> Thanks in particular to IDFM's dedicated shuttle service, the improvements made to the routes between stations and sites, the dedicated car parks and the dedicated human support.



INCREASED ACCESSIBILITY DISTRICTS SET UP IN PARIS

As part of its "Olympic Transformation" plan, the City of Paris made accessibility a strategic priority, seizing the opportunity offered by the Paralympic Games to strengthen social and territorial inclusion.<sup>76</sup>



With this in mind, the municipality has focused its efforts on the creation of "Quartiers hyper accessibles" (QHA), areas dedicated to the tangible improvement of accessibility in each arrondissement (district). These areas have been designed to meet the needs of people with disabilities, with measures such as widening pavements, installing suitable surfacing, reorganising pedestrian crossings with pedometer strips and audible signals, and facilitating access to essential services (shops, health organisations, schools, sports facilities, etc.). These projects are being carried out in close consultation with local stakeholders, to tailor solutions to the specific characteristics of each neighbourhood and better meet the expectations of local residents.

As part of the overall strategy for the Paris 2024 Games, the QHA programme aims to bring about a lasting transformation in urban accessibility practices and to move public policies towards a more inclusive approach. Although it is still only being rolled out in part, the "Hyper-Accessible Neighbourhoods" project in Paris illustrates a strong desire for change, despite significant structural obstacles, such as the persistent inaccessibility of the metro, the constraints associated with old buildings and the complexity of coordinating the many public actors involved. Building on this momentum, the City of Paris is now exploring ways of gradually extending the programme to other areas of the capital.

**17** priority routes adjoining accessible municipal establishments open to the public

A total surface area of **8.34 km2**, i.e. 8% of the surface area of Paris

Nearly **200** local authority buildings open to the public on QHA routes

<sup>76</sup> However, it should be emphasised here that the objective of making the whole of the capital fully accessible is a challenge on a scale that goes far beyond the framework defined by this specific plan.

— Changing the way people look at disability

The Paris 2024 Games provided an unprecedented opportunity to shine a spotlight on people with disabilities and help change society's perceptions of them. By showcasing the sporting excellence of Paralympic athletes, this world-class event provided an exceptional window of opportunity to help deconstruct stereotypes and overcome the prejudices associated with disability, over and above the material advances and adaptations implemented to make the environment more inclusive. Over 300 hours of Paralympic competitions were broadcast on France Television, peaking at 5 million viewers for the Blind Football final (Cécifoot), while the opening ceremony on the Champs-Élysées and Place de la Concorde was watched by 10.2 million people with an audience share of 52.3%. In terms of ticket sales, the 2.5 million tickets sold for the Paralympic Games, a record for this type of competition for all editions of the Games combined, testify to the popularity of the event and the growing interest of spectators and the general public in Paralympic sport.

The survey on "representations of disability before and after the Olympic and Paralympic Games" offers a broadly positive evaluation, emphasising a favourable shift in perceptions and heightened awareness amongst the general public (65% of the French population). This enthusiasm appears to have been consolidated during the event, with just over half of those interviewed thinking of watching the events on television a few months earlier (54% in November 2023). This assertion is further substantiated by the findings of the INJEP, which demonstrate that "seven out of ten individuals aged 15 and over have viewed at least one Olympic Games (OG) competition and six out of ten have viewed at least one Paralympic Games (PG) competition".<sup>77</sup> Secondly, the event was also well-received by spectators, with 97% of respondents expressing satisfaction, including 62% who found it "very enjoyable". Finally, in contrast to the findings of the preceding survey, it is noteworthy that a mere 25% of people in France currently hold the opinion that the media has provided an adequate level of coverage of the Games (a decline from 65% in November 2023). As was evidenced in last November's survey, the French population as a whole was in consensus that the media coverage of the Paralympic Games had a positive impact. However, the study also revealed a decline in negative preconceptions about the Games.



<sup>77</sup> Source: Audiences at the Paris 2024 Olympic and Paralympic Games, Analysis and Summary, INJEP, 2025.



The most significant decline was observed in the perception that the media coverage of the Paralympic Games was insufficient, with a decrease of 19 points. This was followed by a decrease of 20 points in the perception that Paralympic coverage was relegated to an inferior status compared to that of the Olympic Games. Furthermore, there was a decrease of 9 points in the perception that Paralympic coverage was much less interesting, and a decrease of 7 points in the perception that Paralympic coverage was a distorted image of the reality of people with disabilities. The primary anticipated legacy of the Games is the enhancement of the societal status of individuals with disabilities (46%) and the augmentation of accessibility to sporting activities for all segments of the population (42%). The French population perceives numerous advantageous outcomes from the Games, including the depiction of disability on television and a media coverage of the event that falls short of expectations.

But while the survey identifies a positive "Paralympic Games effect", it does not succeed in changing the structural stereotypes associated with disability. Despite the diversity of disabilities represented in the various events, the evocative topic of disability in the broadest sense remains mainly associated with motor disability, and particularly with wheelchairs. Despite its perceived potential to showcase prominent figures with disabilities, it is important to acknowledge that a significant proportion of the French population perceives that disability remains underrepresented in the media. Television frequently presents a stereotyped and distorted image of disability that deviates from reality, often portraying individuals with disabilities in a manner reminiscent of superheroes.

The case study of parasport clubs, conducted as a part of the evaluation of the legacy of the Games, sheds light on the persistent presence of stereotypical representations of disability. On the one hand, it highlights several structural obstacles: a lack of training for supervisors, facilities that are often unsuitable, and difficulties in building a truly inclusive sports offer over the long term. But it also identified positive levers, such as the strong commitment of certain clubs to co-constructing personalised welcome programmes, or the role of management in deconstructing stereotypical representations, by promoting an approach to disability based on abilities, relationships and shared experience, well beyond the dominant images conveyed by the media.



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Ultimately, the Paris 2024 Paralympic Games were an undeniable popular success, generating unprecedented enthusiasm and media interest. This enthusiasm highlighted the performances of athletes from a wide range of backgrounds, helping to promote diversity in disability and share powerful stories of resilience, achievement and performance. As such, the Games have fully embraced the recognition of the potential and abilities of people with disabilities, both in sport and beyond. They therefore represent a key step in the process of inclusion and the fight against ableism, setting strong symbolic benchmarks in the public arena.

However, the profound impact on the social representations of disability is still limited. Despite the media coverage of the event and the diversity of disabilities represented, the redolent theme remains largely centred on motor function disability, and more specifically on the image of the wheelchair. Moreover, although television has been identified as a key vector for raising awareness, it continues to convey a stereotyped image of disability, oscillating between invisibility and heroism. The proof of which speaks for itself: three-quarters of the French population feel that disability is still insufficiently portrayed in the media. As a result, stereotypes remain deeply entrenched in public opinion, underlining the fact that an event of this scale alone is not enough to bring about a lasting change in attitudes.

**65%** of French citizens watched the Paralympic Games, in contrast to the 54% who had intended to do so, as indicated in an independent study conducted in November 2023

**97%** of spectators enjoyed the Games, including 62% who said they were "very enjoyable"

**25%** of the French population felt that the Games were under-publicised, down significantly from 65% in 2023

**97%** of respondents thought that the Games gave a more positive image of disabled people. 93% felt that they **challenged stereotypes**

**46%** of the French population wants the legacy of the Games to include a better place for disabled people in society

**75%** think that French society does not adapt sufficiently to the needs of disabled people



Paralympic days to promote parasport

In addition to the sporting events, Paris 2024 introduced a series of initiatives with the objective of enhancing public awareness of disability issues. These initiatives include the organisation of the Paralympic Days in 2022 and 2023, which were designed to engage both the general public and key stakeholders in the discussion of disability-related topics. These events provided significant opportunities to showcase the Paralympic movement and promote parasport disciplines to a diverse audience.

The inaugural edition, which took place on 8 October 2022 on the Place de la Bastille, signified a momentous occasion as the first Paralympic Day in France. The event brought together twelve of the Games' partners (including Allianz, Carrefour and Toyota), who provided interactive spaces dedicated to parasports, offering visitors immersive activities and exchanges with athletes. The initiative attracted a large audience and raised the profile of the Paralympic movement.

The second edition, held on 8 October 2023, was even more significant, with tens of thousands of participants. The occasion also marked the official launch of ticketing for the Paralympic Games. The event provided an opportunity for visitors, including people with disabilities, to discover and learn about the values and practices of Paralympism.

While the true impact of these initiatives on societal perceptions remains to be assessed in the long term, they do demonstrate a significant effort to use the Games to develop awareness-raising initiatives and raise the profile of Paralympic sports.



Mobilising the Génération 2024 platform to offer specific resources

Recognising the importance of raising awareness of disability issues from an early age, Paris 2024 has mobilised several of its programmes to promote inclusion. Through the Génération 2024 platform, specific teaching resources on disability and parasports have been made available to teachers at all levels. The goal of these tools was to make it easier for schools to take ownership of these issues.

In addition, Olympic and Paralympic Week (OPW) 2023 was devoted specifically to Parasport and Paralympism, with wider participation and greater involvement. A total of 3,200 projects were submitted for the event, all of which incorporated the theme of disability, thereby reaching a total of more than a million pupils across the country.

This approach is indicative of Paris 2024's commitment to integrate inclusion issues at the core of its flagship actions, by approaching them comprehensively rather than as a standalone programme. From an operational perspective, the translation of such an objective appears to be a rational approach that has the potential to enhance the impact of the initiatives undertaken and contribute to the establishment of a sustainable legacy in terms of disability awareness and social inclusion.



# 4.2.2 Objective #2: Promote equality and combat discrimination, particularly on grounds of gender

The promotion of gender equality and the fight against discrimination constituted a strategic focus of the Paris 2024 Games since the bid was launched. The Games have set an example in terms of equality by becoming the first parity Games in history (equitable distribution of qualification places between male and female athletes). In this regard, Paris 2024 formulated a series of strategies to utilise the Games as a catalyst for enhancing awareness and achieving progress on gender equality issues. While the performances of female athletes were subject to unprecedented levels of visibility, the Games also provided an opportunity to draw attention to the persistent disparities that exist in society, whether in terms of participation in sport, access to positions of responsibility, or media recognition.



In this context, the legacy strategy for the Paris 2024 Games has three complementary objectives:

- **Ensuring a safe environment** at the event by combating sexist, sexual and discriminatory violence
- **Encourage the development of women's sport** to reduce inequalities in access to sport
- **To promote women's access to positions of responsibility** in sport, and more broadly, to promote their leadership through sport

## — Making the event a safe event

### The Terrain d'Egalité label: committing mega international sporting events (MISE) to the fight against Sexual and Gender-Based Violence (SGBV)



As part of its ambition to make the Paris 2024 Games open and inclusive, the Organising Committee focused on promoting gender equality and combating all forms of discrimination, particularly those related to sexual orientation and gender identity. This strategic direction led to a number of initiatives, including the development of a label for major international sporting events: the "Terrain d'Égalité" (Equal Playing Field) label, developed in partnership with the French government. This label is aimed not only at organisers, but also at their stakeholders, thereby encouraging a collective dynamic.

Presented as an ambitious and unprecedented framework, this label is set around 20 criteria designed to encourage event organisers to incorporate inclusive practices into both the preparation and implementation phases. The requirements include training for Paris 2024 teams and their stakeholders on equality and non-discrimination, accessibility to all audiences regardless of their identity or origin, egalitarian communication and the setting up of reporting units for victims of violence or discrimination.



Paris 2024's approach to equality and the fight against violence and discrimination is structured around two main areas:

1 — AWARENESS-RAISING AND TRAINING:

- Employees: Paris 2024's 4,000 employees trained in these issues through specific initiatives such as compulsory modules and targeted training for senior managers
- Spectators and media: Specific guides and campaigns were developed, in particular to encourage inclusive and gender-neutral communication
- Volunteers: 45,000 volunteers and 25,000 replacements underwent video training to detect violence and react appropriately
- Medical teams: An inclusive health charter and appropriate training were put in place to ensure optimum care for victims of assault

2 — REPORTING SYSTEM:

In addition to traditional security measures, Paris 2024 established a clear reporting system that is accessible to staff, volunteers and anyone working at competition venues. Managed by a dedicated team during the Games, and through ongoing consultation with specialist organisations, the system included human contact points, procedures adapted and approved by specialist associations, and enhanced communication to ensure the effectiveness of the system.

Beyond the Games themselves, the "Terrain d'Égalité" label is part of a sustainable legacy approach, influencing the way sports institutions design and organise their events. Its scope extends beyond Paris 2024, with a clearly stated ambition of institutional transformation on a national and international scale.

In France, several major sporting events have already initiated a labelling process to incorporate the principles of the "Terrain d'Égalité" framework into their organisation following Paris 2024: Badminton World Championships in Paris in 2025, European Road Cycling Championships in Auvergne-Rhône-Alpes in 2025, European Swimming Championships at the Saint-Denis CAO in 2026, UCI Cycling World Championships organised in Haute-Savoie in 2027, Ice Hockey World Championships in Paris and Lyon in 2028, Men's Handball World Championships, organised in France and Germany in 2029, Olympic and Paralympic Winter Games organised in the French Alps.

These initiatives show that the label has been adopted beyond the Games and that it has the potential to become a key reference for future sporting events. Internationally, the International Olympic Committee (IOC) is currently working on an adapted version of the label to extend its application to competitions beyond France's borders. This initiative illustrates the intangible impact of Paris 2024 by spreading the principles of inclusiveness, equality and non-discrimination in international sporting event standards.

— Supporting women's sporting activities

Towards a more inclusive and equal sports event, from the programme to the symbols

In terms of sport, the Paris 2024 Games are a significant step towards achieving parity. Although challenges remain, there has been notable progress.<sup>78</sup> This development was made possible thanks to the impetus of the International Olympic Committee (IOC) and collaboration with the International Federations. One of the main objectives of these Games was to ensure an equitable distribution of qualification places between female and male athletes, a first in the history of the Games. Although this objective has been achieved, it remains to be seen whether all the sports federations will be fully involved in guaranteeing this parity over the long term.

Beyond the sporting arena, Paris 2024 implemented measures to integrate parity into other areas of the event. Volunteers, Olympic torchbearers and participants in the Marathon Pour Tous were selected to achieve a balanced representation of the genders, demonstrating an effort to encourage the involvement of all sections of the community. Similarly, the opening and closing ceremonies of the Olympic and Paralympic Games ensured fair gender representation and highlighted female athletes and artists, who are often marginalised at such events.



<sup>78</sup> For example, the study published by Arcom on the representation of women in the media during the Paris 2024 Olympic and Paralympic Games states that the Games were 'an exceptional interlude [...] in the coverage of women's sport' and specifies the hourly volume of coverage of women's events (37% for the Olympic Games and 22% for the Paralympic Games, with explanatory factors to be associated with a proper understanding of the shares: coverage of medal sessions, etc.).





The Paris 2024 Games' emblem, which combines the gold medal, the Olympic and Paralympic flame, and Marianne, the Republic's iconic female figure, reflected this desire for parity, not only in sport but also in the symbolism and communication of the event. The integration of parity into the visual and emblematic communication of the Games represented a significant aspect of its identity. However, it would be beneficial to assess whether this representation was comprehensively perceived as inclusive beyond its visual dimension.

Finally, Paris 2024 has taken concrete steps to promote workplace equality within its teams, achieving a score of 93% on the Professional Equality Index. This outcome underlines the organisation's commitment to ensuring a balanced representation of men and women in its teams.

Paris Sportives and Sine Qua Non: removing the barriers to women's access to sport in the public space by promoting coaching and community association work

PARIS SPORTIVES: AN OPERATION TO DEVELOP WOMEN'S SPORT IN PUBLIC SPACES

The Paris Sportives project was born out of a collaboration between the City of Paris and Paris 2024 in 2019, with the long-term aim of enabling women to use the Terrains d'Education Physique (TEP) – open space physical activity areas (which are all too often used disproportionately by men), and facilitating their access to sport and public spaces.<sup>79</sup> The project is part of the City of Paris' "Olympic Transformations" programme and consists of encouraging associations to organise sports activities for women in public spaces, and in particular on open-access TEPs. The project therefore aims to promote mixed-use pitches and proposes to support several Parisian clubs and neighbourhood associations to finance the organisation of regular sports activities aimed at women.

The programme is based on cooperation between sports associations and community groups, the latter playing a key role in encouraging female participation and creating inclusive environments. The courses, which are offered free of charge and accessible to all women, regardless of their sporting experience, help to address any tensions in areas traditionally perceived as masculine. This strategy, mobilising the expertise of local actors, aims to ensure a safe and welcoming environment. As soon as it was set up, the project met with strong support from the participants, reflecting an identified need in the area.



<sup>79</sup> Amongst other sources: La pratique sportive dans l'espace public au prisme de l'inclusion des femmes, INET, June 2024.



As part of the City of Paris' legacy programme, Paris Sportives has received financial support from Paris 2024 via the Impact 2024 programme, which has contributed to its implementation. The project is currently scheduled to run until 2026. However, its sustainability in the longer term will depend on future policy directions. Nevertheless, the evaluation work carried out by ORME and researchers from the Université Gustave Eiffel, under the guidance of the City of Paris and Paris 2024, highlights the social, economic and environmental benefits of the programme for promoting the practice of sport in Paris. It reveals that the Paris Sportives project has helped to increase access to sport for women, particularly in areas where access was limited, through the deployment of an unprecedented range of services. In two years, almost 2,500 women have taken part in sporting activities supervised by the 23 partner associations. These associations have received financial support totalling €285,000, enabling them to offer a variety of sports such as football, boxing and yoga, while developing initiatives tailored to different target groups. The programme has helped to improve the gender mix on open-access TEPs, with 47% of associations reporting an improvement in this domain.

However, the evaluation highlights the challenges that lie ahead, particularly in terms of ensuring the sustainability of the initiatives and encouraging greater inclusion of women, particularly those who are marginalised and not participating in sport. Communication, largely based on social networks (78.9% of associations use them), has shown its effectiveness, but efforts must be continued to reach less connected audiences. In conclusion, Paris Sportives is positioned as an essential lever for promoting gender diversity in sport and strengthening women's involvement in the public arena, while calling for long-term, better-targeted initiatives.

These analyses are corroborated by the work carried out by Jeanne-Maud Jarthon & Jeremy Pierre in their article "L'invisibilité progressive des jeunes filles au sein des espaces publics sportifs parisiens". (The gradual invisibility of young girls in public sports areas in Paris), which points out that young girls, particularly in priority neighbourhoods, remain largely excluded from public sports areas due to gender and age-related inequalities, and which takes a nuanced look at the Paris Sportives action, recognising its ambition to promote the inclusion of young girls in the public sports arena, but also highlighting its limitations, in particular its temporary and targeted nature, which makes it difficult to bring about lasting change in the dynamics of gendered exclusion and the creation of a more equitable city.

Promotion	Number of awarded associations running sessions	Number of beneficiaries
Promotion 2020/2021	14	1,600
Promotion 2021/2022	23	2,855
Promotion 2022/2023	32	3,555
Promotion 2023/2024	31	Results available at the end of the year
Promotion 2024/2025	42	

*"Yes, that's true. At first, I didn't see any, not many, but recently, frankly this year there have been some more. And there are a lot of them, which is great!"*

— Testimonial from a TEP Charonne-Lepeu user<sup>80</sup>

<sup>80</sup> Verbatim from the ORME report on the Paris Sportives scheme.

SINE QUA NON: USING SPORT TO PROMOTE SKILLS DEVELOPMENT AND COMBAT SEXUAL AND GENDER-BASED VIOLENCE (SGBV)

The Sine Qua Non association was established in 2017 with the objective of utilising sport, with a particular emphasis on running, as a means of promoting empowerment and raising awareness regarding sexist and sexual violence. The association's initiatives are designed to empower women by enabling them to occupy public spaces as part of their sporting activities. The association swiftly garnered recognition, primarily due to the strategic organisation of a symbolic inaugural race held at dusk along a route infrequently used by women. The inaugural event served to underscore the transformative potential of sport in fostering self-esteem and reclaiming public space.



As part of this new dynamic, and with the support of the City of Paris and the Paris 2024 Endowment Fund, Sine Qua Non has been able to diversify its initiatives, in particular through the Sine Qua Non Squad, which organises running and muscle-strengthening sessions in public spaces. At the same time, initiatives targeting the feminisation of city stadiums and Street Workout Zones have been launched thanks to this support.

The support of the Paris 2024 Endowment Fund marked a structural turning point for the association, enabling a significant change of scale. The association's activities have gone from organising an annual race and Street Workout sessions once a month to developing new programmes and training more than 60 ambassadors and 20 sports coaches, who have been made aware of the challenges of SGBV and supervise sports sessions, particularly football, in public spaces all over France.



This change of scale has enabled Sine Qua Non to structure its actions and strengthen its credibility in terms of the quality and impact of its programmes. The support of the Endowment Fund has allowed us to test and demonstrate the relevance of the programmes put in place. On the strength of this newly acquired legitimacy, and in anticipation of the end of the Endowment Fund's subsidies after the Games, the association's teams can now turn to private partners to ensure the sustainability of their actions, which have proved their structure and importance.

• **Sine Qua Non Squads (running sessions at dusk)<sup>81</sup>:**

- **121** sessions organised, including 86 in the Paris Region and 35 in other French regions
- Average attendance of **20** people per session, i.e. a total of 2,000 people reached

• **Sine Qua Non Foot (football sessions for girls)**

- **115** sessions in the Paris Region
- **270** young girls participated
- **20** coaches trained

• **Sine Qua Non BoostHer (boxing session in a Street Workout Zone)**

- **8** sessions organised
- **95%** satisfaction rate

<sup>81</sup> Key figures (from the 2023 Activity Report)

— **Helping women to take on responsibilities in and through sport**

**The Club of 300 female leaders to increase the number of women in sports bodies**

Women are still largely under-represented in sport, both in technical management positions and in leadership positions.<sup>82</sup> Their role and their place, beyond the practice of sport itself, need to be strengthened. For example, only 16 women were elected to the presidency of a sports federation following the 2024 and 2021 elections (compared with 19 in 2020 and 2021).<sup>83</sup>



With this in mind, the CNOSF and Paris 2024 launched the "Club des 300 femmes dirigeantes" (Club of 300 Women Leaders), an ambitious programme designed to support sports federations in their transition to parity. This programme aims to support women involved in voluntary sport, or aspiring to be, by offering them structured and tailored support.

The programme was rolled out in two phases. The first group, made up of 150 successful candidates from various regions and Federations, received support from October 2022 to October 2023. A second group was recruited in spring 2023, with training starting in October of the same year and ending in October 2024.

<sup>82</sup> Cf. the work of Annabelle Caprais on the effects of public equality policies on the governance of sport, which shows that, despite the quotas imposed to increase the number of women in the governing bodies of sport in France, women are still struggling to find a real and lasting place, often relegated to symbolic roles with no real decision-making power.

<sup>83</sup> Source: JuriSport magazine no. 261, March 2025.

The programme has received significant political endorsement from the French National Olympic and Sports Committee (CNOSF), which has elevated it to the status of a priority programme in terms of the legacy of the Olympic Games. This political ambition has facilitated the support of 300 women in their careers, thereby assisting in their integration into roles of responsibility. An in-house study conducted by the CNOSF established that the programme had exerted a pivotal influence in enhancing the self-confidence of the participants and legitimising their aspirations to assume leadership roles within sports organisations. This psychological and social impact is widely regarded as one of the programme's most significant achievements. The CNOSF's "Club des 300" has been successful in identifying a pool of dedicated and capable female leaders from a diverse range of sporting disciplines. In the course of supporting and promoting these profiles, a network of committed females has been established to encourage future exchanges within the sporting movement. A number of the participants have been contenders for leadership roles within national sports federations. A notable example is Aurélie Poulain, who was elected president of the French sand yachting federation on 16 March 2024.

The impact of these measures is already significant. The number of women in governing bodies has risen considerably, with 47.8% of women on federal executive committees and 38.9% on federal boards following the 2024 elections. Aside from the presidency, the number of women in leadership roles has increased substantially, with near parity for vice-presidents (153 women and 157 men, compared to 203 men and 131 women after the 2020/2021 elections) and general secretaries (42 women and 51 men). This is probably the result of a combination of a prescriptive legislative framework,<sup>84</sup> but also, perhaps, the CNOSF's efforts to support females in leadership positions.

After two years of implementation, and having achieved its objective at the national level, the Club of 300 women leaders will now be extended to the local level, through volunteer regional, departmental or territorial committees. This extension of the programme, thanks to the CNOSF's provision of the various resources that form its foundation, will make it possible to support an ever-increasing number of women leaders and thus enable the sports movement's decentralised bodies to comply with the law of 2 March 2022, which requires parity at regional level from 1 January 2028. To date, to our knowledge, at least six CROS (Regional Olympic and Sports Committee) have already expressed their intention to adopt this content.

This territorial network, set up by the CNOSF and the CROS, appears to be an essential lever for guaranteeing the continuity of this programme, which seems to be an interesting way of supporting the capacity of organisations and actors (women and men) towards greater parity. However, in 2024, a year marked by elections within the federations, for the 36 federations that had the status of summer Olympic federation during the Olympiad, only 2 women had the title of president (and one delegate president), demonstrating that there is still a long way to go to achieve a high level of gender balance in the governance of sport in France.

<sup>84</sup> The Act of 2 March 2022 aimed at democratising sport in France.



### The French Rowing Federation (FFA) and its project to promote women's access to positions of responsibility

The project, financed by the Endowment Fund, aims to promote gender equality, with a focus on women's access to positions of responsibility in rowing. Thanks to this support, the French Rowing Federation (FFA) has launched several key initiatives.

In September 2021, a Club of Leaders was set up to support and promote women in positions of responsibility. In addition, Communities of Practice (CoPs) for coaches and managers have been set up to encourage the sharing of knowledge and reinforce an inclusive culture. Finally, qualitative surveys carried out with universities to gather testimonies from female leaders provide valuable insight into the challenges they face and the actions needed to promote their inclusion.

<sup>85</sup> According to an internal CNOSF survey of the participants of the Club des 300.



**The Fight For Dignity project: a path of rehabilitation for female victims of violence**

Created in 2017 by Laurence Fischer, a three-time world karate champion, Fight for Dignity aims to respond to the urgent need to support women who are victims of sexist and sexual violence. Through specially adapted karate sessions, *Fight For Dignity* offers victims a pathway to recovery, with activities supervised by health professionals. In partnership with the University of Strasbourg and the Maison des Femmes in Saint-Denis, the association has conducted action research that has demonstrated the therapeutic effectiveness of adapted karate, highlighting a significant reduction in anxiety and depression amongst the participants, as well as an improvement in their self-esteem.

These encouraging results have prompted the association to expand its work, with 13 workshops in France and plans to open three more in 2024. Since its creation, more than 2,000 women in France have benefited from this resilience programme. Thanks to its 360° approach, *Fight For Dignity* does not limit itself to individual rehabilitation but also engages in awareness-raising initiatives. These aim to prevent sexual violence by promoting informed consent and working on the relationship with the body.

**4.2.3 Objective #3. Support professional integration, particularly for those who are furthest from the labour market**

Paris 2024 entered into a commitment with its partners to organise an event that would be of lasting and shared benefit to job seekers, particularly those who are furthest removed from the "conventions" of the labour market. This ambition is embodied in the numerous programmes that have been implemented with the objective of "making the Games a springboard for employment and professional integration".

The actions put in place have facilitated the development of work on complementary approaches, catering to the diverse needs and circumstances of demographic groups facing significant challenges in securing employment. The following four approaches appear to be the most notable:

- A concern to ensure that the employment opportunities generated by the Games benefit the most disadvantaged groups as a matter of priority
- Using sport as a tool to build pathways to integration
- Particularly in the job mediation phase, i.e. bringing employers and candidates together
- The subject of entrepreneurship in terms of the social impact of sport is of particular relevance in situations where certain demographic groups encounter difficulties



There are two main operational intentions:

- Making the Games a driving force for employment and inclusion
- Encouraging entrepreneurship

— Making the Games a driving force for employment and inclusion

An exemplary ambition symbolised by the Paris 2024 Social Charter

To ensure the exemplary nature of the 2024 Paris Games, SOLIDEO, in conjunction with the relevant stakeholders, signed three key documents:

- The Social Charter of the Paris 2024 Games
- The SOLIDEO Employment and Territorial Development Charter
- The agreement between Paris 2024, the Yunus Centre, and Les Canaux



On 19 June 2018, Paris 2024, in collaboration with SOLIDEO, companies, local authorities and representatives of all the social partners, adopted the Social Charter of the Paris 2024 Games. The purpose of this Social Charter, which was conceptualised during the bid phase, was to establish the social commitments that would guide the actions of Paris 2024 and SOLIDEO up until the Games. The commitments set out in this Charter therefore constitute a reference in social matters for Paris 2024, companies, local authorities, SOLIDEO and the 28 other public and private project owners involved in the preparation and organisation of the Paris 2024 Games. The Social Charter is an important document that sets out a number of commitments. These include the establishment of a system of governance and management to ensure that the Paris 2024 Games set an example in social terms (for example, through the creation of an advisory committee, representation of employee and employer trade unions, etc.). It also includes support for sustainable employment and a guarantee of decent working conditions for all employees working on the organisation of the Games (for example, through the prevention of all forms of discrimination, anticipation of companies' skill needs, etc.). The development of local communities and the establishment of a network of local partners are to be supported. The development of skills and the securing of career paths for employees and volunteers involved in the organisation of the Games is to be supported, as is the desire to make sport the driving force behind economic, social and inclusive development (e.g. ensuring exemplary re-development of the Olympic Village, promoting sport in companies, etc.).

As part of the Social Charter, on 5 July 2018, SOLIDEO adopted the Charter in favour of employment and territorial development for construction projects linked to the organisation of the Paris 2024 Olympic and Paralympic Games. From this Charter, the Paris 2024 Social Charter for work related to the long-term facilities of the Games was drawn up. Its objectives include the following:

- Support for professional integration by reserving 10% of the hours worked for people who are not in employment, people on work-study contracts or people living in disadvantaged areas
- The commitment that 25% of the Games-related contracts will be awarded to VSEs, SMEs and social solidarity enterprises (SSEs)
- A commitment to combat illegal employment, anti-competitive practices and discrimination in order to guarantee the quality of working conditions on its sites



In terms of outcomes, social commitments were exceeded in three key areas:

- Access to employment, with, for example, more than 1.5 million hours of work experience, benefiting people who are furthest from the labour market
- The quality of working conditions (resulting in a 4-fold reduction in accidents on Games sites compared with sites on the same scale)
- The recognition and development of skills, particularly those developed by Paris 2024 volunteers (who benefit from a system for validating their acquired experience thanks to the joint action of the Organisers of the Paris 2024 Olympic and Paralympic Games, the Ministry of Labour and the Ministry of Sport)



It is also important to note that the Social Charter has been the subject of a Europe-wide replication project initiated by the European Association of Sports Employers (EASE) with the support of the European Commission as part of the Erasmus+ Sport call for projects. The Social Charter<sup>86</sup> is the subject of a dedicated evaluation as part of the report on Pillar 1 of the Legacy & Sustainability strategy.<sup>87</sup> However, it is essential to stress here that:



<sup>86</sup> The very first Social Charter in the history of the Games.  
<sup>87</sup> An evaluation of the Paris 2024 Social Charter can be found in the report on Pillar 1 of the "Legacy & Sustainability" strategy. See appendix 10 of the report, pages 476-496.

Du Stade vers l'Emploi: sports job dating for a different approach to recruitment

Inspired by a local initiative of the Hauts-de-France Regional Athletics League, and launched in 2020 on the initiative of the French Athletics Federation (FFA), Pôle Emploi and Paris 2024, the national operation "Impact 2024 - Du Stade vers l'Emploi" (From the Stadium to Employment)\*makes it possible to test new forms of recruitment without a CV, by highlighting the skills linked to or promoted through sporting activities and which are transferable to the professional world: teamwork, perseverance, responsiveness, communication skills and the ability to make proposals. The idea behind the Impact 2024 - Du Stade vers l'Emploi events is to bring recruiters and job seekers together for sporting activities in the morning, followed by a convivial shared lunch, and ending with a job dating event in the afternoon. Job seekers are not required to have any previous work experience or academic qualifications to take part.



Initially conceived as a series of local initiatives in 2019, the project has grown significantly thanks to the financial support provided by Paris 2024 and its institutional partners, notably the Ministry of Labour, the Ministry of Sport, the National Sports Agency (ANS) and the GIP "Les Entreprises s'engagent" (Committed Businesses). Since its launch, the programme has brought together almost 50,000 job seekers and nearly 10,000 companies through job dating events organised throughout the country.



At a time when the legacy of the Paris 2024 Games is at stake, this system has been designed for the long term. Its long-term viability is based in particular on a progressive and structured financial strategy. Initially supported by national funding via the ministries and the 'Impact 2024' call for projects, the project has gradually empowered the territories by encouraging them to develop their local funding mechanisms. This development has encouraged the emergence of practical cooperation between local sports clubs - local actors often well established in the neighbourhoods - and the France Travail agencies. The programme's adaptability, underpinned by the principles of local co-construction, has enabled its alignment with specific community needs, reaching individuals facing significant barriers to employment, and fostering a robust programme foundation anchored in close proximity to its local requirements. This programme illustrates an unprecedented collaboration between the Ministry of Sport and the Ministry of Labour, an innovative and sustainable method of cooperation that is, in itself, a key legacy of the Paris 2024 Games. The challenge for the coming years will now be to ensure that local clubs take full ownership of the programme over the long term and have the necessary resources to ensure its long-term deployment, beyond the initial support of the ministries.

The results of the impact study carried out by France Travail on Sports Job Dating:

- **The Impact 2024 - Du Stade vers l'Emploi project** reached a group of job seekers who were in greater difficulty than others. The beneficiaries had a lower level of education (baccalaureate or lower for 80% of beneficiaries compared with 69% for all jobseekers), were more often in receipt of a form of income support (the Revenu de Solidarité Active- RSA), 29% compared with 22% and were more likely to live in priority urban neighbourhoods (21% compared with 13%).
- **It has been demonstrated that individuals participating in job-dating events are more likely to secure employment** (11% for beneficiaries of the programme compared with 8% for "traditional" job-seekers in the month following the action). There is a demonstrable increase in this difference over time (53% at 6 months for beneficiaries compared with 37% for "traditional" job seekers), which indicates that the job-dating dynamic is not only persistent but also increases with time.
- **The beneficiaries enjoy greater access to long, high-quality training courses** than "traditional" job seekers. While the rate of access to training is identical between the two categories at one month (4%), it is significantly higher at six months for beneficiaries of the Impact 2024 - Du Stade vers l'Emploi programme (16%) than for traditional jobseekers (11%), with a higher volume of training hours (267 hours compared with 161 hours).

Year	Number of events	Number of job seekers welcomed
2019/2021	50	2,250
2022	100	8,000
2023	332	25,873
2024	433 <sup>88</sup>	12,000 <sup>89</sup>
Total	915	48,123

12 SPORTS FEDERATIONS INVOLVED:

Athletics, Badminton, Table Tennis, Basketball, Rugby, Football, Volleyball, Handball, Judo, Taekwondo, Fédération Sportive et Culturelle and Ufolep.



*"The concept and operation 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 job seeker

*"It's an innovative programme 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

<sup>88</sup> Of which 148 were completed by 19 June.  
<sup>89</sup> Data as at 19 June.





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

— Isabelle, Human Resources at EDF

### The Leo Sport Job (LSJ) programme for the professional integration of young people:

Launched by the Léo Lagrange association and supported by the Paris 2024 Endowment Fund, the programme aims to support and mentor young people in multi-disciplinary professional, re-engagement, resocialisation and pre-qualification pathways through sport. The programme offers personalised support focused on young people's self-determination and firm commitment through dual socio-professional and sports coaching. The programme is structured in several phases, which are both flexible and accessible. These phases range from the discovery of sport and oneself to the commitment of the individual to a personal and professional project. The overarching objective of the project is to facilitate the successful entry of 230 young people into the workforce, whilst concurrently enhancing the methodological approach to ensure its scalability.

#### Key figures (2022 review)

- **208** young people were involved in the project, 33% of whom were female, and 83% of whom came from disadvantaged neighbourhoods
- **80%** of programme participants complete the programme with a qualification, apprenticeship or employment
- It is estimated that **80%** of the participants were involved in regular sporting activities
- The existence of a network of Léo Sport ambassadors confirmed, following enhanced support

### The "Inser'Sport" programme to get people who are furthest from the labour market back into work

Following the introduction of the 'new deal for integration' in 2022, which was reached through an agreement with the State to recentralise the financing of the RSA (Revenu de Solidarité Active, or Active Solidarity Income), the Department of Seine-Saint-Denis has been able to free up financial resources and invest in integration through sport as an innovative method of re-engaging people who are detached from the labour market. Seine-Saint-Denis has been able to extend support to new groups beyond its primary target audience of RSA recipients, including young people receiving social assistance for children (ASE) and young people who are marginalised or disconnected from institutions. Most importantly, it has allowed new ways of providing support to be tested, such as professional integration through sport. The Department is fully committed to this field, which it sees as an innovative method of re-engaging people who are far from the labour market. The first step is to identify target groups and direct them towards support measures for professional integration and employment as part of a 'reaching out' and 'bringing back' approach. Sport is also regarded as a means of acquiring transferable skills, particularly soft skills, which can facilitate integration and equality. The Department has therefore developed an ambitious policy for integration through sport, comprising two major initiatives: the Inser'Sport Seine-Saint-Denis call for projects and a multi-year partnership with the Agency for Education through Sport (APELS) and Sport Dans La Ville (SDLV), two national associations offering innovative integration programmes through sport.<sup>90</sup>

The objective of the Inser'Sport call for projects, launched in 2022, is to provide support for initiatives led by local actors and sports clubs that utilise sport as a means of integrating individuals facing challenges, including those in employment or seeking employment, back into mainstream society. The programme's objective is to provide support for innovative initiatives that assist individuals facing challenges, those participating in work integration programmes, or those seeking employment, through the medium of sport. Sport is utilised as a vehicle for promoting specific values, facilitating physical well-being, and offering guidance and assistance in pursuing sporting activities. The programme also aims to instil the principles and values associated with Olympism. It is aimed at social inclusion organisations wishing to offer sports-related activities to the people they support (particularly sports activities), or, conversely, associations and sports clubs wishing to offer support aimed at the social and professional integration of their members (particularly training in sports-related professions). The first edition of this call for projects was launched in 2022 with the support of Paris 2024 and was subsequently renewed for the 2023-2024 period.

<sup>90</sup> Report - Evaluation of the 2024 Olympic Games, Seine-Saint-Denis Departmental Council, Clément LOPEZ.





A total of 89 projects have been funded by the call for projects since 2022, with an estimated total beneficiary figure of approximately 5,000 people. The project has had a significant impact, opening up to new partner associations working in the field of integration through sport, thereby enabling them to attract audiences that are typically difficult to reach. For instance, the Seine-Saint-Denis Departmental Council provides support to the Drop de Béton association, which uses rugby as a means to promote social integration amongst young people from disadvantaged communities and people with disabilities. Furthermore, the council also supports the Hand'Joy association, which was set up by handball player Amina Tounkara. This association offers training in sports management for young people (especially women) from priority neighbourhoods. The results also demonstrate encouraging positive outcomes for the target groups, including return to employment, training at school, and fixed-term contracts. This is exemplified by the sports mentoring project run by the École de la deuxième chance (E2C) 93, which resulted in a positive conclusion for 181 of the approximately 500 participants, and the events organised by the Ligue des Jeunes Talents, which enabled 25 of the 40 young people who took part in the 'Seine-Saint-Denis, terre d'accueil et de défis' (*Seine-Saint-Denis, a land of welcome and challenges*) initiative to achieve a positive outcome. The programme may be continued, if necessary, with the support of the government's initiatives to promote integration through sport. These initiatives include the creation of a coordination alliance for these stakeholders, a community of committed clubs and 1,000 socio-sport jobs to boost local momentum.

Support for entrepreneurship through the "AFD athlete entrepreneurs" programme

The Incubator for Athlete-Entrepreneurs action was launched in February 2021 by Paris 2024 and the French Development Agency (AFD). It is part of the partnership signed between AFD and Paris 2024 in February 2020, intending to connect the world of sport and development finance so that the legacy of the Games extends beyond France's borders.

The action is composed of a social and environmental entrepreneurship support programme dedicated to top-level athletes. For a period of eight months, these athletes were the beneficiaries of bespoke support that was both personalised and collective. This support took the form of the following: the definition of the business model, mentoring sessions, meetings with inspiring individuals, collective workshops, support for the deployment of tools, and evaluation of the social and environmental impact of their action. It is important to note that the three promotions could only have been made possible thanks to the financial support provided by Paris 2024 and AFD.

Beyond its role as an incubator, the project represents a unique collaboration between AFD and the Olympic and Paralympic Games Organising Committee. It forms part of a comprehensive strategy that the AFD has been pursuing since 2019, with the primary objective of leveraging the potential of sport to drive development. It is in this innovative synergy that the true legacy of the Paris 2024 project is to be found.

Following a period of several years of fruitful cooperation and in the aftermath of the Games, AFD is now engaged in the creation of a partnership with the IOC to design joint projects that have the potential to endure beyond the dissolution of Paris 2024. This approach is intended to position AFD as a model, to encourage other development agencies to increase their investment in sport as a vector for social impact and innovation in support of the Sustainable Development Goals.

200

applications received

83

athletes from 19 countries supported in carrying out a social and environmental impact project since 2021

46%

of projects led by female athletes



# 4.3 Interim assessment

The "inclusive legacy" of the Paris 2024 Olympic and Paralympic Games will have been based on a strategy that appears to be relatively clear, structured and ambitious, focusing on three main areas that can be appropriated and mobilised: the accessibility and inclusion of people with disabilities, the promotion of equality and the fight against discrimination, and the professional integration of people who are far from employment. The approach combines a transversal dimension (gender equality and discrimination) and target audiences (disabled people and people who are inactive in the labour market). From the outset, there was a clear focus on the challenges of anchoring the approach in a pragmatic and local dynamic, intending to bring together a wide range of institutional, economic and community actors. In concrete terms, this has resulted in a wide range of actions which, when considered in isolation, appear to be consistent with the initial objectives, and which, when considered collectively, take on even more meaning by virtue of their complementarity. This approach underscores their commitment to creating a lasting social impact that extends beyond the confines of the sporting event itself.

## 4.3.1 A relevant and coherent strategy

This inclusive strategy has been distinguished by its systematic approach and its capacity to formulate tangible actions in alignment with these explicit objectives, while simultaneously integrating innovation, local roots and stakeholder involvement. This approach has been given formal backing by the Social Charter, the inclusion clauses and the commitments to universal accessibility, which set out a requirement for results that can be measured and methods of achieving them. It has also relied on robust financial and operational mechanisms, such as the Paris 2024 Endowment Fund. This has facilitated the testing, support and roll-out of innovative initiatives across all regions.

A significant advantage of this approach is the ripple effect engendered by the implemented actions. Programmes such as inclusive clubs, the Terrain d'Égalité label and Sports Job Dating have facilitated the adoption of an ownership mindset amongst local stakeholders regarding these issues, thereby contributing to the integration of the social impact of sport as a fundamental element within the framework of public policies and the strategic initiatives of corporate entities and associations. Simultaneously, the emphasis placed on experimentation and the evaluation of initiatives (via impact studies and spin-off processes) has consolidated the relevance of the initiatives deployed, while also paving the way for a gradual and controlled scaling up.

However, this demanding approach has also revealed some challenges. The multiplicity of initiatives and the diversity of the stakeholders involved have sometimes resulted in a dispersal of efforts, making it difficult to achieve consistent coordination at all levels. They have also sometimes led to a fragmentation of actions and differences in treatment between the diverse themes involved. While some initiatives have benefited from a strong and structured base (such as professional integration), others, such as gender equality, although supported, still struggle to form part of a sufficiently homogeneous dynamic. Similarly, while the involvement of private and institutional actors has been a driving force behind success, the question of the sustainability of these collaborations after the momentum of the Games remains unresolved: how to ensure the continuity of commitments once the event is over, without the direct incentive of contractual obligations or the exceptional funding mobilised for Paris 2024?



### 4.3.2 Significant progress and impact

In terms of disability, the Paris 2024 Games have helped to establish a new perception of accessibility and participation for people with disabilities in society. The integration of accessibility at the heart of the event's organisation, from ticketing to infrastructure, has been a powerful lever for transformation, which the Legacy & Sustainability strategy has sought to extend beyond the Games. The record media coverage of the Paralympic Games, the accessibility of infrastructure and the roll-out of specific programmes such as Inclusive Clubs and ParaKids Golf have not only improved access to sport, but also changed perceptions of disability in society and (perhaps permanently?) altered the general public's view of parasport and athletes with disabilities. The major challenge now lies in consolidating and expanding these gains to avoid a backlash once the media attention has died down. Indeed, the question of the sustainability of the measures introduced remains unanswered: will the momentum generated in parasport-friendly clubs, now called inclusive clubs, be maintained? Will the range of adapted activities continue to develop, particularly for young people with disabilities?

In terms of equality, Paris 2024 has made significant strides, in particular through full parity in the Olympic events, a first in the history of the Games. The Terrain d'Égalité label initiative, combined with efforts to make sport more accessible to women, has raised awareness of these issues in the sporting world. However, the structural transformation remains to be confirmed in the long term: while the Paris Sportives programme illustrates the contribution made to rebalancing the use of public spaces in favour of women, the issue of equal access to responsibilities and decision-making positions in the world of sport remains a challenge to be met (the issue of equal access to practice areas also remains strong, including in the public space) and will require constant commitment from those involved in sport and the public authorities. The Club of 300 female leaders initiative has certainly created a pool of talent, but the governance of sport is still largely in the hands of men.

In terms of professional integration, the 1.5 million hours of work carried out and the involvement of over 900 Seine-Saint-Denis companies in the organisation of the Games demonstrate a direct and measurable impact. Innovative programmes such as the Sports Job Dating and Leo Sport Job programmes have helped to reinforce the role of sport as a lever for social and professional integration. Better still, this approach has not been limited to an experimental framework: it has helped to standardise the use of sport as a tool for integration within public policies and employment support programmes. The challenge after the Games will be to ensure that the mechanisms put in place are sustainable, by guaranteeing their funding and their long-term integration into national and local systems.

### 4.3.3 A promising legacy, but needs to be consolidated

While the Paris 2024 Games have had undeniable outcomes and even impacts, consolidating and sustaining them remains a major challenge. In the field of disability, the impact of the Games has been amplified by a favourable association with other societal dynamics (such as the increased media coverage of the subject via popular culture). However, without institutional support, a stronger political framework and a sustained effort, particularly in terms of budget, there is a risk that progress in terms of accessibility and the practice of sport will run out of steam. In the same way, the positive dynamic around integration through sport must be maintained to avoid a return to the traditional logic of integration, without taking into account the potential of sport as an educational and professional lever. The progress achieved is based on an exceptional mobilisation of resources and actors, and the transition to a sustainable integration of these achievements within public policies and existing structures is the key challenge for the years to come. Accessibility, inclusion and equality are now recognised as priorities, but their inclusion in the "common law" and general acceptance of the stakeholders involved remains to be secured.

Paris 2024 has demonstrated that sport can no longer be seen solely in terms of sporting performance or infrastructure, but as a tool for social transformation (in terms of inclusion, equality, etc.). This model could well become a benchmark for future major and mega international sporting events, setting a new standard in terms of social and environmental impact. It remains to be seen whether this momentum will be maintained and institutionalised, or whether it will remain an exception linked to the unique opportunity characterised by Paris 2024.

It can be argued that Paris 2024 represented a significant tipping point in this regard, with sport being recognised as a catalyst for societal transformation. The question that remains to be answered is how these advances can be transformed into lasting structural changes. Will the momentum generated by and around Paris 2024 be sufficiently structural to have a lasting impact on public policies and sporting practices, or is there a risk that it will run out of steam now the event is over? It would appear that the concept of inclusion has been firmly established in terms of its structural frameworks, and disability has gained a higher level of visibility. However, the pursuit of gender equality continues to be an ongoing process. In a context where public and private resources are becoming increasingly scarce, and where national political support is legitimately being questioned in the light of current budgetary arbitrations, the legacy of the Olympic Games will require clear governance, a stronger political commitment and appropriate funding mechanisms. The challenge has evolved from merely measuring the impact of actions to ensuring their continuity, dissemination and deep-rootedness in public policies and sporting practices. This transformation is crucial to ensure that inclusion, equality and integration transcend the status of mere one-time objectives, becoming instead permanent pillars of national sporting and social policies.



# 05

## Key Learnings for future mega international sporting events

In addition to the interim evaluation elements specific to each theme (education, health, inclusion) presented throughout this report, the work carried out by the group of evaluators as part of the evaluation of Paris 2024's Legacy & Sustainability strategy consisted of highlighting a number of transversal learnings. Based on the observations made during the Paris 2024 Games, these learnings are intended to provide food for thought and action for future organisers of both major and mega international sports events (MISE), whether they are organised in France or other countries (future editions of the Games or events in particular sports disciplines).

# 5.1 Adapting good practice

The evaluators highlighted three sets of factors as necessary conditions (but not sufficient in themselves) for laying the foundations for a successful legacy strategy. Knowledge of these conditions has given rise to good practices that future organisers of mega-events could adopt to build, manage and implement their own strategy.

## 5.1.1 An initial ambition maintained throughout

One of Paris 2024's strengths is that it has been able to define a very strong ambition concerning the legacy of the Games and to preserve it to the end, despite the legitimate pressure of budgetary control and/or operational constraints.

### — Anticipation and early vision in the bid phase

One of the key learnings relates to strategic anticipation: the foundations of the Legacy & Sustainability strategy were laid well in advance of the Games, during the bid phase. The three volumes of the bid dossier submitted ahead of the IOC session in Lima, where the 2024 and 2028 Olympic Games were awarded in September 2017, clearly stated the ambition to leave a legacy for France, its people and its territories. This early approach provided a solid foundation for subsequent action.

- The phase 1 file for the City of Paris bid ( Vision and Concept of the Games) already indicated the desire of the Games promoters to leave several tangible and intangible legacies from the Games:
- Firstly, the tangible legacy included the transformation of certain areas, in particular the Greater Paris Metropolitan Region, the rehabilitation of the Seine and the construction of an Olympic and Paralympic village.
- Secondly, in terms of intangible legacy, this first volume of the bid file set out the ambition to leave a social legacy by developing the practice of physical and sporting activities to *"improve the health and well-being of French people, particularly those who are furthest removed from such activities."*<sup>91</sup>

<sup>91</sup> Comité de candidature de la Ville de Paris aux Jeux Olympiques et Paralympiques de 2024, Dossier de candidature de phase 1, 17 février 2016, p.31-47 (City of Paris Bid Committee for the 2024 Olympic and Paralympic Games, Phase 1).

- The phase 2 application file presented more operational aspects concerning the governance of sustainability and legacy issues. It indicated that the tangible legacy would be the responsibility of SOLIDEO, particularly as regards the revitalisation of Seine-Saint-Denis. It also provided for the creation, alongside the Organising Committee for the Paris 2024 Olympic and Paralympic Games and SOLIDEO, of a structure dedicated to legacy issues following the award of the Games to *"create a solid foundation for this legacy right from the bid phase, and consolidate it at every stage of the preparation and organisation of the Games", secure dedicated funding, coordinate the legacy in conjunction with the various stakeholders and "assess the social and economic impact of the Games on the basis of quantified indicators (e.g. key performance indicators)".*<sup>92</sup>
- The phase 3 file reiterated a number of the previous commitments in terms of tangible and intangible legacies and specifically developed a chapter on sustainability issues covering their integration throughout the life cycle of the Games, the mobilisation of stakeholders and, more broadly, the key elements of Paris 2024's "environmental excellence" strategy.<sup>93</sup>

These commitments were then included in the document "Génération 2024 : des Jeux pour durer" (A Games to last), published in 2017. This document was the result of the work of the Bid Committee, enriched by the proposals put forward as part of a major consultation carried out between February and October 2016. This document outlined the approach taken regarding the subject of the legacy of the Games, with the establishment of three committees responsible for reflecting on Paris 2024's commitments concerning legacy and sustainability:

- A "Sport and Society" committee chaired at the time by Alexandre Mars, social entrepreneur and Chairman of the Epic Foundation. This committee, made up of around twenty experts from a wide range of sectors (sport, culture, media, business, associations and athletes), made recommendations to the bid committee to *"develop sport to build a better society"*
- A "Génération 2024" committee made up of 24 young people aged between 17 and 26, top-level athletes, students, presidents of sports clubs, entrepreneurs and journalists. This committee drew up proposals to prioritise action based on the expectations of the time, but also the future needs of "Génération 2024"
- An "Environmental Excellence" committee made up of 24 qualified specialists in the field and chaired by Isabelle Autissier defined a programme of 47 actions on 5 target themes that are part of the IOC's Agenda 2020 (which would later become Agenda 2020+5): climate, infrastructure and natural sites, resource management, employment and training, and mobility

<sup>92</sup> Comité de candidature de la Ville de Paris aux Jeux Olympiques et Paralympiques de 2024, Dossier de candidature de phase 2 (City of Paris Bid Committee for the 2024 Olympic and Paralympic Games, Phase 2) Bid File, 7 October 2016, p.11-12.

<sup>93</sup> Comité de candidature de la Ville de Paris aux Jeux Olympiques et Paralympiques de 2024, Dossier de candidature de phase 3, 3 février 2017, p.82-89. (City of Paris Bid Committee for the 2024 Olympic and Paralympic Games, Phase 3).



This reference document formed the backbone of the entire legacy process, laying the foundations very early on for what would later become the Legacy & Sustainability strategy of Paris 2024 and its stakeholders, with the ambition of capitalising on the Games to help build "a better society through sport". The following themes were identified: education, engagement, health, inclusion and changing perspectives, territorial development (particularly in Seine-Saint-Denis), environment and biodiversity, and innovation.

This prefiguration and definition work carried out upstream, the involvement of stakeholders, the broad consultation of civil society and a genuine "belief in the legacy" displayed by the Bid Committee enabled precious time to be saved once the Games had been awarded to Paris at the Lima session in September 2017. While this anticipation in no way guaranteed that a legacy for the Games would materialise, it was nonetheless a necessary condition if France, its population and its territories were to benefit from the lasting effects of Paris 2024. The numerous studies carried out on the subject of legacy, both academic and empirical, demonstrate that anticipation and preparation are key elements. Similarly, the inclusion in the bid budget of a sum of €50 million dedicated to environmental, sustainability and legacy issues was a strong indicator of the desire to have the resources to implement the major strategic guidelines adopted in this area (see below).

— Political support, substantial human and financial resources in the organisation phase

First and foremost, continuity of management over time is a key factor in the success of the Legacy & Sustainability strategy. The preliminary work developed during the bid phase was then supported by the same team during the operational phase. In addition to the Chairman, many people from the Bid Committee remained on the Organising Committee, which was very helpful in implementing the Games' legacy and sustainability strategy and in rapidly putting the plans drawn up during the bid phase into practice. This workforce stability was a way of guaranteeing the consistency and effectiveness of the strategy.

In addition to the anticipation and continuity of the teams, the positioning of legacy at the highest level of the Games' governance also made it possible to keep the subject permanently on the agenda. The Legacy and Sustainability strategy was formally endorsed by the Paris 2024 Board of Directors (the supreme decision-making body) in January 2019. The Board comprised the executives of the Organising Committee for the Paris 2024 Olympic and Paralympic Games and all its stakeholders (the State, local authorities, the CNOSF and the CPSF). This high level of hierarchical support for legacy and sustainability issues within the Organising Committee has symmetrically found its stakeholders, in particular the State and local authorities, indispensable relays for making this subject a foundational pillar of their institutional strategies, demonstrating the importance acquired by the Olympic and Paralympic event in the eyes of these decision-makers.



Similarly, the establishment of dedicated departments, such as "Impact & Legacy" and "Sustainability", with personnel specifically assigned to the management and operational implementation of the Legacy & Sustainability strategy, is a course of action that future organisers of mega international sporting events would be well-advised to emulate. The Organising Committee for the Paris 2024 Olympic and Paralympic Games was able to rely on a dedicated team whose remit was legacy, and whose staff and resources were maintained throughout the operational phase. Despite the necessity for the Organising Committee for the Paris 2024 Olympic and Paralympic Games to "contribute" to the budget review policy, the budget allocated to the legacy of the Games remained substantial. The Organising Committee for the Paris 2024 Olympic and Paralympic Games' capacity to access earmarked financial resources was instrumental in its ability to secure substantial co-financing from diverse public and private stakeholders. This co-financing proved to be a pivotal factor in the development and advancement of legacy initiatives, whether through direct involvement or collaborative partnerships.

In conclusion, in addition to the political motivation, the operationalisation of this strategy by dedicated teams and the direct funding by the Organising Committee for the Paris 2024 Olympic and Paralympic Games, the fact that the legacy has been elevated to a prime position has likely facilitated the maintenance of a form of continuous collective pressure, thereby ensuring that the initial ambition is not undermined and socio-sport issues remain at the heart of the political agenda. Indeed, by consistently reiterating their ambition, and even demonstrating a form of obsessive dedication (in the most positive sense of the term) in this area since the bid phase, and making it a regular and primary focus of communication, Paris 2024 and its stakeholders were acutely aware that the Games would be ultimately assessed not only in terms of the overall success of the organisation of the Olympic and Paralympic events themselves, but also through the prism of their legacy. From the evaluators' perspective, this contributed to incentivising Paris 2024 and its stakeholders to make a series of concrete commitments.

## 5.1.2 A collective and structured working method

As previously highlighted in the first interim evaluation report, the method adopted by Paris 2024 to build, manage and then implement its Legacy & Sustainability strategy is also an interesting approach from which future organisers of mega international sporting events can draw inspiration. Three factors were identified by the evaluators as presenting a course of action to follow or a useful source of inspiration.

### — Co-construction and a comprehensive strategy

The Legacy and Sustainability strategy for Paris 2024 was co-constructed at various levels. During the bid phase, the structure and broad guidelines were established through a wide-ranging consultation on legacy expectations. This consultation resulted in the organisation of over a hundred workshops and the collection of several thousand proposals from civil society through various channels. The sporting movement as a whole was also able to share its vision of the legacy of the Games during this upstream phase, as were the private partners and public actors (State and local authorities). It was on this basis that the Bid Committee built the foundations of the Legacy & Sustainability strategy.

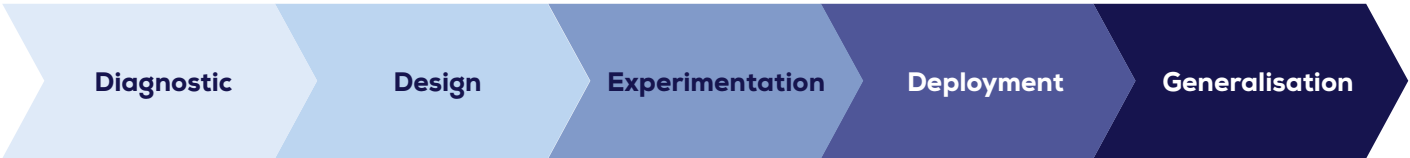
Subsequently, the Organising Committee for the Paris 2024 Olympic and Paralympic Games also wanted this strategy to be as collective and inclusive as possible. Based on the vision of Paris 2024, it therefore includes programmes and actions directly driven and/or supported by the Committee itself, as well as programmes and actions developed by other stakeholders, as long as they aligned with the priorities in terms of education, health, inclusion or sustainability. For this reason, this report (as well as the previous one) includes actions either initiated or supported by the Organising Committee for the Paris 2024 Olympic and Paralympic Games, and actions contributing to the Legacy & Sustainability strategy without any direct intervention by the Organising Committee.

This co-constructed and collective approach would appear to be relevant for future organisers of mega international sporting events, as it is particularly inspiring in terms of sustainably involving stakeholders and anchoring actions in local areas. It can be used to develop specific programmes for sports events directly by the Organising Committee for the Paris 2024 Olympic and Paralympic Games, to encourage their transfer along the way or once the events in question have been held, and also to give each stakeholder involved the freedom to propose its programmes within a collective framework, based on its own social and/or regional priorities. This approach is also imperative for the establishment of cohesion within a complex ecosystem, as well as for the mobilisation of institutions that are not accustomed to involvement in sports or sports-related issues.

### — A gradual approach to implementation

The working method adopted by Paris 2024 in terms of building and implementing legacy programmes also seems likely to set an example for future organisers of mega international sporting events.

Most of the programmes were developed based on diagnostic studies, a design phase and an experimental phase. Although not all the programmes were necessarily intended to be implemented at national level, some of them, amongst those considered to be the most structuring and depending on the political will and/or the context, were deployed or generalised. In the end, these programmes were developed according to a 5-stage process.



→ **Diagnostic:** The Organising Committee for the Paris 2024 Olympic and Paralympic Games commissioned a series of preliminary studies from experts in relevant fields, including academia, research consultancies, and specialist consultancies. These studies were instrumental in establishing the foundations for the Legacy and Sustainability strategy. To a large extent, the contributions of these experts have constituted a substantial basis from which to construct programmes, in addition to furnishing indispensable tools for decision-making.

→ **Design:** This phase was instrumental in facilitating the formulation of the legacy programmes, which incorporated the insights garnered from the diagnostic phase and identified the action levers to be implemented to maximise impact. It was also used to establish the first partnership links with the stakeholders involved in implementing the programmes, to build trust between them and to develop common working habits.

→ **Experimentation:** The legacy programmes were then subjected to a preliminary trial on a "small scale", either geographically (in a given area) or in terms of target audiences (a particular category of the population). The 'test' phase provided a substantial amount of feedback to assist the programmes to evolve, as well as providing a fertile ground for the stakeholders to become involved in the implementation process.

→ **Deployment:** The deployment phase entailed the expansion of the programmes to encompass larger territorial levels and a more extensive public sector. The objective of this phase was to achieve a macroeconomic impact. This constituted the initial phase in the scaling up of the programmes.



→ **Generalisation:** The final stage in the process devised and implemented by Paris 2024 is the large-scale application of programmes, i.e. to the entire territory and/or target populations. This phase was designed with a particular focus on the most transformative programmes integrated into the Legacy & Sustainability strategy. Notable exa-

mples include the 30'APQ on the "health" component, Olympic and Paralympic Week and the "Génération 2024" label and platform on the "education" component, and the "Impact 2024 - Du Stade vers l'Emploi" sports job-dating and Inclusive Clubs on the "inclusion" component.

While this approach may not be feasible for all international sports facilities due to limitations in human and financial resources, a significant number of these facilities, including future editions of both the Summer and Winter Games, as well as events organised by other international federations, could find in the methodology adopted by Paris 2024 a model that may be adapted to their own specific needs and objectives.

— The use of an Endowment Fund as the "driving force" of the Legacy & Sustainability strategy

As a final point, it should be noted that, in addition to the methods used to develop and implement the strategy, one of the insights gained from the evaluation of Paris 2024's Legacy & Sustainability strategy lies in the ability of the Organising Committee and its stakeholders to implement the programmes. Amid a period characterised by the global health crisis of COVID-19, the military conflict in Ukraine, and high inflation, there was a strong possibility that ambition may have been constrained by a lack of financial resources and/or a reallocation of budgets towards objectives considered to be of higher priority. Being able to rely on the Paris 2024 Endowment Fund and the "Impact 2024" call for projects to finance the programmes made it possible to safeguard (financial) intervention capacities. The Endowment Fund was established for the first time in the history of the Games during the organisation phase (and not just after the event). The Fund functioned as a financial arm that directly financed the beneficiaries of social impact through sport programmes. Paris 2024 facilitated the empowerment of numerous individuals from diverse backgrounds, fostering a sense of autonomy and responsibility. This approach is poised to establish a lasting legacy for the awardees of the call for projects. Although certain aspects of its financing could have been improved (particularly with regard to the participation of the Games' domestic partners), the Endowment Fund contributed by Paris 2024 and its stakeholders (sometimes with "over-funding" as in the case of the "1, 2, 3, Nagez !" programme) has enabled many projects to be initiated and/or to be scaled up that might not have otherwise been realised. (see section 4 for further developments on this subject).

5.1.3 Emblematic programmes with visible, transformative outcomes



The third and concluding set of good practices identified by the evaluators is that the Legacy and Sustainability strategy of Paris 2024 and its stakeholders has been marked by impactful outcomes. The most influential programmes in this area include the 30'APQ, the OPW, the Génération 2024 platform and label, the "1, 2, 3, Nagez !" programme, the "Du Stade Vers l'Emploi" sports job-dating programme, the Inclusive Clubs and more targeted programmes such as Paris Sportives or the Active Design facilities in public spaces and schoolyards. Ongoing evaluations of these programmes demonstrate that, by and large, they are relevant to the issues they address. In addition, they contain numerous positive elements in terms of results and impact in the short term. These "emblematic" initiatives have provided a clear programme of action for stakeholders and the general public, and in some cases have produced visible results in the short term (quick-wins). This dimension should not be overlooked when it comes to involving stakeholders in a legacy programme rolled out over several months or even years.

# 5.2 Areas for improvement

The evaluators highlighted some good practices that could inspire future organisers of mega international sporting events, but their work also highlighted some possible areas for improvement for future legacy programmes. Three main areas were identified as requiring a different approach.

## 5.2.1 An assessment limited to the Paris 2024 Legacy & Sustainability strategy and not to the overall legacy of the Games

While the Organising Committee for the Paris 2024 Olympic and Paralympic Games' commitment to implementing an ambitious evaluation process voluntarily and early on in the Games' organisation is commendable, the evaluators find it regrettable that the work was confined solely to evaluating Paris 2024's Legacy & Sustainability strategy. This approach appears to be somewhat limited given the subject matter and the ambitions expressed by the Organising Committee and its stakeholders.

For instance, its stated desire to contribute to the transformation and economic catch-up of Seine-Saint-Denis through the legacy of tangible infrastructure (athletes' village, media cluster, temporary or permanent swimming pools such as the Olympic Aquatic Centre), the desire to "give the Seine back to Parisians" by making it "swimmable" or the objective of changing public perceptions of disability are not explored, or are only partially explored, in the evaluation work carried out and set down in this report. In a similar vein, the development of sporting activities, whether through an increase in the number of members of sports clubs or the number of regular participants, does not fall within the scope of the evaluation carried out by Paris 2024. This may be because not all of these structural objectives were part of the Organising Committee for the Paris 2024 Olympic and Paralympic Games project alone, and/or that they were linked to objectives set by other stakeholders (such as the French Head of State's objective of increasing the number of people taking part in sport by 3 million), or that they required long-term monitoring that went beyond its "lifespan". This would explain why responsibility for evaluating these structural effects was placed with other stakeholders.

Despite the fact that these objectives were not incorporated into the evaluation carried out by Paris 2024, and despite their exclusion from the desired legacy of the Games, they are nevertheless being evaluated by the French government. The programme of 14 studies coordinated by the Interministerial Delegation for the Olympic and Paralympic Games will ultimately provide a comprehensive assessment of these issues. It is important to note that the majority of these studies were carried out based on data voluntarily submitted by the Organising Committee for the Paris 2024 Olympic and Paralympic Games and/or collected thanks to its collaboration. In certain instances, the Committee's collaboration enabled the collection of data, as evidenced by the administration of specific questionnaires following the Olympic and Paralympic Games.<sup>94</sup>

The focus of the evaluation driven by Paris 2024 on the Legacy & Sustainability strategy is therefore not so much a point of attention as a factor of vigilance for future organisers of mega international sporting events. While they are not in a position to analyse the impacts and legacy exhaustively on their own, the organisers must, as far as possible, anticipate and mobilise all of their stakeholders to put in place the broadest possible evaluation programme, commensurate with the objectives pursued and most often set out in the bid. In addition to this mobilisation, an active and transparent contribution from the organising committees to the implementation of such programmes is also essential, which may involve the need to coordinate data collection methods at a very early stage, as well as overall coordination to avoid contradictory study results. Similarly, the evaluators believe, as highlighted on several occasions in this report, that it would be necessary for the stakeholders to commit to carrying out long-term evaluation work, 5 to 10 years after the Games, concerning the structural objectives addressed by certain programmes in the Legacy & Sustainability strategy.

It should also be pointed out that, overall, few programmes have been the subject of a study of the observed impact on beneficiaries, and that it remains complex to aggregate impact data across the different strands of the strategy. While the general purpose of this evaluation is based on certain cases in the different areas of the study strategy (on the "Inclusive Clubs", "30'APQ" and "Active Design in the public space" programmes) and ad hoc surveys have been carried out amongst the awardees of the Paris 2024 Endowment Fund, it has to be said that, as far as the intended beneficiaries are concerned, the evaluation of the Legacy & Sustainability strategy focuses largely on the outputs and outcomes of the programmes.



<sup>94</sup> The studies on the impact of the Games on the GDP of France and the Paris Region and on the carbon impact were carried out in part by using budgetary data provided by the Organising Committee for the Paris 2024 Olympic and Paralympic Games and SOLIDEO, as well as data from two surveys that received more than 110,000 responses. The study on "the public for the Games" carried out by the Institut National de la Jeunesse et de l'Éducation Populaire (INJEP) also benefited from data provided by Paris 2024 and from a questionnaire sent to Games volunteers.



5.2.2 Uneven take-up of programmes

Another salient point concerns how stakeholders and beneficiaries have adopted and appropriated the programmes, both during the implementation phase during the "Olympic period" and in the legacy phase following the handover.

For example, during the period when the Games were being organised, certain measures were particularly well received by the ecosystem involved in the legacy measures. For example, the flexibility associated with the Terres de Jeux and Génération 2024 labels, or with Olympic and Paralympic Week, encouraged the rapid and large-scale dissemination of these tools, which were also relayed by the State apparatus. At a more local level, consensual objectives in response to shared public issues, combined with attractive funding, have motivated local actors to create a successful dynamic around certain programmes, such as the "1, 2, 3, Nagez !" On the other hand, others have met with limited success and have failed to mobilise their targets, missing the opportunity to produce real 'structural' and 'long-term' legacy effects (to use academic definitions of legacy). The "Génération 2024" civic service was implemented to replace other civic service missions, without any increase in the number of missions at national level. The mobilisation of commercial partners did not meet the expectations placed on the integration of sport in companies, beyond a few cosmetic actions.

In the light of these relative successes, it would be advisable for future mega international sporting events to reconsider the desirability of building legacy programmes that are too broad, with the risk of dispersing human and budgetary resources within programmes with uncertain effects, or with less committed partners. Indeed, while the Olympic and Paralympic Games encourage a collective drive to integrate a sporting dimension into many policies, they also create a "call for tenders" from partners inclined to capture part of the Olympic aura without having the necessary human resources at their disposal; conversely, the quest for visibility and maximisation of the legacy can lead to "all-out" full-scale action by the Organising Committee for the Paris 2024 Olympic and Paralympic Games, perhaps to the detriment of certain less emblematic projects. It may therefore be preferable to make precise choices and focus the strategy on those initiatives most likely to have an influential effect, to better concentrate the organisation's vital resources on them.



The legacy phase that began after the Paris 2024 Games is also marked by numerous questions about the assumption of responsibility for certain programmes and their proper appropriation by the succeeding custodians. The Organising Committee for the Paris 2024 Olympic and Paralympic Games was able to draw on a very strong strike force with significant human, financial and communications resources. The momentum of the Games also made it possible to maintain very significant political and strategic pressure on the stakeholders and to "force" co-financing at a high level (an example of which is the over-funding that Paris 2024 managed to put in place as part of the financing of the "1, 2, 3, Nagez !" programme). Unfortunately, it seems that the legacy phase is more uncertain in terms of the custodians' ability to keep the programmes alive and continue to develop them. Some will have to absorb these programmes with constant human and financial resources. This means that their implementation, guaranteed for 2025 or even 2026, will necessarily be to the detriment of other actions or programmes. In the most difficult scenario, certain "non-Olympic" programmes could see their resources reduced to ensure the continuity of the Games legacy programmes. Similarly, in the absence of the pressure generated by hosting the Games, which enabled funding to be released and stakeholders to be brought on board, some custodians also fear that they will not have the same room for manoeuvre as Paris 2024 or the same political capacity to implement programmes in the years to come. This raises the whole question of the legacy strategy beyond the Games and the resources that will be devoted to it. The sustainability of these programmes cannot be the responsibility of the Organising Committee for the Paris 2024 Olympic and Paralympic Games, whose missions and existence were expected to come to an end fairly quickly after the Games. This only serves to remind us of the importance of an early transfer strategy, including for potential custodians, so that the legacy ambitions can be fulfilled in the long term.



## 5.3

## A strategic dimension to be established over time and resources to be secured

The evaluators determined that this third and final section was not merely an area for improvement, but rather a suitable conclusion to this second evaluation report on Paris 2024's Legacy & Sustainability strategy. This applies not only to Paris 2024, but also to all future MISEs, regardless of whether they take place in France or abroad.

To be fully successful, a legacy strategy requires several cumulative factors:



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→ **The project vision** should be developed at the earliest stage possible and continually refined until the event is delivered and beyond. In this regard, it is crucial to emphasise the significance of anticipation, which entails the identification of the guidelines for a legacy strategy at the outset. Otherwise, there is a risk of not being able to deliver on the promises made during the bid phase or of the programme lacking depth and remaining superficial.

→ **Coordination** of all the actors and stakeholders involved. The event's Organising Committee is often in a position to play this role, although it can sometimes be taken on by a public authority or an independent body (as was initially envisaged for the Paris 2024 Games). This "legacy strategy coordinator" plays a major convening role by harnessing collective energies, planning beyond the immediate delivery of sporting events, and mobilising both its own resources and those of its stakeholders. In this way, it acts as an essential catalyst for the successful implementation and progress of the legacy strategy.



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→ **Human and financial resources.** The implementation of a legacy strategy necessitates the allocation of resources to avoid being confined to mere incantatory statements that suggest that the hosting of an event will, in and of itself, engender impacts and legacies. It is not possible to decree a legacy. It is built over time, patiently and with conviction. The ability to implement programmes independently or to persuade stakeholders to implement them in partnership or independently is a prerequisite for those aspiring to become organisers. It is vital to both obtain and conserve the necessary financial resources through effective and efficient financial management, focusing on their preservation until the project's conclusion. This approach is crucial in the face of potential constraints and pressures that may arise from the need to 'stick to budgets' in the context of the project. However, it should be noted that the resources in question do not necessarily have to be financial. Human resources are a vital component for implementing and overseeing a legacy strategy. The success of the Paris 2024 Games is a prime example of a collective success story, wherein various organisations, along with (perhaps most significantly) a dedicated workforce of women and men, collaborated towards a common goal.





→ **An ambitious monitoring and evaluation mechanism.** While the implementation of legacy programmes and actions can give rise to high-impact communication campaigns, it would be ill-advised to limit oneself to this aspect, as this could result in making promises that are spectacular but unfortunately ephemeral. Consequently, programmes contributing to the establishment of the MISE legacy must endeavour to transcend the narrow confines of communication and popular support. It is therefore imperative for the organisation to establish a long-term monitoring system and an ambitious evaluation programme. This objective has been successfully achieved by the Organising Committee for the Paris 2024 Olympic and Paralympic Games (by conducting internal evaluations and entrusting independent experts with the task of evaluating the effects of its strategy) and its stakeholders, in particular the State through its programme of 14 evaluation studies, but also the Paris Region,<sup>95</sup> the City of Paris<sup>96</sup> and the Departmental Council of Seine-Saint-Denis.

→ **The motivation for the continuation of the legacy is a shared aspiration.** It is important to note that, despite the conclusion of the event being marked by the final whistle, the legacy phase of a MISE is not immediately and definitively established at this precise moment. In fact, the opposite is true. While MISEs can function as catalysts and accelerators, they are not themselves capable of producing a short-term legacy. The success of an event in maintaining its legacy and generating momentum is contingent on the implementation of support policies that are in place before, during, and most crucially, following the event.

<sup>95</sup> Région Île-de-France, *L'héritage des Jeux de Paris en Île-de-France, 2024*. See here for further information: <https://www.iledefrance.fr/mediatheque/lheritage-des-jeux-de-paris-2024-en-ile-de-france>  
<sup>96</sup> See in particular the legacy elements highlighted here: <https://www.paris.fr/dossiers/decouvrez-lheritage-des-jeux-de-paris-2024-pour-les-parisiens-et-les-parisiennes-194>

Although Paris 2024 was an example of good practice, thanks to the combined efforts of its Organising Committee and all its stakeholders, the evaluators would like to conclude this second evaluation report by pointing out that the legacy of the Games is still in the process of being realised and, above all, of being preserved. As has been noted by experts in the academic community, the legacy of an event such as the Olympic and Paralympic Games can only be fully appreciated at the end of a 10-year period following their conclusion. By way of example, the city of Rio de Janeiro recently announced measures to actualise its legacy, with the opening of three schools within the infrastructure used during the 2016 Olympic and Paralympic Games.<sup>97</sup>

If the legacy of the Paris 2024 Games is to flourish, it is vital that its stakeholders, and in particular the public authorities, maintain a high level of ambition for sport and its beneficial economic, social and territorial effects. This will necessitate the formulation of a long-term strategic approach that extends beyond 2024 and the immediate post-Olympic period. To succeed, such a project will require more than a simple shared conviction; it will also be necessary to ensure the maintenance of high levels of public and private funding in order to contribute to the financing of sport. It is imperative to ensure the maintenance of sustainable and appropriately calibrated funding so that the societal objectives pursued by using sport as a tool for education, inclusion and improving public health can truly be achieved, without forgetting their linkage and coherence with sectoral policies for reducing inequalities and promoting social justice. Legacy cannot be decreed; it must be built, passed on, and, above all, cultivated over time. It is only at this price and through this voluntary, assertive and long-term commitment that the legacy of the Paris 2024 Games can be ensured, leaving a lasting and shared impact.

<sup>97</sup> See in particular: <https://www.olympics.com/cio/news/heritage-des-jeux-de-rio-2016-les-arenes-transformees-en-ecoles-et-installations-publiques>

# 06 Appendices

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Appendix I — Glossary

<b>30'APQ:</b>	30 minutes of Daily Physical Activity at school is a national programme to combat sedentariness
<b>AAP:</b>	Call for projects
<b>Academy:</b>	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)
<b>Académie Football Paris 18:</b>	A local football academy in the 18th arrondissement of Paris that trains and supports young players
<b>Action Cœur de Ville (ACV):</b>	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
<b>ADN Tourisme:</b>	Fédération nationale des organismes institutionnels de tourisme. Created from the merger of the three historical federations of institutional tourism actors: Tourist Offices of France, Tourism & Territories and Destination Regions
<b>AEFE:</b>	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
<b>AFD:</b>	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
<b>Ambition Bleue:</b>	The National Sports Agency (ANS) set up this High Performance Centre as part of its commitment to putting French sport back on the road to success
<b>AMI:</b>	Call for expressions of interest

<b>ANCT:</b>	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
<b>ANDPC:</b>	Agence Nationale du Développement Professionnel Continu (National Agency for Continuous Professional Development)
<b>ANS:</b>	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
<b>ANSES:</b>	Agence Nationale de la Sécurité de l'Alimentation, de l'Environnement et du Travail (French Agency for Food, Environmental and Occupational Safety)
<b>APC:</b>	Affaires Publiques Consultants. A general practice firm specialising in influencing public decision-making, who work on behalf of large companies, mid-sized businesses, start-ups, professional organisations, and associations.
<b>APELS:</b>	The Agency for Education through Sport. For 25 years APELS has been the leading player in inclusion through sport in France, enabling young people with few or no qualifications to gain a lasting foothold in the world of work
<b>APS:</b>	Physical Activity and Sport
<b>ARS:</b>	Regional Health Agency. The ARS are public bodies responsible for providing a unified approach to regional healthcare, responding more effectively to the needs of the population and improving the efficiency of the healthcare system in their area Arrondissement: One of the administrative districts areas into which Paris and some other large French cities are divided
<b>ASOIF:</b>	Association of Summer Olympic International Federations
<b>Bâti Scolaire:</b>	Reporting to the Ministry of National Education and Youth, the aim of the Bâti Scolaire unit is to support schools (collèges, lycées) in developing their facilities in line with new teaching practices, the ecological transition, health, hygiene and safety concerns, and the desire for inclusion

<b>Carte Passerelle:</b>	A Gateway Card system set up by the CNOSF that contributes to the development of bridges between the school and the club. It is part of an educational and sporting continuum desired by the French National Olympic and Sports Committee. For the 2022-2023 school year, young people and their families can discover existing clubs and test different practices. The Card extends from kindergarten to university, in collaboration with: USEP, UG-SEL, UNSS and FFSU. It aims to alert children, young people and their families to the presence of sports clubs near them, and to encourage them to try these sports to discover the one that suits them
<b>CASDEN:</b>	CASDEN Banque Populaire is the cooperative bank for civil servants
<b>CC AIPSH:</b>	Supplementary Certification for the Support and Inclusion of People with Disabilities
<b>CDOS:</b>	Departmental Olympic and Sports Committee. A branch of the CNOSF at departmental level
<b>Club Enfants de la Goutte d'Or:</b>	Club Enfants de la Goutte d'Or is a local youth organisation in Paris that offers educational and recreational activities for children and families in the Goutte d'Or neighbourhood
<b>CNOSF:</b>	French National Olympic and Sports Committee
<b>Coach Climat Événements:</b>	(Climate Coach for Events) online tool to help French sporting events reduce their carbon footprint
<b>COJOP:</b>	COJOP stands for Comité d'Organisation des Jeux Olympiques et Paralympiques — it's the organising committee for the Paris 2024 Olympic and Paralympic Games
<b>Le Collectif Handicaps:</b>	(The Disability Collective) is a 1901 law association created in September 2019. It is the extension of the former National Understanding Committee for Disabled People, which already brought together a large number of national associations representing people with disabilities, families and their loved ones
<b>Collective “Pour une France en forme” (For a Fit France):</b>	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

<b>Conférence des directeurs des écoles françaises d'ingénieurs:</b>	(Conference of Deans of French Schools of Engineering) The CDEFI is a French national institution that represents all engineering institutions that are accredited by the Commission des titres d'ingénieur (CTI) to deliver the French Diplôme d'Ingénieur
<b>CPSF:</b>	French Paralympic and Sports Committee
<b>CROS:</b>	Regional Olympic and Sports Committee. A branch of the CNOSF at regional level
<b>CSR:</b>	Corporate Social Responsibility the CNOSF at regional level
<b>CTOS:</b>	Territorial Olympic and Sports Committee. A branch of the CNOSF for overseas territories
<b>DASCO (Direction des Affaires Scolaires):</b>	DASCO (Directorate of School Affairs) is the School Affairs Directorate of the City of Paris, responsible for managing public preschool and elementary schools in Paris. It handles school logistics, meals, extracurricular activities, and building maintenance, working closely with the Rectorat
<b>DASEN:</b>	Direction académique des services de l'Education Nationale (Academic Department of National Education Services)
<b>DIGES:</b>	Interministerial Department for Major Sports Events
<b>DGESCO:</b>	Direction académique des services de l'Education Nationale (Academic Department of National Education Services)
<b>DIJOP:</b>	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
<b>DRAJES:</b>	Délégation Régionale académique de la jeunesse, à l'engagement et aux sports (Regional Academic Delegation for Youth, Engagement and Sport)
<b>EDF:</b>	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 Nagez !” (1, 2, 3 Swim!)



<b>EPS:</b>	Physical Education and Sports (PES), school subject and the French equivalent of PE or Phys.ED
<b>EPT:</b>	Etablissement public territorial. The EPTs are public establishments for intercommunal cooperation (EPCIs) located within the Greater Paris
<b>ESAT:</b>	Etablissements et Services d'Aides par le Travail (Aids for Work Establishments and Services)
<b>ESMS:</b>	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
<b>FDD:</b>	Endowment Fund
<b>FDJ:</b>	Française des Jeux, French company responsible for the national lottery games and other forms of legal gambling
<b>FIACT:</b>	Fonds d'Accompagnement Interministériel pour l'accompagnement des conditions de travail (Interministerial Support Fund for Working Conditions)
<b>FFA:</b>	French Athletics Federation, a registered association that brings together all the clubs across the nation that practice athletics and organises the annual national championships
<b>FFG:</b>	French Golf Federation
<b>FFN (Fédération Française de Natation):</b>	French Swimming Federation
<b>FFSU:</b>	French University Sports Federation
<b>FSGT:</b>	La Fédération sportive et gymnique du travail is a multi-sport federation approved for Youth and Sport and Youth and Popular Education. France Universités: An association under the law of 1901 which brings together the executive directors of universities and higher education and research establishments
<b>GHG:</b>	Greenhouse Gases. Emitted gases that trap heat in the atmosphere

<b>Host communities:</b>	Communities hosting an event, tournament or accredited 'village' for the Games
<b>IDFM (Île-De-France Mobilités):</b>	The brand name of the Syndicat des transports d'Île-de-France (Paris Region), the organisation authority that controls and coordinates the different transport companies operating in the Paris-area public transport network and rest of Île-de-France region
<b>INSERM:</b>	Institut national de la santé et de la recherche médicale (French National Institute for Health and Medical Research)
<b>IEM:</b>	Institut d'Education Motrice is a medico-social establishment which offers care for children and adolescents subject to significant motor impairment in order to support them in their family, social and professional integration
<b>IME:</b>	Institut médico-éducatif - Medical-Educational Institutes - Their objective is to provide specialised education and training adapted to the needs of young people, taking into account the psychological and psychopathological aspects associated with their learning disability. This may include using rehabilitation techniques to help children reach their full potential
<b>IMPACT 2024:</b>	Label awarded to projects supported by the Paris 2024 Endowment Fund
<b>INJEP:</b>	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 ministry
<b>IUCN:</b>	International Union for Conservation of Nature
<b>Les Canaux:</b>	Les Canaux's mission is to contribute to advancing the committed economy (solidarity, circular and local) and VSEs/SMEs in the most disadvantaged neighbourhoods, by providing answers to citizens/students, businesses and communities
<b>Lycée:</b>	French Education System - See reference table below on pages 117-118
<b>MEDEF:</b>	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

<b>MISE:</b>	Mega International Sporting Event
<b>NGO:</b>	Non-Governmental Organisation
<b>OECD:</b>	Organisation for Economic Co-operation and Development
<b>ONAPS:</b>	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
<b>ORME:</b>	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
<b>PEXE:</b>	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
<b>PMI:</b>	Protection Maternelle et Infantile (Mother and Child Protection)
<b>PSH:</b>	Person with a disability
<b>QAA:</b>	Quartiers d'Accessibilité Augmentée (neighbourhoods with enhanced accessibility)
<b>QPV:</b>	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
<b>Rectorat de l'Académie de Paris:</b>	The local branch of the French Ministry of National Education responsible for overseeing the education system in Paris. It manages and coordinates all levels of public education in the city, from primary schools to high schools, and also supports higher education and vocational training institutions
<b>REP:</b>	Priority Education Network
<b>REP*:</b>	This network concerns the most isolated neighbourhoods or sectors with the greatest social difficulties

<b>Réseau Canopé:</b>	Operated by the Ministry of National Education and Youth, Réseau Canopé is responsible for teacher training and professional development
<b>RSA:</b>	The revenu de solidarité active is a French social welfare benefit that supplements the income of a person who is destitute or has few resources, in order to guarantee a minimum income
<b>Santé Publique France (Public Health France):</b>	France's national public health agency. It is a public administrative body under the supervision of the Minister of Health
<b>SDGS:</b>	'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
<b>SSE:</b>	Social and Solidarity Economy
<b>SMEs:</b>	Small- to medium-sized enterprises
<b>SOLIDEO:</b>	The Company responsible for ensuring the delivery of the facilities and development work required for the organisation of the Paris 2024 Games
<b>SOP:</b>	Olympic and Paralympic Week (OPW)
<b>SPE:</b>	Public Employment Service
<b>Sport dans la Ville (SLV):</b>	A non-profit organisation recognised under the French law of 1901 and recognised as being of general interest, supports young people from priority neighbourhoods on the path to success
<b>TEP:</b>	Terrains d'Education Physique (Physical Education Grounds)
<b>Terrain d'égalité:</b>	(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 gender-based and sexual violence, before and during sporting events
<b>Terre de Jeux 2024:</b>	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



UFOLEP:	A federation that has a vision of sport with a social dimension to respond to current issues such as sport-health, sport-disability, sustainable sport with essential values: solidarity, fair play, secularism and citizenship
UGSEL:	Union Générale Sportive de l'Enseignement Libre (Catholic education sports federation)
UNCU:	National Union of University Clubs
UNEA:	Union Nationale des Entreprises Adaptées (National Union of Adapted Companies)
UNEP:	United Nations Environment Programme
UNSS:	Union Nationale du Sport Scolaire (National School Sports Union)
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
VSEs:	Very small enterprises
WHO:	World Health Organisation
Yunus Centre (Paris):	is the permanent resource centre for social business in France. Created in 2017 at the initiative of Professor Yunus, 2006 Nobel Peace Prize winner, founder of the Grameen Bank, and honorary citizen of the City of Paris, the Centre promotes a three-zero economy: zero poverty, zero unemployment, and zero carbon emissions. It aims to inspire, develop, and support a dynamic of stakeholders around social business

## Equivalent school age French, US and UK systems

### Special Note:

The French Education system is different from many other countries around the world. As a guide, please view the table below to help see the differences with regard to the UK and US systems

Table of differences for French, US and UK systems

School	French level	Year Cycle	US school grade	UK Year level	Age
maternelle	petite section	1	preschool year 2	nursery	3-4
maternelle	moyenne section	2	pre-kindergarten	reception preschool	4-5
maternelle	grande section	3	kindergarten	year 1 primary	5-6
école élémentaire	CP	4	1 <sup>st</sup> grade	year 2 primary	6-7
école élémentaire	CE1	5	2 <sup>nd</sup> grade	year 3 primary	7-8
école élémentaire	CE2	6	3 <sup>rd</sup> grade	year 4 primary	8-9
école élémentaire	CM1	7	4 <sup>th</sup> grade	year 5 primary	9-10
école élémentaire	CM2	8	5 <sup>th</sup> grade	year 6 primary	10-11
collège	6 <sup>ème</sup>	9	6 <sup>th</sup> grade	year 7 primary	11-12
collège	5 <sup>ème</sup>	10	7 <sup>th</sup> grade	year 8 primary	12-13
collège	4 <sup>ème</sup>	11	8 <sup>th</sup> grade	year 9 primary	13-14
collège	3 <sup>ème</sup>	12	9 <sup>th</sup> grade/freshman	year 10 primary	14-15
lycée	2 <sup>nde</sup>	13	10 <sup>th</sup> grade/sophomore	year 11 primary	15-16
lycée	1 <sup>ère</sup>	14	11 <sup>th</sup> grade/junior	year 12 primary	16-17
lycée	terminale	15	12th grade/senior	year 13 primary	17-18

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

In order to ensure that the evaluation process is as rigorous and scientific as possible, Paris 2024 decided to set up a Supervisory Evaluation Committee, whose main objective will be to take an independent look at the entire evaluation process. Its mission is to supervise the evaluation work undertaken by Paris 2024 and to make recommendations to ensure that it is rigorous and relevant in relation to national and international best practice. It is made up of French and international experts from a variety of backgrounds.

HOLGER PREUSS (Chair of the Supervisory 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's leading sport management journals. 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 the 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 give more than 145 presentations worldwide.



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 a 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.



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 in the host city/territory and sport in the host country. Before joining the IOC, she 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 the access of people with disabilities 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.



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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".



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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 worked for the United Nations Office on Sport for Development and Peace (UNOSDP) based in Geneva as a Programme Officer. She returned to Japan and 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.



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Appendix III — Dashboard of Paris 2024 indicators used to assess the social dimension of the Legacy & Sustainability strategy

Pillar of the Legacy & Sustainability strategy	Objective	Indicators (including priority indicators)	Indicator value
Shared Games, opportunities for all	Games for employment	1 — Number and market share of Games awarded to VSE-SMEs and SSE structures in terms of number of contracts and value	<p>→ <b>88%</b> of the suppliers to the Organising Committee for the Paris 2024 Olympic and Paralympic Games were <b>French</b>. Of these, <b>83% were very small businesses</b>. They received a third of the contracts and purchasing services, i.e. <b>€900 million excluding taxes</b></p> <p>→ <b>+800 SSE structures mobilised</b> as part of the Games (all contractors combined), including 429 by Paris 2024. <b>50% of the SSE and circular economy companies</b> awarded contracts were based in the <b>Paris Region</b></p>
		2 — Number and sustainability of jobs (total and FTE) created as part of the Games, in particular those occupied by people in work integration in France and by the territories	<p>→ <b>181,000 jobs directly affected</b> by the Paris 2024 Games:</p> <ul style="list-style-type: none"><li>• 89,300 in the events sector;</li><li>• 61,800 in the tourism sector;</li><li>• 30,000 in the construction industry;</li></ul> <p>→ <b>+ 1,515,000 hours of social integration completed</b> (as at end-November 2024)</p>
		3 — Rate of positive outcomes at 1 year for beneficiaries of integration through sport actions as part of the Impact & Legacy strategy	N/R

Pillar of the Legacy & Sustainability strategy	Objective	Indicators (including priority indicators)	Indicator value
Using sport as a vehicle for commitment and citizenship	Games for education	4 — Number of young people taking part in Olympic and Week	<p>→ <b>5 million young people mobilised</b> and educated between 2018 and 2024: from <b>72,000 in 2018 to 2,000,000 in 2024</b></p> <p>→ <b>5,000 schools and establishments</b> mobilised in <b>2022, 8,000 in 2023 and 12,000 in 2024</b></p> <p>→ Another <b>700,000 students involved</b> and <b>2,500 schools taking part by 2025</b></p>
		5 — Number and percentage of schools and higher education establishments awarded the Génération 2024 label	→ More than <b>11,000 schools and higher education establishments awarded the Génération 2024</b> label between 2018 and 2024 out of a total of 62,410 establishments in France, i.e. almost <b>19% of the total</b>
		6 — Growth in the number of school sports associations and members (USEP, UNSS, UGSEL, FFSU, UNCU)	→ <b>+3.1% increase in membership</b> of the five school sports federations between 2016 and 2023 (the latest year for which data is available)
		7 — 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.	→ <b>45,000 volunteers mobilised</b> by Paris 2024 and 5,300 by the City of Paris
		8 — Growth in the number of civic services in sport between 2018 and 2024 and sustainability of involvement in sport after the Games	→ <b>26,000 young people</b> on Génération 2024 civic service between 2021 and 2024

Pillar of the Legacy & Sustainability strategy	Objective	Indicators (including priority indicators)	Indicator value
Developing sport everywhere and for everyone	Games for health	9 — Number of beneficiaries of programmes set up to combat physical inactivity	<p>→ Between <b>42%</b> (according to a Senate report) and 90% (according to the Ministry of National Education, Higher Education and Research) <b>number of beneficiaries of the 30 minutes of daily physical activity programme between 42% according to a Senate report and 90% of pupils</b> according to the Ministry of National Education, Higher Education and Research)</p> <p>→ <b>+120,000 employees</b> of Paris 2024 Games partners involved in the #GoFor30 challenge and 50% of employees reached (i.e. 400,000 people)</p> <p>→ <b>38,000 beneficiaries</b> of the "1, 2, 3, Nagez !" programme, including 14,000 in Seine-Saint-Denis (36%)</p>
		10 — Number of organisations (companies, local authorities, schools and educational establishments) that have set up physical and sports activities to promote daily physical activity and number of beneficiaries	<p>→ <b>100% of French primary schools</b> are expected to implement the 30'APQ programme</p> <p>→ <b>20 companies</b> taking part in the #GoFor30 challenge</p> <p>→ <b>6 pilot areas</b> for the implementation of interactive design in cities, with <b>varying degrees of implementation</b></p> <p>→ <b>670 schoolyards</b> and recreation areas financed by the end of 2024, with <b>318 project sponsors receiving support</b></p>
		11 — Change in the sedentary behaviour rate of children aged 6 to 11 in 2021, 2023, 2025 and 2029	N/R
		12 — Changes in the sports participation rate of the French population and certain priority groups in 2021, 2023, 2025 and 2029	<p>→ <b>+4 points</b>: the sports participation rate of French people aged 15 and over will rise from <b>54% to 58% between 2018 and 2024</b> (source: Institut National de la Jeunesse et de l'Education Populaire)</p> <p>→ <b>+5% more sports licences</b> issued at the start of the 2024 sports season than at the start of the 2023 sports season (source: Institut National de la Jeunesse et de l'Education Populaire).</p>



Pillar of the Legacy & Sustainability strategy	Objective	Indicators (including priority indicators)	Indicator value
Using sport to combat discrimination and promote inclusion	Games for inclusion	13 — Changes in the perception of stereotypes (short term) and behaviour (long term) by project beneficiaries (on discrimination and disability)	<p>→ <b>65% of French people</b> said they had watched the Paralympic Games, whereas 54% of those questioned had thought about watching the events a few months earlier (November 2023)<sup>98</sup></p> <p>→ <b>25% of French people</b> felt that the Games were under-publicised, down significantly from 65% in 2023<sup>99</sup></p> <p>→ <b>97% of respondents</b> thought that the Games gave a more positive image of disabled people. 93% felt that they challenged stereotypes<sup>100</sup></p>
		14 — Number of beneficiaries of supported projects, and number of Impact 2024 winning projects, including those in priority areas or for priority groups.	<p>→ <b>4.470 million beneficiaries</b> of Impact 2024 projects</p> <p>→ <b>1,300 accredited projects</b>, 57% of which are in priority urban neighbourhoods (Quartiers prioritaires de la Politique de la Ville - QPV) and 20% in the department of Seine-Saint-Denis (the top department in terms of both the number of projects supported and funding granted</p>
		15 — "Terrain d'égalité" label: Paris 2024 awarded the label	→ Paris 2024 actively contributed to the creation of the label and the drafting of its specifications. <b>The Organising Committee applied for and was awarded the "Equal Playing Field" label</b>
		16 — Mixed/parity rate in Impact 2024 winning projects	<p>→ <b>50%</b> female beneficiaries in Impact 2024 winning projects</p> <p>→ <b>30%</b> of resources dedicated to projects focusing specifically on the development of women's sport and the emancipation of women through sport</p>
		17 — Number of parasport sections created and number of disabled people enrolled	<p>→ <b>117</b> parasport sections created as part of the Inclusive Clubs programme</p> <p>→ <b>1,700</b> clubs made aware of the need to welcome people with disabilities through the Inclusive Clubs programme</p> <p>→ A commitment by the Ministry of Sport, Youth and Community Life to <b>create 3,000 inclusive clubs</b> (with a parasport section) by 2025</p>

<sup>98</sup> Ifop poll for APF France handicap  
<sup>99</sup> Ibid  
<sup>100</sup> Ibid

Pillar of the Legacy & Sustainability strategy	Objective	Indicators (including priority indicators)	Indicator value
Involving all regions and contributing to the co-development of the Seine-Saint-Denis region	The Games at the service of the regions	18 — Number of facilities and venues built, renovated or developed for the Games	<p><b>A VAST "5,000 FACILITIES" PLAN LAUNCHED IN PARALLEL WITH THE HOSTING OF THE PARIS 2024 GAMES</b></p> <p>→ <b>5,000 Sports Fields Plan 2022-2023:</b></p> <ul style="list-style-type: none"><li>• <b>5,507 items of equipment funded</b> for a total of €195.5m, representing an <b>average grant of €36,000</b> and an <b>average grant rate of 55%</b></li><li>• <b>68% of cases located in rural areas</b></li></ul> <p>→ <b>Génération 2024 5,000-facilities plan:</b></p> <ul style="list-style-type: none"><li>• <b>3 priority areas:</b> local facilities (priority 1); active and sports-based school lessons (priority 2); structural facilities (priority 3)</li><li>• <b>2,982 items of equipment financed:</b> 2,221 under priority 1, 499 under priority 2 and 260 under priority 3.</li><li>• <b>€88m in grants awarded:</b> €47.4m for priority 1, €1.7m for priority 2 and €38.8m for priority 3</li><li>• <b>€30,000 average grant per facility:</b> €21,000 for priority 1, €3,400 for priority 2 and €149,000 for priority 3</li><li>• <b>45% average subsidy rate per facility:</b> 46% for priority 1, 56% for priority 2, 16% for priority 3</li></ul> <p>→ <b>670 schoolyards</b> and recreation areas financed by the end of 2024, with <b>318 project sponsors receiving support</b></p>
		19 — Change in the gap between the rate of pupils knowing how to swim in 6 <sup>th</sup> year in Seine-Saint-Denis and in France between 2021, 2023, 2025 and 2029	<b>N/R</b>
		20 — SSD quality of life indicator	<b>N/R</b>
		21 — Territorial distribution of Paris 2024 actions and activities supported by Endowment Fund awardees	→ <b>100% of French regions and departments</b> are covered by the activities carried out by the selected awardees

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

Field	Indicator level	Indicator
Economic	Core	Total net economic impact (direct, indirect and induced impact on the host region's economy)
		Total number of jobs created or supported
		Market share of local suppliers, SMEs and social economy companies
	Additional	Rate of increase in the number of visitors after the event
		Number of people trained in new skills through event-related programmes
		Number of unused m² redeveloped for event-related activities
Social	Core	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
		Percentage of target group members reporting a change in health and well-being
		Percentage of participants from under-represented groups
	Additional	Change in the proportion of community residents reporting a sense of local pride
		Change in the proportion of the public reporting a positive perception of under-represented groups
		Percentage of volunteers saying they would like to do more voluntary work

Field	Indicator level	Indicator
Environmental	Core	Total carbon footprint (excluding carbon offsetting)
		Percentage of waste recycled
		Percentage of target groups who say they have adopted more sustainable behaviours
	Additional	Share of the value of contracts awarded in compliance with sustainability standards
		Water footprint
		Share of change in air pollution levels linked to the event



Appendix V — Legacy programmes of the main initiatives launched as part of the Paris 2024 Olympic Games

Programme or initiative	Legacy / Lead partner
Paris 2024 Club	French National Olympic and Sports Committee
Génération 2024 Platform	French National Olympic and Sports Committee
Olympic and Paralympic Week (OPW)	French National Olympic and Sports Committee
30 minutes of physical activity every day (30`APQ)	Ministry of National Education, Higher Education and Research
1, 2, 3, Nagez !	National Sports Agency (ANS)
Impact 2024	National Sports Agency (ANS)
Inclusive Clubs	French Paralympic and Sports Committee
Entrepreneurial Athletes	French Development Agency (AFD)



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Report written by:

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DU SPORT

agencephare  
(AGENCE DE SCIENCES SOCIALES)

## Paris 2024 Analytical Report post Games

Building the social legacy  
of the Paris 2024 Games

July 2025