



SUSTAINABILITY HANDBOOK

FOR EVENT ORGANISERS

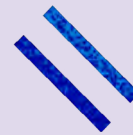


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FEI President's Message



On behalf of the FEI, I am pleased to introduce you to the second, augmented and improved edition of the FEI Sustainability Handbook for Event Organisers.

The first edition had been launched in 2014 to encourage event organisers to implement various sustainability initiatives intended to help reduce negative environmental impact and create a positive long-lasting legacy.

Much has happened since 2014. At the Paris Climate Convention (COP21), held in 2015, governments worldwide agreed to limit global warming preferably to 1.5 degrees Celsius, compared to pre-industrial levels. Later that year, the United Nations Sustainable Development Goals (SDG) were launched. Sports events and organisations worldwide are increasingly making efforts towards being more sustainable and reduce their environmental footprint, however there is a long way to go.

In 2019, the FEI became one of the signatories of the United Nations Climate Change - [Sport for Climate Action framework](#), which aims at supporting and guiding sports actors in achieving global climate change goals. The objectives of the framework are to outline a clear trajectory for the global sports community to combat climate change in line with the scenario enshrined in the Paris Agreement and to use sport as a unifying tool to federate and create solidarity among global citizens for climate action.

The FEI Sustainability Handbook is structured in a way to accompany organisers at every stage when putting on FEI events. It contains a list of initiatives each one of which is linked to one or more UN Sustainable Development Goals.

The main focus of this handbook has been placed on measurement and data management, which are crucial in identifying areas for potential emission reductions in the organisation of FEI events.

I would like to take this opportunity to thank the organisers for their continued efforts to make equestrian events increasingly sustainable and environmentally friendly. Many organisers are perhaps also proactively already developing initiatives that may not be included in the handbook and of course, we would be very grateful if you could share them with us so that we can learn from them and include them in future editions.

We hope you will find this second edition helpful and view it as another step in the direction towards a more responsible future, and we look forward to receiving any feedback and suggestions you may have.

Ingmar De Vos
FEI President



Sustainability: what and why



The traditional definition of Sustainability is 'meeting the needs of the present generation without compromising the ability for future generations to satisfy theirs'. In a day-to-day context for any activity, it could also simply mean '**resourcefulness**' and '**responsible action**' that protects and regenerates the social and environmental natural resources base.

A lot has changed since the first version of the FEI Sustainability Handbook was launched in 2014. Increase in the average surface temperature of our planet, mostly attributed to human activity, has never been faster than in the last 35 years, with the five warmest years occurring since 2015. This has caused, and will continue to cause, a range of environmental issues and natural challenges that have started to affect all forms of life in varying ways.

For example, the temperature and humidity variations caused by climate change can lead to the spread of diseases into previously unaffected regions, which could then become a major threat to long-term horse health.

Industrial activity is a major contributor to global greenhouse gas emissions. The concept of 'Circularity' and that of 'Responsible production and consumption' apply in equal measure to the entire value chain of the Equestrian industry, including events, as to any other industry fuelled by carbon-emitting sources for its electricity and transport requirements.

Equestrianism is the only Olympic sport performed in unison with an outstanding ambassador of nature – the horse. The outreach and influence of our sport, through events, provides a unique platform to act as a catalyst for change.

Dedicated attention to the profoundly interlinked environmental and social aspects of Sustainability has never been as important as it is today. It requires individual, executive, and organisation wide priority to conserve the conditions necessary for the welfare of the horse and that of the sport itself.



What to do

Staging a sustainable event means that you use resources in an efficient and responsible way. Every action you take and decisions you consider can contribute towards reducing the negative impact of your event on the environment, and render a positive social and economic impact.

Start early and involve everyone

To be as effective as possible, sustainability needs to be an ever-present thought from your very first Event conceptualisation meeting until after the conclusion of your event. At the very start, set-up an ambitious sustainability vision within the framework of what is possible.

Discussing your sustainability vision as early as possible with your existing, as well as potential sponsors and partners, provides an opportunity to develop your plan with a common objective in terms of delivery, on-site activation, and communication.

From a perspective of 'resourcefulness' the best and most practical solutions (in terms of 'cost and time' considerations) are found with the professionals delivering the product/service in question. At each stage of event planning, involve all the relevant stakeholders (including suppliers) as participants in delivering the sustainability goals.

An emphasis on starting early is reflected in the initiatives recommended in this handbook, 70% of these initiatives are suggested during Pre-planning and Planning phases of the event.



What to do

Ask these questions for every decision

Do we need this?

Is there a better way of doing this?

Discussing such questions with your team, suppliers, sponsors, and partners can lead to many responsible decisions, however big or small.

Prioritise resourcefulness and utility. The biggest impact is made when your sustainability goals and endeavours are promoted throughout your sourcing chain. For each procurement decision consider the following:

1. What is required?
2. Where does it come from?
3. What is it made of?
4. What is it packaged in?
5. What will happen to it afterwards?



About this handbook

This is an action-oriented handbook that aims to accompany you at all stages of your event's sustainability journey.

The initiatives included in this handbook find their roots in the GRI Standards (Global Reporting Initiative) that are the most widely used standards for sustainability reporting globally.

These have been developed and written for equestrian event organisers, and are grouped according to the different planning and delivery phases of equestrian events.


A total of 144 initiatives are presented.



Each initiative is complemented by one or more **'Supportive Action(s)'** towards implementing the initiative.

Each initiative is marked with a **'Sustainability Impact'** rating.

The higher the number of stars, the higher is the initiative's sustainability impact on the event



	★ Low	★★ Medium	★★★ High	★★★★ Very High
Record				
Person/Team Responsible				
UN SDG			11	
Sustainability Impact				★★★★

What you cannot measure, you cannot reduce!

The data required for a proper sustainability impact assessment is often difficult to gather and/or insufficiently contextualised.

It is crucial that solid data collection processes are established throughout the different aspects of an event's life to identify impact reduction priorities for the future.

To assist you with this, you will find that each initiative is linked to **'What To Measure And Record'** as well as a suggestion on **'Person/Team Responsible'** for implementation and data reporting.

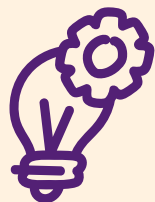
For future update(s) to this handbook, in line with improvements in data collection processes at events, our goal will also be to make the requested data under 'What To Measure And Record' as scientifically aligned as possible, which can then be directly fed into carbon impact and assessment tools.



How to use this handbook



The **144 sustainability initiatives** are grouped under five different phases of an equestrian event's life.



Pre-planning



Planning



Pre-event operations



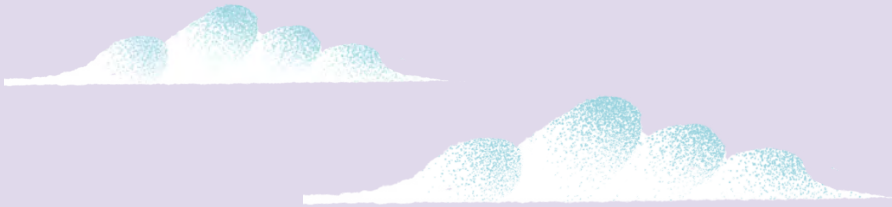
Event delivery



Post-event operations

Our suggestion is to consult the handbook before the beginning of each stage of your event, identify all the initiatives you can implement and build your overall sustainability efforts plan accordingly. You will find that initiatives with a common theme, for example 'Procurement', feature at different phases of the event. Therefore consulting the list of initiatives before each phase will also allow for an opportunity to consolidate actions.

How to use this handbook



Each initiative is also marked with the UN SDGs (United Nations Sustainable Development Goals) that it contributes to. Overall, the initiatives presented in this handbook can be linked to **11 of the 17 UN SDGs**.



If you already have, or are in the process of developing a sustainability strategy focussing on one or more UN SDGs, you could consider shortlisting all the initiatives in the handbook linked to those UN SDGs to complement your plan.



**The following pages
present the list of
sustainability initiatives.**

**We wish you the best for
your sustainability journey.**





Pre-planning

Event conceptualisation

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Budgeting	Plan budgets for sustainability measures that occur during the event planning and execution phase	Appoint a team-member as the sustainability go-to person, also responsible for the planning and use of budget related to sustainability initiatives	Is there a Sustainability go-to person in the event organising team, percentage of entire budget dedicated for sustainability	Finance	11	★★★★
Carbon policy	Try to make rough assumptions of your CO ² equivalent emissions (e.g. with a Carbon Calculator) and offset the positive footprint after the event	Retain all the resource consumptions (electricity, flight details, heating fuel, transportation mileage). Use https://ghgprotocol.org/calculation-tools to calculate the footprint of the event; evaluate highly credible carbon offsets; Consider hiring a consultant for external expertise, discuss with the city authorities if they are able to assist, evaluate recruiting an environmental sciences (or similar) senior student as an intern - advertise in local and regional universities	Estimated carbon Kgs of the entire event (from project kick-off to event closure); keep track for next year(s) comparison and for setting future targets	Designated Sustainability person	13	★★★
Legacy policy	If developing a new venue or refurbishing/repurposing an existing venue/parts of an existing venue: Design to allow flexibility, multipurpose and continuous use	Consider building and project certifications such as LEED, BREEAM, etc. (during designing phase)	Whether a building or project certification is obtained	Event Director, Venue Manager	11	★★★
	Use, refurbish or develop existing buildings through modernisation	Engage planners, architects, city authorities at the first consideration	Whether there is a plan for all infrastructure to be as sustainable as possible	Venue Manager	11	★★★



Pre-planning

Event conceptualisation

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Energy policy	Elaboration of an energy policy, including goals for energy savings (e.g. 15 % compared to the previous event)	Add energy saving goals into the overall strategy	Whether there is an energy policy, complete with goals and action plan	Event Director	7	★★★
	Adherence of an energy policy, if there is one	Make a checklist and appoint a staff to monitor the implementation	Is there designated person for energy planning and monitoring, with work plan and report?	Event Director	7	★★★
	Energy monitor (measuring of the overall energy consumption) with an aim to increase energy efficiency year-on-year	Keep electricity bills for tracking and calculation	Whether overall electricity consumption is monitored	Office Admin.	7	★★
	Purchase power certified from renewable sources to encourage the production of renewable energy	Require power supplier to provide classification of source of energy in a certificate or in the invoice	Percentage of electricity consumption from renewable energy sources	Office Admin.	7	★★★★
	For indoor functions, use most energy efficient solutions, and avoid overcooling	Favour fans and air cooling over air conditioning and schedule the highest amount of activity during morning and evening, away from the warmest hours	Hours of air conditioning usage in one day during hot days (more than 26 degrees C)	Office Admin.	7, 13	★★★
Waste policy	Plan to deploy a wide range of bins (paper, glass, aluminium, organic, incinerable) and deploy those across the venue (spectators area, stabling, parking, camping)	Clear markings/posters over each bins placement	Number of collection spots per 1000 people, frequency of emptying of bins	Venue Manager	12	★★★
	Plan for consistent separation of waste on the whole area	Designate a team member/volunteer with overall responsibility to monitor the separation process, assign additional volunteers with rotating responsibilities to ensure waste separation	Percentage of collection spots with intermittent monitoring vs total; Kg of different types of waste generated	Office Admin.	12	★★★★
	Plan to use eco-labelled 100% biodegradable cleaning products	If this activity is contracted to an agency, include use of biodegradable products in the agreement	Are biodegradable cleaning products used	Procurement	12	★★★★
	Plan to use rainwater (more applicable in case of permanent venues with rainwater collection and channelling) and water generated from hand wash basins for non-consumption activities.	Explore the possibility of reuse of such water (e.g. for toilet flush).	Whether such an option is explored, and if available is it used	Venue Manager	6	★★



Pre-planning

Event conceptualisation

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Local community	Plan to use local suppliers for your products and services (printing and communication company, local breweries, grocery & raw material suppliers, office equipment) and assign service contractors from the surroundings (construction companies, cleaning companies, restaurants)	Look for local or domestic brands/manufacturers (in state/province or country) for top five procurement categories in terms of amount.	Percentage of procurement from local supplier out of total amount in the top five categories.	Procurement	11	★★★★
	Local community development programs based on local communities' needs/priorities	Organise 'open-day' or clinic for local people to interact with the organisers before the event	Is the local community consulted during the Pre-planning stage	Event Director	8, 11	★★★
	Hire local workforce and volunteers as much as possible	While building your team, advertise positions via local media outlets, in physical as well as digital ways, possibly consult local employment/labour authorities	Percentage of local headcount in the overall employee and volunteer number	Human Resources	8, 16	★★★★
	Outsource smaller activities to sheltered workshops (that engage needy/disabled persons).	While planning for sorting decorative items and other simple labour work, favour local sheltered workshops	Whether sheltered workshops are considered; number of people from there engaged	Human Resources	10, 11	★★
	Take into consideration the neighbourhood (if applicable) when planning the venue, the parking and the access roads	Invite the representatives of the neighbourhood for consultation during early stages of Venue selection and planning	Are neighbourhood representatives consulted	Event Director, Venue Manager	11	★★



Planning

Event schedule

★ Low ★★ Medium ★★★ High ★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Event schedule	Devise a smart competition timing in accordance with the public transport timetable	Consult transportation department at the relevant levels to coordinate the event timing with public transport timetable	Does the competition schedule factor maximising local public transport use	Sport Manager	11	★★★
	Take into consideration traffic rush hours while planning the event	For example, feature competitions start one hour after the normal rush hour	Does the competition schedule make such/ similar considerations	Event Director	11	★★★
	For outdoor venues, structure the schedule of the event to maximise natural light and minimise the need for artificial lights	If live broadcast/production is applicable, involve host broadcaster in exploring such feasibilities	Percentage of overall competition time, where artificial lighting is used	Event Director, Venue Manager	7	★★★
	Set up a plan in case of bad weather (cover pathways with permeable structure, geotextile or gravel, prevent trampling of ground other than proper pathways, etc.)	Have a contingency plan in case of bad weather including additional machinery, and human resources considerations	Is there a bad weather contingency plan in place	Venue Manager	15	★
	If your local, or international event calendar allows, try to plan to host your event during milder climate months	Plan the event for when temperature is in 15 to 25 degrees Celsius range	Whether the temperature is taken into consideration during planning	Event Director	13	★



Planning

Office operations

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Administration: Digital working	Accounting and invoicing to be done electronically	Explore and deploy software (e.g. QuickBooks) as long term investments	As much as possible, whether accounting is digital	Finance	12	★★
	Use certified paper and cardboard for any printed material, and packaging use respectively	Look for labels on the package when purchasing printing paper: FSC, PEFC, SFI, Green Seal.	Percentage of certified paper and cardboard purchased out of total volume/amount	Office Admin.	12	★★★★
	Print only necessary material, and on both sides. Send relevant documentation electronically in advance	Manage and track printing, use software such as www.papercut.com ; set reduction targets year on year	Whether a process is put in place to track year on year paper use	Office Admin.	12	★★★★★
	Collect paper that has been used on one side only in collector trays and reuse for printing and note paper	Set a separate collection tray next to each printer, with a signage that encourages reuse	Whether trays and signage are set up. Are team members sensitised towards printing sparingly and responsibly	Office Admin.	12	★★
Staff and Volunteer clothing, Accreditations	Select sustainable material apparel (organic cotton, nylon using recycled plastic, etc.)	Ask apparel suppliers for certificates (e.g. Fairtrade International, GOTS, OEKO-TEX, Organic Cotton Standard); for sponsored apparel provided directly by sponsors, recommend sustainable apparel as well	Whether sustainable staff and volunteer clothing is procured	Procurement	12	★★
	Create non event year edition printed clothing	Ask permanent staff to re-use the edition independent uniforms year on year; recommend volunteers to retain clothing in case they volunteer again in future version(s) of the event	If new apparel is ordered, is it year/edition independent	Procurement	12	★★
	Use lanyards and accreditation made from sustainable materials, recycled materials, and be themselves recyclable	Additionally explore possibilities of electronic accreditation solutions, control of which can be made with rented scanners for the duration of the event; physical lanyards to be date free to enable reuse (Collection of physical lanyards after the event: see: Recycling and Reuse section under Post Event operations)	Percentage of accreditation items that were made from recycled material, is there a plan in place for recollection of lanyards at the end of the event	Procurement, Accreditations team	12	★★
Work stations	Other than closer-to and during the event, allow working from home unless necessary, so as to reduce transport needs	Promote hybrid work culture	Other than preceding and during event, is hybrid work culture promoted	Office Admin.	13	★★



Planning

Office operations

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Energy saving	Favour the use of daylight working stations close to windows; break-out/ coffee areas with natural light.	For on site stations, favour transparent tents or no-wall tents (weather permitting)	Is such a consideration made	Venue Manager	7	★★
	Provide key cards that are linked to energy appliances so lights and appliances switch off when people leave the room	Use timed switching to shut the lights in office every half-hour after 18:00, requiring regular manual switching on when required; discuss other or similar technological solutions with suppliers/venue owner (as applicable)	Whether a system of minimising energy used on lighting and appliances in Office operations is used	Office Admin.	7	★★
	Buy or hire energy efficient devices and appliance.	Search energy rating label for B and above for all office appliances	Percentage of energy rating label B and above appliance in office	Office Admin.	7, 12	★★★★★
Administration: Supplier and local community	Request office suppliers for their sustainability policy, if any.	Consider office suppliers that propose products and services aligned to their sustainability policy	Percentage of office suppliers having a sustainability policy	Procurement	17	★
	Broad based local community consultation committees and processes that include vulnerable groups	Vulnerable groups includes able-bodied people, refugees, senior citizens	Is there inclusion of vulnerable groups working at the event	Event Director	11	★★★★
	Put in place formal local grievance process	Make an entry portal on website and/or social media and/or dedicated email for suggestions and inquiries, and appoint responsible person to follow up	Whether such system is in place	Event Director	11	★★★★★
Internal communication	Engage closely with the sustainability go-to person appointed from the organising team	This person to report directly to the Event Director/ President of the organising committee; discuss all internal communications related to sustainability messaging with this person	Was the sustainability go-to person involved in all aspects of communication	Event Director	8	★★
	Promote your sustainability planning amongst each member of the event organising team	Include dedicated sustainability agenda from the first meeting with periodic reviews and update, similar to any other work area	Whether periodic updates on the event's sustainability included in internal communications	Event Director	8	★★
	Educate team members as well as contractors to have considerations for the event's sustainability initiatives in their mind	For example on switching off systems and appliances when not in use, especially during non-show times; cleaning and waste management related team members/volunteers to be aware of water use and biodegradable cleaning agents; for all contracted work ask your suppliers/partners to include similar such trainings their processes, and learn from their best practice and sensitisation if something is already in place	Is a process in place for all team members and contracted services to ensure sensitisation on sustainability practices and initiatives at the event	Event Director, Communications/ Marketing	7, 13	★★



Planning

Venue selection

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Accessibility to public transport	Consider venues with good access (ideally within walking distance) to main public transport connections	If not ideally possible, deploy frequent shuttle services so as to minimise private transport use to destination; explore alternative solutions with local transport authorities	Is the venue reasonably conveniently accessible by public transport (for e.g., within 1 km walking distance)	Venue Manager	13	★★★★
Natural environment	Avoid sites where the ground water is close to the surface or near to drinking water sources	Reach out local municipals / venue owners to get details about this	Whether there is any water source that might be contaminated due to the event	Venue Manager	6	★★★
	Plan to protect with fencing the areas that require protection (low lying areas, forests, trees, local fauna habitats, etc.) that are close to the venue and access routes	Consult local authorities about the preservation policy around the venue, ensure the information is passed on to the team overseeing venue overlay routes	Is such an evaluation made; If protective action is recommended, whether appropriate protection measures are implemented	Venue Manager	15	★★★
Water system	Plan for measures to prevent soil erosion from runoff water	Install retention ponds or trenches, reed beds, to elevate runoff water in order to limit erosion and allow sediments and pollutants time to settle out or neutralise	Is there a plan/ arrangement to prevent soil erosion due to runoff water	Venue Manager	15	★★
	If the ground doesn't soak up water quickly when it rains, set up a temporary drainage system	Measure the maximum drainage capacity, compare with past records and accordingly prepare the temporary solution such as installing a swale	Whether the drainage capacity (existing or with additional measures) covers the peak level of rain experienced during the past three years	Venue Manager	15	★★
	Verify at regular intervals if there is no water leak in water systems	Appoint a staff / experienced volunteer in charge, create roster for at least three checks each day, explore the use of technology for monitoring such as reporting the status via a QR code	Whether inspections were made and status submitted	Venue Manager	6	★★
	For permanent venues, prefer those with dual systems to separate storm water and sewerage	If this is not existing at the venue, discuss separation of sewerage pipe, to segregate storm runoff and waste water allowing the former to be used as a resource, and overall mitigating flooding issues	Is there a system to separate sewerage and storm runoff	Venue Manager	6	★★★★
	Ensure that the venue channels waste water into sewerage treatment plants	Consult with the local authorities/check with venue owner about the water sewerage system around the venue	Whether the venue channels waste water into government designated sewerage system	Venue Manager	6, 14, 15	★★★



Planning

Venue selection

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Energy	Take into consideration energy efficiency when building any new construction	Calculate/make assumptions of energy consumption at designing phase and compare to industry standard (if any)	When on full capacity, the venue's electricity consumption (kWh) per day	Venue Manager	7	★★★★
	Use a venue that minimises the need for energy: Use of timers for lighting, energy efficient light bulb, low energy refrigeration and storage	Benefit from external expertise, work with sustainability experienced architects and involve energy experts	Percentage of appliances that have energy label of B and above	Venue Manager	7	★★★★
	In case of considering new/refurbishing permanent venue, incorporate solar panel (thermal and photovoltaic) into the design of the venue	Calculate/make assumption of annual average heat and electricity generation by solar panels	Percentage of solar kW out of total kW consumed in venue	Venue Manager	7	★★



Planning Transportation

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Transport and logistics	Promote sustainable transportation among Athletes and Grooms, media, staff and volunteers	Provide public transportation passes for such stakeholders for the duration of the event, organise frequent (even if with a small fee) shuttle services, preferably hybrid/electric vehicles between the hotel, venue and point of arrival/departure	Was there a sustainable local transport plan for stakeholders; Year on year: collect data on the distance and mode of transport used by each of the Athletes, Grooms, and for respective Horse transport	Event Director	13	★★★
	Use train freight in place of trucks or air freight	For cross-regional transport of materials (if any), prioritise using train freight rather than trucks or air freight	Mode of transport used for cross-regional materials logistics; total weight/volume of material transported	Transport & Logistics	13	★★★★
	Combined ticket: event entry as well as free/subsidized (if possible) local public transport (e.g. in form of a day pass) to ticket buyers	Explore use of e-pass, by SMS code, or an App	Is a combined transport-entry ticket available	Ticketing	13	★★★
Private car	Minimise the use of diesel vehicles on site	Prioritise use of the electric or hybrid vehicles in event operations, such as cars/vans used to move obstacle, poles, etc.	Percentage of appointed vehicles that run on diesel	Venue Manager	13	★★★
	In case of city centre venues provide "Park and Ride" (parking of cars in open areas at the periphery of the city and usage of local public transport / shuttle buses)	Talk to the city council, so a parking can be arranged outside the city for spectators along with shuttle service.	Percentage of spectators who used this service	Transport & Logistics	13	★★
	Have a parking policy to deter spectators from using cars	Limit the number of parking places, higher price for parking	Percentage of spectators coming by private car	Transport & Logistics	13	★★



Planning Transportation

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Car sharing	Encourage car-pooling for spectators throughout all touchpoints: ticket, email, message, website, social media, partner website.	Include the message in the touchpoints, carry out two rounds of communication on each channel with an interval of two weeks	Number of touchpoints that carry out the communication/campaign	Communications/ Marketing	13	★★★★★
	If the venue is not well connected with public transport, encourage car-pooling by either providing special parking lots for car sharing or having variable parking fees in favour of cars carrying more people	Reserve the parking's closest to the venue for cars coming with maximum one seat empty (e.g. sedan carrying four people including driver), and appoint volunteers at entry fork for control and head counting; include this aspect in local media and social media campaigns	Percentage of spectators coming by car pooling (assume all cars with one seat empty, count the number of cars)	Parking Admin.	13	★★★
	Use the official fleet of vehicles (cars for VIPs, staff, etc.) to promote green cars	Partner with local rental services for official fleets (electric, hybrid, natural gas, etc.); If there is an existing official fleet partner, encourage them to deploy eco-friendly cars	Percentage of eco-friendly cars in the official fleet	Event Director, Communications/ Marketing	13	★
Bicycle	Provide well located and secured parking facilities for bicycles of spectators	Preferential parking provided to the cyclists (closest to the venue), and put a head count at entrance ticket check (e.g. give stickers).	Percentage of spectators coming by bicycle	Parking Admin.	13	★★
	Provide/arrange for bicycles (free/most nominal fee) for loan (to and fro from hotels to venue), irrespective of whether a shuttle service is available or ask hotels to provide bicycles for loan to their clients	Partner with a loan/rent bicycles company in the city; check with the hotels as they may already have such arrangements possible	Percentage of accommodations that offered a bike use option	Procurement	13	★★



Planning

Accommodation

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Hotel	Promote hotels in the neighbourhood and located near the venue (for e.g. within walking distance or easily connected with public transport)	Include promotion codes or coupon in the ticket, include messaging in all communication channels, including event website	Number of nights the ticket buyers stayed in the promoted hotels (redeemed the promotion codes)	Communications/ Marketing, Promoted hotels	17	★★★
	Promote hotels that are certified or that have a sustainability policy	Create and promote a list of certified hotels with a sustainability policy	Is such a list promoted on one or more communication channels of the event	Communications/ Marketing	17	★★



Planning

Venue

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Parking	Arrange to provide pick and drop point closer to the event entry for people with health conditions or impairments	Arrange dedicated parking spaces for people with health conditions or impairments	Are parking related considerations planned for people with health conditions or impairments	Parking Admin.	16	★★★
Toilets	If event organisers own their venue, install eco-friendly permanent toilets	Look for water-efficiency labels (for e.g. in the EU: Unified Water Label, in the US: EPA Water Sense)	Percentage of toilets that are eco-friendly/waterless/ have water efficiency certification	Venue Manager	6	★★★★★
	Install/ask sanitary supplier for two-step flush for toilets	Display distinctive marking on flush button to differentiate hard & soft flush	Did the toilets have visible two-step flush markings	Venue Manager	6	★★
	Regulate duration of toilet flush, wash basins, and showers (e.g. 3 seconds)	Install flush sensors or mechanical timers for regulating water flow at each sanitary facility (e.g. 3 sec for flush, 30 sec for shower)	Percentage of outlets (toilet flush, wash basin, showers) with sensor/mechanical timers to regulate water flow	Venue Manager	6	★★
	Avoid chemical toilets (that collect excreta and use chemical to minimise odours)	Consider either mobile toilets with sewage tanks or connecting toilet trailers with sewage disposal systems in place	Percentage of toilets that are NOT chemical toilets	Venue Manager	6	★★★★★
	No disposable paper towels in toilets	Install hand drier instead of paper towels in the toilet, or cloth towel dispensers	Are toilets equipped with driers/cloth towel dispensers, and not paper towels	Facilities Admin.	12	★★★
	Use refillable dispensers	Install/rent refillable soap and disinfection dispensers	Are toilets equipped with only refillable dispensers	Venue Manager	12	★★



Planning

Venue

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Merchandise area	Encourage the use of eco-friendly or fair-trade merchandising	Allocate better locations for brands/items that have Fair-trade or other Eco-friendly certificates for their products	Percentage of total vendors with fair-trade (or similar) merchandising certificates	Vendor Management	8	★★
	Ban plastic bags, charge additional fee if used	Sell bags made of recycled paper (or other recycled materials) without mark-up, consider cloth based bags; if plastic bags for a fee are used - donate earnings to plastic recovery projects	Are plastic bags banned; if used was a fee charged	Vendor Management	12	★★
	Reserve a percentage of booths for local businesses	Reserve shared on-site and digital space for local businesses/artisans, actively publish information on website and social channels	Percentage of booths reserved for local businesses	Vendor Management	11	★★
	Encourage exhibitors to limit paper-made promotional materials (handbag, booklet, etc.), instead switch to online mediums	Ask/help exhibitors to have QR codes to access promotional materials, displayed clearly at respective booths	Percentage of all exhibitors/vendors in merchandise area utilising QR codes (or other digital options) for promotional materials	Vendor Management	17	★★
Food & beverage	Make sure that tanks or bottles (only if absolutely necessary) for drinking water are made of recycled PET	Apply centralised purchase of the tanks, bottles and cups for all food booths, sourcing from certified manufacturer for recycled PET	Percentage of tanks and bottles purchased that are recycled PET	Procurement	12	★★★
	Select/contract food & beverage partners and suppliers with a sustainability strategy focusing on waste management, and high local (possibly organic) ingredients sourcing	Ask food & beverage suppliers and potential partners to share their plans concerning local sourcing and waste management practices when submitting their quotes	Percentage of food stalls/ caterers selected on basis of their sustainability focus	Vendor Management	17	★★★★
	Plan your sorting, recycling and composting (if applicable) sites for easy access	Consider the size of containers (equipment) and frequency of emptying, accordingly discuss and plan for the area to be easily accessible to waste management team; consider using mobile composting facilities (for food waste if any)	Whether waste management sites are easily accessible	Venue Manager	12	★★
	Catering: at least separate glass, paper, metals, plastics, organic waste, cooking oil and residual waste (if there is a collection infrastructure in place in the city)	Educate all the booth owners about segregation and disposal, allocate a centralised collection spot for all food booths and appoint a monitoring volunteer; explore with the caterers a system to measure all waste related to food & beverage	Were all food & beverage vendors educated on segregation and disposal policy put in place; Kgs and types of total food & beverage waste generated	Vendor Management	12	★★★



Planning

Venue

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Food & beverage (cont.)	Very highly prioritise non-single use plastic dishes, including spoons, stirrs, etc.; reusable cutlery especially in VIP F&B	Ask stall-holders to provide meals only with reusable/biodegradable cutlery, to eliminate single use plastic waste at source, additionally for VIP catering - use table cloth instead of use and throw table coverings	Percentage of all food and beverage vendors, including VIP, that provided only reusable/biodegradable/other non-single use plastic cutlery	Vendor Management	12	★★★★★
	Minimise packaging materials	Purchase in bulk without much packaging, sell with zero or minimum packaging	Were suppliers asked to minimise packaging when purchasing in bulk	Vendor Management	12	★★★★★
	Organise a central deposit system for refillable plastic cups	Use refillable plastic cups for the deposit system for all beverages; rent these instead of buying if possible, if bought plan for reuse at the next version of the event; deposit system cups to not have event branding; sell for a price event branded sustainably made refillable cups that could also be a souvenir	Number of deposit transactions made in relation to overall number of spectators	Vendor Management	12	★★★★
	Dedicated collection boxes for single use plastic cups (if these are still used after all attempts made to not have single use plastic cups)	At all food stands, use dedicated collection boxes for single use plastic cups; display indication to only throw single use plastic cups in such collection boxes	Are there single use plastic cups collection bin at all food stands	Vendor Management	12	★★★★
	Avoid small sachet packets of sugar, salt, cream, ketchup, etc.	Arrange for chained small bottles of salt and pepper, dispensers for sauce, etc.	Whether small sachets are avoided	Vendor Management	12	★★
	Promote food & beverage vendors that offer on demand freshly cooked food (Live cooking counters)	Allocate preferred spots to such vendors	Percentage of food vendors offering live cooking	Vendor Management	12	★★★★★
	Promote food & beverage vendors that offer vegan and vegetarian food options	Allocate preferred spots to such vendors	Percentage of food vendors offering vegan and vegetarian options	Vendor Management	17	★★★★



Planning

Venue

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Food & beverage (cont.)	Arrange for water dispensers/drinking water fountains or encourage people to drink tap water if possible from an hygiene and health point of view	Work with the venue to install temporary water filters at the venue if required; discuss and work with food and beverage vendors to prioritise usage of water dispensers and filter systems for all water use; communicate to the spectators asking them to bring their water flasks/bottles	Number of water dispensers/fountains/ tap water drinking points per 100 spectators	Venue Manager, Vendor Management, Communications	17	★★★★
	Visible signage for the recycling bins	Display signage with good visibility on top of every collection point having coloured icons, etc. for better differentiation and sensitisation, ensure the signage is on paper or cardboard or sustainable material	Whether distinct and visible signage is used to for recycling bins	Venue Manager	12	★★
	Provide data (estimation of spectator numbers, etc.) to the vendors to avoid food waste (and over production of merchandising as well)	Each year, collect data from all vendors of their actual sales of live cooking (same activity for merchandise as well) in relation to the estimation of spectator numbers provided	Unused/wasted fresh ingredients compared to the previous year	Vendor Management	12	★★★★



Planning

Venue

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Around the arena	Unless the venue has a pre-installed lighting solution, consider renting only energy efficient lighting equipment, as much as possible from local suppliers only	Make energy efficiency as a critical component of the selection criteria for lighting equipment rental, everything from floodlights to advertising boards	Percentage of lighting equipment that has high energy efficiency labelling and is rented from local suppliers	Procurement	12	★★★★★
	Use eco-friendly products and material for overlay and all signage and branding (recycled, certified, biodegradable, etc.) and avoid material that has a large environmental load	Ask suppliers to work with overlay materials that has reused and/or recycled content, bio-based products, paper based materials to be produced without bleaching or using non-chlorine bleaching methods, design in a way that limit the production of scrap, simply avoid materials with PVC, prefer suppliers with focus on Circularity	Percentage of overlay material and all signing and branding that is eco-friendly, in terms of purchase amount and volume	Procurement, Marketing	12	★★★★★
	Sufficient signage for public transportation access and timetable	Display signage for public transportation access, including the timetable (relevant to the show timing) at appropriate places such as entrance-exit, ticket office, spectator information tent/office, etc.	Was public transportation signage present	Venue Manager	13	★
	Plan for re-use of all signage and banners	Create generic banners by avoiding date-marking, if unavoidable retain so that the reverse side can be used for other purposes, for example as table covers in Office operations, etc.	Percentage of banners/signage without dates and therefore reusable for subsequent editions	Marketing, Office Admin.	12	★★★★
	Minimise use of no reuse decorative elements made with non-sustainable materials	Use plant-based/compostable decoration material (e.g. flowers) for such purposes	Percentage of decoration material that is compostable in terms of purchasing amount and volume	Procurement	12	★★★★
	In hot weather climates, priorities passive cooling solutions (shading, natural ventilation, etc.)	Discuss such solutions with suppliers, for example solar shading using light reflecting canvas above the stands/tribune, night-time ventilation if the nights are breezier and cooler, etc., consider green roofing for permanent venues	Percentage of electricity consumed by cooling systems (does not include refrigeration if any)	Office Admin.	7, 13	★



Planning

Venue

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Field of play	When designing cross-country tracks, take into consideration soil compaction issues and vegetation	Soil is compacted by all hoofed animals, decreasing rainwater's capability to penetrate the ground - discuss and implement with your track expert the mechanical solutions, design improvements, permaculture, etc. that decompact and improve hydration	Whether there is a plan in place to avoid soil compaction	Venue Manager	15	★★★
	Ensure good drainage and minimise run off	For permanent arenas consider technologies such as the 'Ebb and Flow' watering, install meters/ alternate measurement system to measure use of water in the FoP	Whether measures are taken to ensure good drainage, and efficient water usage in the FoP; Litres of water used dedicatedly for the FoP	Venue Manager	15	★★★
Back of house	Use zero emissions generators for all back-up requirements	Prefer renting battery powered, solar powered generators	Percentage of back-up generators that are zero emissions generators	Venue Manager	13	★★★★
	If diesel generators for back-up are used at all, ensure all are equipped with particulate filters	For suppliers/partners who bring their own energy back-up solutions, such as for OB trucks, discuss feasibility of using renewable energy based generators, if that is not possible then ensure that the diesel generators are equipped with particulate filters	Do all diesel generators have particulate filters	Event Director	13	★★★★
	Heating with wood chips/biogas/solar heat instead of gas/oil	For all heating requirements other than those that are part of the infrastructure, such as VIP tents, etc. for outdoor evening competitions in Autumn - rent heaters that run on relatively more sustainable solutions than fossil fuels such as wood chips, discuss sourcing of wood chips/alternate fuels as locally as possible	Are temporary heating solutions based on non fossil fuels	Venue Manager	7	★★★★
	Deployment of non-halon-based (sustainable) fire extinguishers	Halons have very high global warming potential as well as Ozone depleting substances, discuss with venue owners, safety and security personnel and suppliers to only deploy non-halon based fire extinguishers	Whether non-halon based fire extinguishers are used	Venue Manager	12	★★★



Planning

Ticketing

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Ticketing	Incorporate a 'Sustainability/ Environmental/Green Participation' amount into entry price (ideally a small figure back calculated from your Sustainability related financial planning) and use that to directly finance your sustainability efforts	Build a separate accounting of this amount from ticket sales; Communicate openly about the impact made by such a participative approach	Whether such a participation was factored in the ticket price; (consider this a 'Yes' if you were financially supported by sponsors/partners, and you did not see a need to incorporate such a charge)	Finance	16	★★★



Pre-event operations

Procurement

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Supplier management	Multiannual contracts with partners and suppliers	Negotiate min. 3 year contract duration with partners and suppliers, thereby enabling greater possibility of aligning adoption of sustainability initiatives at the event; work together on considerations of reduce, reuse and recycle/ repurpose	Percentage of partners and suppliers (in terms of yearly transaction amount) with long-term contracts (3 or more years)	Procurement	17	★★★
	Work with suppliers that can propose eco-certified material (rented or purchased technical equipment, temporary infrastructure such as jury box, decorations, etc.)	Ask suppliers to provide internationally or regionally acknowledged eco-certifications, give preference to the certified suppliers	Percentage of all suppliers worked with who have eco-certifications for their products	Procurement	17	★★★
	Oblige suppliers to take back packaging	Negotiate to include in the supplier contract to take back packaging from the venue, leaving only most essential packaging as applicable to the product	Percentage of contracts (by overall monetary value) that included clause on packaging to be taken back	Procurement	17	★★
	Include sustainability compliance requirements that you have focused to imbibe, in respective contracts with the suppliers (as per the product/service relevant to each supplier)	Based on the sustainability approach determined during the event planning stage, discuss respective sustainability requirements with each supplier, include those requirements in contracts with mutual agreement	Percentage of contracts (by overall monetary value) that included relevant sustainability compliance requirements	Procurement	17	★★★★★
	Consider organising trainings for service contractors regarding sustainability initiatives at the event	Collaborate with local NGOs/Government bodies, to organise webinars and site engagement activities; this will contribute to transfer of knowledge from the service contractors to other events in the region	Is a training/transfer of knowledge organised for service contractors on sustainability initiatives at the event	Procurement	17	★★
	Consider screening of suppliers regarding impacts on society	Prefer suppliers that are recognised by local/national/international bodies/certifications for their contribution in other ways (such as strong CSR practices) to improve the lives of the people they affect, and create more inclusive value chains	Are social sustainability practices of suppliers a consideration	Procurement	17	★★★★★
	Use data from previous (or other events of similar scale, if available) to estimate the needs for each order request and ensure little excess materials	Central data repository to be maintained at all levels in order to enable optimisation while ordering; if possible add into contracts that invoices will only be processed after the data requested from the respective supplier has been provided	Percentage of difference between orders and actual utilisation	Office Admin.	12	★★★



Pre-event operations

Procurement

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Temporary construction and decoration	Use of renewable or certified substances for temporary buildings	Ask construction contractors to adopt only certified eco-friendly substances for building, for e.g. LC3	Percentage of building substances (by volume and value) that are eco-friendly	Procurement, Contractor	12	★★★★★
	Use products consisting of recycled materials (for prize giving ceremonies, flower tubs, etc.)	Procure locally from selected certified suppliers who supply(ied) to previous version of the event or to other events, explore reuse of materials from other events used for similar purposes (podiums, etc.)	Percentage of decoration, ceremonies related materials purchased (by value) that are made of recycled materials	Procurement	12	★★★
	For all decoration including that in the FoP: use flowers, hedges and other natural materials that comply with fair trade/ local and organic requirements	Discuss with selected vendors to procure all natural materials as locally as possible; if these materials are not expected to be near decomposition by the event end, explore continued use by any another event/gathering	Percentage of natural material used in decoration (by value); percentage of natural material that was locally sourced	Procurement	12	★★★



Pre-event operations

Logistics

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Logistics	Consider screening of suppliers regarding impacts on society	Prepare a list of items categorised by day of delivery for example, organise a call with the relevant suppliers and explore possibilities of combined transportation; explore if contracting a local/regional logistics company could optimise deliveries from a majority of different suppliers; explore if a combined purchasing & logistics software be useful	Whether truck-pooling or similar solution is deployed	Procurement, Transport & Logistics	13	★★★★★
	For materials that must be shipped, select a freight hauler that has credibility for environmentally responsible practices in their operations	Look for carriers who have well documented sustainability policy, who measure and publish the impact created by their business, who detail the CO ² reduction measures they are undertaking to minimise the emissions	If shipping is required, does the freight hauler have a publicly available sustainability policy and informed you on what/how they will minimise emissions (and offset the remaining) in relation to your order	Transport & Logistics	13	★



Pre-event operations

Venue

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Stabling	Inform athletes and owners about local and sustainable horse feed	Upon registration, send communication with list of locally available and sustainable feed; include supplier details in case it is the same feed for one or more horses, it might decrease transportation requirements	Whether such information is provided	Sport Manager, Procurement	17	★
	Encourage grooms to use non chemical shampoos in wash areas to reduce contaminated water entering natural streams	Display posters around stabling promoting non chemical shampoos used in the wash areas; communicate this during all pre-event communication to each athletes' teams/office/ grooms	Via a sample survey in the stables, estimate percentage of grooms who committed to using non chemical shampoos	Stable Manager	6	★★
	Place a signage at the wash bays to invite grooms to save water	Display posters in wash bay for the correct use of water, install meter dedicated to measuring the amount of water used for washing horses; install permeable paving with drainage to channel water correctly either for reuse in flushes etc., or directly in waste stream	"Is such signage deployed in the wash bays? YOY: Change of water usage in horse washing (in volume) per horse"	Communications, Stable Manager	6	★★
	Design stables, manure area and wash areas to hold water, avoid run off and contamination into natural streams	Consult experts for the design of stables that inculcate such considerations (for e.g.: link)	Is there a system/plan for disposing water from stables at a specified point, particularly from wash areas	Stable Manager	6	★★★
	Plan a separate place for temporary manure collection, close to the stable, preferably in a straight line to exit from stable area	Temporarily store manure from the stables in an area prevented from fly breeding (particularly in warmer months), and protected from rainfall and surface runoff	Whether manure collection points are organised for efficient movement, on impermeable surfaces and/or include systems that arrest any leakage	Stable Manager	6	★★
	Ensure the implementation of a well planned manure/used bedding management	Manure/used bedding should be cleaned (i.e., should not have other wastes); per the event's location and feasibility considerations to be made for direct disposal (such as to nearby farms, composting on site, incineration for power generation, contract disposal, etc.)	Is there a manure/used bedding management plan in place	Stable Manager	6	★★
	Use straw bedding	Prefer locally sourced and produced straw bedding (or other labelled sustainable and easy to dispose beddings) instead of shavings	Kgs of straw bedding used per stabled horse	Stable Manager	12	★★



Pre-event operations

Venue

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Venue set-up	Don't clear vegetation or cut trees; if this is necessary, determine offsetting approaches such as planting an equivalent surface elsewhere	Check possibilities that would not require clearing with local authorities, determine replantation plan with them, if clearing is essential, enquire about local flora and fauna habitat in the area and deploy measures that minimise any disturbances during event duration	Is clearing vegetation avoided, if necessary what measures are put in place for replantation and care for local flora and fauna	Venue Manager	15	★★★★★
	Avoid using pasture weed control products and pasture fertilizers, or use environmentally friendly products (such as phosphate free products)	For venues (permanent or temporary) with access to grazing areas - use of organic material need to be given preference	Are organic fertilizers or other environmental friendly products used for pastures	Event Director	15	★★★★★



Pre-event operations

Communications

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Stakeholder communication	Communicate your sustainable aims and initiatives/ environmental approach to all stakeholders including the wider public	Include your sustainability vision, list of initiatives, strategy, etc., visibly on the event website, include partners including sponsors & local media as early as possible in determining a focused communication plan; for focused communication to the spectators and wider public: identify specific initiatives (from your overall list of sustainability initiatives) that you think will resonate more with the spectators	Is the event's sustainability approach published on the event website	Communications	17	★★
	Establish your sustainability expectations with all suppliers	Organise conference calls to sensitise your entire back value-chain about the sustainability aspirations of the event, create a single summary document with relevant information and links to be shared with all suppliers	Is there a plan to communicate sustainability aspirations to all suppliers	Communications, Procurement	17	★★
	Utilise electronic means of communication (website, apps) to communicate with spectators (tickets, event program, etc.) and competitors (registration, timetable, etc.)	Ensure that the relevant information for the respective stakeholder is easily accessible on the communication touchpoints planned for them, 'any information relevant for any stakeholder should not be difficult to find'; for e.g. show office to distribute mean vouchers to the athletes via email instead of a physical folder/envelope per competing athlete	Is all relevant information (sporting, technical, accommodation, registration, etc.) available easily on digital platforms targeted at respective stakeholder groups	Communications	12	★★★
	Communicate available public transport system (link to relevant webpage, timetables, etc.) on the event website and other media	List of available public transportation to access the venue, directions to venue entry from closest public transport points, place this information on a dedicated venue access section on the event website. Reinforce this information through other spectator engagement channels	Does the event website has easily available information on venue access via public transport access	Communications	13	★★
	Provide all attendees with information and maps (on website, on tickets, etc.) with details about walking and biking routes to venue, promoted hotels, and town centre	Create a dedicated section on the event website on venue access and publish this information, include the link to this page on all social media touchpoints	Whether venue access information by foot and bike is easily accessible on all relevant communication touchpoints for attendees	Communications	13	★★
Accommodation	Create awareness amongst campers (if applicable) about measures taken to maintain/improve the venue's natural surroundings, biodiversity	Create a flyer on measures taken to preserve biodiversity, and minimise disturbance to local flora and fauna, include this at the camping area/ site entrance, link via SMS upon reservation of camping site, etc.	Are efforts made in creating awareness amongst campers	Communications, Ticketing	14, 15	★★



Event delivery

Communications

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Sustainability coordination	The event's designated sustainability go-to person to be reachable, as a single point of contact during all event days, by all other team members/volunteers with sustainability efforts related responsibilities	Establish a WhatsApp group amongst the staff with sustainability measures implementation responsibilities; ensure a summary checklist (and related data collection points if applicable) for all initiatives at the event is available with each team member; each team entrusted with ensuring that their area of responsibility is regularly monitored, for e.g. pre-agreed schedule of waste sorting, etc. is adhered to	Whether a sustainability efforts coordination and monitoring system is put in place for event days	Event Director	12	★★
	Conduct a survey among spectators and participants on sustainability initiatives at the event (ensure GDPR compliance)	Share a short survey with spectators and participants, try to understand the efforts that resonated the most with them, if your efforts caused any effect to their understanding and feeling about sustainability, what other suggestions the spectators have for the event; specifically ask about the mode of transport and the rough number of round trip kilometres of their journey to the event; involve volunteers across the relevant areas of the venue to assist in this	Number of spectators and participants that responded to the survey	Marketing, Assigned Volunteer	17	★★
Spectator engagement	Display onsite the sustainability efforts that have been undertaken at the event, and make all stakeholders feel participative in a successful implementation	Create an online spectator manual with top 10 sustainability practices (consider using infographics); during the competition breaks display on the main screens messages about waste disposal, presence of water filling stations, if the athletes agree with the efforts at the events explore if they would be happy to provide supporting and encouraging comments during interviews/press conferences/in fan mix zones, etc.	Are sustainability efforts visually communicated at the venue during the event days	Communications	17	★★
	Where manually operated taps are installed in the venue facilities, invite spectators to participate in saving water	Display signs over manually operated taps/WCs, etc. to save water	If applicable, were water saving signs displayed at the relevant places	Communications	17	★★
	Establish play areas and organise activities for children on sporting as well as sustainability themes	Collaborate with local schools/municipal bodies to set up an educational tour for children, offer a certain number of spectator seats in feature competitions for school children, and under-privileged sections of the society	Is there an educational tour for young spectators from the local community	Event Director, Marketing	11	★★



Post-event operations

Venue wrap-up

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Reuse and Recycling	Collaborate with other local events to share decoration	Share/donate decoration material to maximise its life of use; in case of rented material, discuss with the respective supplier(s) about immediate potential use with one or more of the supplier(s) clients	Volume and type of materials shared/given to other events/for other use	Venue Manager	12, 17	★★★
	Store for re-use of purchased material for future editions of the event to maximise use (jumping equipment, fencing, date-free banners, signage, tents, electronic material, etc.)	Identify such materials in advance and ensure quality material is procured with consideration of re-use; store well	Percentage of total purchased material (type and value) with a plan for reuse	Procurement, Venue Manager	12	★★★★
	Ensure light bulbs are recycled (particularly relevant for temporary venues)	Collect all light bulbs not intended for continued use, and those that have not been planned for donation (if in well working condition), send for recycling along with other recycling material	Number of light bulbs sent for recycling	Venue Manager	12	★★
	Collect lanyards and accreditations for recycling/reuse	After the last competition of the event, ask volunteers at the venue exit to collect lanyards; additionally deploy boxes with a message to drop the lanyards where there are not enough volunteers/staff; communicate this via the show office to the grooms and athletes; retain lanyards for reuse if date independent, if not send for recycling along with accreditations	Percentage of all issued lanyards and accreditations collected at end of event	Accreditations team	12	★★★★
	Collect disposed/broken tack equipment	Scan the stables for any discarded tack equipment; donate usable material to local riding centres, arrange for responsible disposal/recycling for unusable material	Whether discarded tack (if any) was disposed responsibly	Stable Manager	12	★★
	Compost flowers, hedges and other natural materials used for decoration as well as for jumps	For all such purchased natural materials (if these cannot be donated/shared with other events), explore possibilities for composting near the venue and then use by local vegetation/farming	Whether there is a plan for composting unusable natural material; record (in volume and type) of natural material composted	Venue Manager	12	★★



Post-event operations

Venue wrap-up

★ Low ★★ Medium ★★★ High ★★★★★ Very High

Sub Work Area	Initiative	Supportive Action(s)	What To Measure And Record	Person/Team Responsible	UN SDG	Sustainability Impact
Sorting & disposal	After the end of the last day of the event, scan the venue for waste, collect all undisposed rubbish and ensure correct disposal	Appoint a team (of the venue cleaning team/ contracted cleaners/volunteers) to this dedicated task; as this may mean work into the later hours of evening, ensure that their day at the event starts accordingly	Whether there is a process to conducted an end-of-the day check for undisposed waste	Venue Manager	12	★★★
	Make sure that all waste water is disposed of via proper sewerage system	Connect only through official sewerage water disposal system; disposal of black water (water from the toilets) should take place at appropriate facilities and not into the ground; if septic tanks for proper disposal of the waste are installed, discharge water only after treatment; if not connected to official sewerage at the venue ensure transportation to sewage treatment sites	Responsible disposal of waste water conducted; if required, are sufficient number of septic tanks installed to cater peak capacity	Venue Manager	6	★★★★★
Donating	Donate surplus supplies to charities/ organisations of benevolent purposes	This could be any unused purchased material with no re-use possibilities for the event; engage with local NGOs, discuss with partners and sponsors to explore this within their respective affiliations	Whether there is a plan for donating surplus supplies that have no re-use possibilities for the event; record (in volume and type) of supplies donated	Procurement, Venue Manager	12, 17	★★
Sustainability report	Prepare a sustainability report of the event; buy credible carbon offsets	Finalise a sustainability report that summarises/ detail all the efforts you undertook, how did you plan and implement, share summary carbon figures under broad categories; consider publishing the report on your website or at least sharing it with your key stakeholders, your National Federation, and the FEI	Whether a sustainability report is prepared	Designated Sustainability person, Communications	17	★★★★★

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OTHER RECOMMENDED SOURCES OF INFORMATION:

1. **Plastic Game Plan for Sport (IOC, UNEP)**

2. **Sustainable Sourcing in Sport (IOC)**

The five considerations mentioned on Page 5 are sourced from the above document.

3. **Branding and Signage (IOC, UEFA, The Ocean Race)**

4. **UN SDGs (UN Sustainable Development Goals)**

For clarifications, please contact Somesh Dutt at sustainability@fei.org

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