



International
Olympic
Committee

REPORT OF THE COORDINATION COMMISSION FOR THE GAMES OF THE XXXII OLYMPIAD TOKYO 2020

ACKNOWLEDGEMENTS

This final report of the Coordination Commission celebrates the achievements of the Olympic Games Tokyo 2020.

These were only made possible as a result of the commitment and collaboration of everyone involved in delivery of the Games – and especially the OCOG, Tokyo Metropolitan Government and the government of Japan. I'd like to take this opportunity to thank once again:

- Prime Minister Shinzo Abe
- Prime Minister Yoshihide Suga
- Tokyo 2020 President Seiko Hashimoto
- Tokyo 2020 CEO Toshiro Muto
- Governor of Tokyo Yuriko Koike
- Minister in charge of the Tokyo Olympic and Paralympic Games Tamayo Marukawa
- Former Tokyo 2020 President Yoshiro Mori

- The Organising Committee at all levels, especially Games Delivery Officer Hide Nakamura
- The Japanese Olympic Committee and its President, Yasuhiro Yamashita
- Everyone in the Olympic community: the athletes and their National Olympic Committees, the International Federations, our TOP Partners, domestic sponsors and rights-holding broadcasters
- The people of Tokyo and Japan

ACKNOWLEDGEMENTS

The success of these Games would not have been possible without the tremendous support and dedication from all the Coordination Commission members listed to the right. We recognise and appreciate the immense time and efforts made by them to participate in 11 Coordination Commission meetings, including numerous working group and technical side meetings both on site and remotely.

I would like to acknowledge the late Irena Szewińska, our friend and an icon of the Olympic Movement, who sadly passed away in June 2018. Tokyo always held a special place in her heart, where she competed in her first of five Olympic Games.

Thank you also to the representatives from the National Olympic Committees and TOP Partners who provided immeasurable expertise and guidance through their participation in Coordination Commission meetings and Project Reviews from 2019, as well as working groups, side meetings, and stakeholder briefings.

Finally, I would like to take the opportunity to recognise the immense contribution of the late Alex Gilady, IOC Member and Vice-Chair of Coordination Commission for Tokyo 2020, who so sadly passed away in April. He was a pioneer of the modern Olympic Movement in regard to broadcasting and also far beyond that. As Vice-Chair, he was passionate about the people of Tokyo and Japan, and strongly committed to helping achieve a successful and impactful Games. He will be deeply missed.

John Coates, Tokyo 2020 Coordination Commission Chair

Coordination Commission Members

John Coates, Chair
The late Alex Gilady, Vice-Chair
Prince Feisal Al Hussein
Sebastian Coe
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About this report

This report provides an analysis of how the Olympic Games Tokyo 2020 were delivered during a pandemic. It also outlines the key achievements, positive impacts and legacies – which are rightly to be celebrated.

Detailed information can be found in the official report of the Tokyo 2020 Organising Committee (OCOG) and other reference material.

The report is accompanied by nine recommended measures for the IOC's approach to Games delivery, experience, sustainability, impact and legacy. They are based on insights, data analysis and debriefs following the Games, with input from the Tokyo 2020 OCOG, Olympic Movement stakeholders, the Coordination Commission and upcoming OCOGs.

They take into consideration new ways of working that had positive results and should be taken forward, as well as challenges that need to be addressed.



INTRODUCTION

INTRODUCTION

The situation we faced in early 2020 seems almost unimaginable already. The past few years have tested our beloved Olympic Movement and the Games in ways we never anticipated – with a speed and complexity that were virtually impossible to predict.

The emerging outbreak of the COVID-19 pandemic came only six months before the Olympic Games Tokyo 2020 were due to start, after six and a half years of intense planning and preparation. The Olympic flame had arrived in Japan; test events, venue fit out and field of play construction were all underway.

As the situation evolved, the response was a defining moment for the Movement – an historic, unprecedented decision to postpone the Games.

Though the public may have questioned whether it was possible for it to take place at all, for the IOC, the IPC, the Tokyo 2020 OCOG and the government of Japan, it was not a question of 'if', but 'how'. Yet staging the Games came with a huge weight of expectation from stakeholders and the watching world. Every effort needed to be made to ensure the safety of all participants and the host community; and to guard against being overwhelmed by COVID-19 in the run up to and during the events.

STRONGER TOGETHER, WE SUCCEEDED.

The Tokyo 2020 Games were a vibrant demonstration of the Olympic values, reinforcing everything the Movement stands for. They provided the opportunity for the world to unite in all its diversity, finding strength and solidarity in the darkest of times.

The power of the Games was recognised and supported by the United Nations, and the G20 and G7 world leader summits in the lead up to the event.¹ They commended the Games as a symbol of humanity's resilience – and emphasised their importance as a means to promote peace, mutual understanding and goodwill among nations and peoples.

Thanks to careful, data-driven planning and implementation, the right countermeasures were in place to enable Tokyo 2020 to take place safely and successfully. Staging a postponed Games during a global pandemic was an immense achievement in its own right. But Tokyo 2020 also saw wide-ranging achievements and positive impacts for both the Olympic Movement as a whole and the local community.

There was the highest level of gender equality of any Olympic Games, and new sports and events to attract a younger audience.

The athletes demonstrated immense resilience, dedication and solidarity – both in training through lockdowns and at the Games, with COVID-19 countermeasures in place. We witnessed breath-taking sporting action, unforgettable camaraderie and courage.

1. See [reference material 1, 2](#)

INTRODUCTION

The Games saw record engagement and numbers of viewers, supported by new technologies and digital innovation. Even without spectators present in venues, we were able to connect athletes, families and billions of fans watching across the world.

Despite the circumstances, the OCOG delivered against their original vision and ambitions.

Vitaly, the Games leave a positive, sustainable legacy for the local community – social, environmental and economic.

Partnering for successful delivery and impact

As IOC President Thomas Bach said on the eve of the Games, Tokyo was the best-ever prepared city for the Olympic Games, despite the difficult circumstances.¹

The successful staging of Tokyo 2020 was made possible thanks to the immense efforts, commitment and resilience of the OCOG, the government of Japan, Tokyo Metropolitan Government and the Olympic Movement as a whole.

It was crucial that the approach considered both the global and local context: addressing the common challenge of COVID-19 and specific local needs. It was also clear that, independent of the pandemic, both the world and Games delivery were more complex than ever before.

The system – and everyone working within it – proved to be dynamic and adaptable to change. The IOC, Coordination Commission and IPC were all called upon to provide guidance, experience and expertise to the OCOG. New ways of working were necessary, both remotely and on the ground. Strong working relationships were developed at every level early on, building trust and helping pave the way to finding solutions for the many issues that had to be addressed – particularly around, but not limited to, the pandemic.

The IOC and IPC also integrated more closely than ever before, to ensure insights and measures were applied to both the Olympic Games and Paralympic Games.

1. See [reference material 3](#)

INTRODUCTION

The spirit of collaboration and partnership helped save USD 2.2 billion from the budget through the venue masterplan review; identify USD 2.1 billion savings through application of Olympic Agenda 2020+5 and The New Norm; plus achieve an additional USD 280 million in savings and simplifications following the postponement.

And the strength of the relationships also helped us to overcome other challenges such as heat (through moving the marathon events to Sapporo, and the football final to Yokohama), as well as other countermeasures to ensure safety of the athletes.

The importance of local and global engagement

Tokyo 2020 highlighted the global impact, importance and meaning of the Games, along with the IOC's responsibility for both supporting delivery and ensuring transparent, deep engagement with stakeholders, host communities and the wider world.

More than ever, the public spotlight shone on every aspect of the Games – from sport to human rights to environmental impact. Equally, the Games saw new levels of engagement and briefings with both stakeholders and the media, building relationships and understanding.





VISION



VISION

The vision for Tokyo 2020 stated the belief in sport as having the power to change the world and our future.¹ The Tokyo 2020 Games, as the most innovative in history, aimed to bring positive reform to the world by building on three core concepts:

- Achieving personal best
- Unity in diversity
- Connecting to tomorrow

Plans focused on record participation, providing the highest levels of Japanese hospitality and maximising worldwide engagement, collaboration and excitement through innovation.

The concept of ‘recovery and reconstruction’ was also a core part of the bid: to use the power of sport to bring hope to the Tohoku region affected by the 2011 Great East Japan Earthquake and tsunami.²

When the decision to postpone the Games was made, the vision necessarily shifted to reflect the new global economic, societal and public health context.

The key principle of the replanning was to protect the health of all participants and the people of Japan. The aim was also to simplify and optimise the Games, to reduce the cost impact of postponement and promote public interest – with the focus on the athletes and sport.

The refocused vision included the aspiration that the Games could act as a beacon of hope – as President Bach expressed, on behalf of Prime Minister Abe and himself, when announcing the postponement:

“These Olympic Games Tokyo 2020 can be a celebration of humanity, for having overcome this unprecedented crisis of the COVID-19 pandemic... The Olympic Flame can really become the light at the end of this dark tunnel the whole world is going through together at this moment.”³

1. See [reference material 4](#) 2. See [reference material 5](#) 3. See [reference material 6](#)



DELIVERING THE GAMES IN A GLOBAL PANDEMIC

Postponement and countermeasures

DELIVERING THE GAMES IN A GLOBAL PANDEMIC

GOVERNANCE AND NEW WAYS OF WORKING

To support the revised vision and enable the Games to take place despite the pandemic, the IOC developed a new governance model, bringing together the relevant people at each level – including the government of Japan, Tokyo 2020 OCOG, international experts, the IPC and all Olympic Family stakeholder groups.¹ The IOC and IPC collaborated closely, with the IPC involved in all key meetings.

The new structure was designed to integrate with the existing system, which proved flexible and adaptable to the new reality.

At the highest level, to facilitate management of the political dimension, the Five Party Working Group included representatives from the IOC, IPC, OCOG, government of Japan and Tokyo Metropolitan Government. An All-Partners Task Force, which also included Japanese public health agencies, brought together diverse expertise and perspectives, and consulted with leading scientific experts and global organisations. The World Health Organisation also assisted Games preparations by providing technical advice to the IOC and Japan on ways to protect public health.

Ways of working had to adapt across the board. Remote meetings, virtual training and virtual tours replaced what had previously only happened in person. Equally, the earlier presence on the ground of IOC administration staff than at previous Games fostered strong working relationships, built trust and enabled more agile decision making. Regular online stakeholder briefings and forums were established – providing relevant, timely information needed for planning; setting expectations; and giving opportunities for input into countermeasures.

1. See [reference material 7](#)

New governance bodies created to tackle challenges brought by the pandemic

- **All Partners Task Force:** First meeting 14 February 2020. The Government of Japan (GoJ), Tokyo Metropolitan Government (TMG), OCOG, IOC, IPC and Japanese public health agencies. Monthly meetings to validate COVID-19 countermeasures. Assisted by WHO who provided technical advice to the IOC and Japan on ways to protect public health.
- **Five Party Steering Group:** First meeting 16 April 2020. GoJ, TMG, OCOG, IOC, IPC. Ad-hoc meetings at political level to oversee Games delivery, ensuring permanent coordination and efficient decision-making.
- **Three Party Council:** GoJ, TMG, OCOG. Regular meetings to integrate decision-making on countermeasures on the Japanese side.
- **Here We Go Task Force:** Established 16 April 2020. CoCom Chair and IOC Administration. Weekly meetings to review and confirm the direction of the planning for postponement, including development of countermeasures. Reported to IOC President.
- **Independent Expert Panel:** First meeting 8 September 2020. Monthly meetings providing independent expert advice from a wide variety of areas, including health, behavioural science, hospitality and leisure, travel sector

DELIVERING THE GAMES IN A GLOBAL PANDEMIC

GOVERNANCE AND NEW WAYS OF WORKING

- **Playbook Working Group:** First meeting 26 October 2020. Internal IOC group. Twice-weekly working level meetings to develop Playbook content
- **Stakeholder briefings:** October 2020 and after publication of each Playbook version. Dedicated sessions with each stakeholder group to keep them informed of latest developments and get input on countermeasures
- **Results Advisory Expert Group:** Pre-Games, developed protocols for complex cases related to testing; at Games-time reviewed complex cases and made recommendations to Japanese Health Authorities and Tokyo 2020
- **IOC Covid Support Unit:** Embedded with Tokyo 2020 Main Operations Centre and Japanese public health authorities at Games time

Teams from the IOC mobilised early to work alongside the OCOG and support information exchange with those working remotely:

- **8 Feb 2021:** Start of IOC Games Delivery Office permanent presence on site
- **14 April 2021:** Olympic Games Operations Director permanent presence on site
- **15 June 2021:** Olympic Games Executive Director and CoCom Chair permanent presence on site

For more information, see [Annex 1 – Governance](#); [Annex 2 – Key forums](#).



DELIVERING THE GAMES IN A GLOBAL PANDEMIC

TIMELINE OF KEY DECISIONS AND ACTIONS

The new governance structures enabled decision-making at every level, based on robust analysis and insights¹:



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- **24 March 2020:** Decision taken to postpone the Games to no later than summer 2021, subject to safety of participants, following extensive discussion with stakeholders and health experts
- **30 March 2020:** New dates confirmed, in consultation with all relevant stakeholders and considering critical requirements from the IOC, IPC and Japanese standpoints
- **16 April 2020:** Framework for preparation of the Games agreed between the IOC and Tokyo 2020 OCOG
- **April to October 2020:** Simplification and optimisation opportunities identified to minimise cost impacts of postponement
- **10 June 2020:** The IOC and OCOG announce positioning, principles for re-planning and roadmap to the Games
- **17 July 2020:** OCOG confirms venues secured and sports competition schedule. Provides solid basis for planning, using baseline for the Games in 2020 and overlaying countermeasures
- **3 Feb 2021:** First Playbooks published; stakeholder-specific briefings held
- **20 March 2021:** Decision made not to have international spectators
- **26 March 2021:** Decision made on accredited numbers and guests
- **28 April 2021:** Second Playbooks published; stakeholder-specific briefings held
- **15 June 2021:** Third and final Playbooks published; stakeholder-specific briefings held
- **8 July 2021:** Decision made not to have any spectators in Tokyo venues

1. See [reference material 8](#)

DELIVERING THE GAMES IN A GLOBAL PANDEMIC

ENSURING A SAFE AND SUCCESSFUL GAMES: COUNTERMEASURES AND IMPLEMENTATION

Scenario planning

Scenario planning was a key tool used to anticipate the conditions for the Games in a dynamic situation, including identifying potential risks, for example variants of concern. It helped align all partners around plans and countermeasures.

The process included defining the absolute ‘must dos’ and success criteria in the context of the pandemic, focussing on four themes looking both at the situation in Japan and globally: health; policy restrictions and guidance (for example, travel); public sentiment; and economic impact.

The scenarios were agreed in August 2020 and validated by the All Partners Taskforce and the Independent Expert Panel. They were monitored regularly and adjusted as necessary based on data-driven insights.

Countermeasures

The COVID-19 countermeasures were established to protect all Games participants and the people of Tokyo and Japan, developed and validated through daily meetings, working closely with the Tokyo 2020 OCOG and the All Partners Taskforce.

They were formed under six pillars:

1. Travel/country entry
2. Physical distancing
3. Personal protective equipment/cleaning
4. Test/track/isolate
5. Information provision
6. Vaccines

Athletes and sport were at the heart of all considerations. Key measures included regular testing (with frequency dependent on role); physical distancing of at least one metre; wearing face masks; regular hand washing; and only carrying out activities related directly to a Games-time role, at permitted destinations, for the first 14 days in Japan. Additional measures were in place for athletes and those working closely with athletes.

DELIVERING THE GAMES IN A GLOBAL PANDEMIC

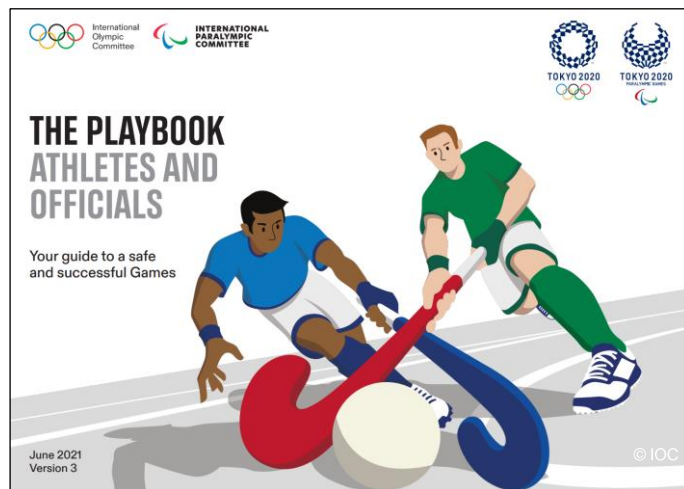
ENSURING A SAFE AND SUCCESSFUL GAMES: COUNTERMEASURES AND IMPLEMENTATION

Stakeholder-specific Playbooks and briefings

The Playbooks provided information about the countermeasures, tailored to each Games stakeholder group (athletes and team officials, International Federations, broadcasters, press, Olympic and Paralympic Family, and workforce). They reinforced to each participant their personal responsibility for protecting themselves and others – including the people of Tokyo and Japan – in order to enable the Games to take place safely and successfully.

Three versions (published in February, April and June 2021) provided increasing detail of the guidelines, processes and procedures. Briefings were held for each stakeholder group after the release of every version, enabling the large amount of information to be shared widely, as well as gathering feedback to refine the countermeasures. The commitment of all stakeholders to abide by the countermeasures was key to keeping all Games participants and the local community safe.

For more information, [see reference material 9 – Tokyo 2020 Playbooks](#).



Facilitating vaccination

Around 10% of the global population had access to vaccines by July 2021. Vaccination was not mandatory for Games participants but gave an extra tool to help make the Games safe. The IOC coordinated efforts to provide vaccination for free to Games participants – in full respect of national immunisation priorities established by respective governments – focusing first on athletes and those who would be in frequent contact with athletes¹.

In May 2020, the IOC also signed a Memorandum of Understanding with Pfizer Inc and BioNTech SE to donate doses of the companies' vaccine to Games participants from NOCs and NPCs around the world.² The doses were in addition to existing quotas and planned deliveries. Additional doses of vaccines were also made available for local workforce in line with national policies.

The IOC was also supported by the Chinese Olympic Committee, who assisted in making vaccines available to NOCs and NPCs, in whose territories the Chinese vaccine had been approved by the relevant national health authority³.

1. See [reference material 10](#) 2. See [reference material 11](#) 3. See [reference material 35](#)

DELIVERING THE GAMES IN A GLOBAL PANDEMIC

ENSURING A SAFE AND SUCCESSFUL GAMES: COUNTERMEASURES AND IMPLEMENTATION

Test events

Test events were already well underway in Japan when the pandemic hit – testing the field of play, use of technology and workforce requirements. The schedule was paused and adjusted accordingly.

In the immediate lead up to the Games, Japanese and other major global events were used to assess the efficacy of COVID-19 countermeasures alongside the usual operational aspects. The OCOG implemented infection control measures and conducted comprehensive tests of various aspects of venue management, including taking care of spectators.

In total, 56 test events took place:

- 39 from September 2018 to early March 2020
- 17 from April to July 2021

For more information, [see Annex 3 – Test event calendar](#).



DELIVERING THE GAMES IN A GLOBAL PANDEMIC

GAMES-TIME OPERATIONS

Stakeholder experience

Games-time operations and ways of working for all stakeholders had to be adjusted in accordance with the countermeasures – at every stage of the journey to and at the Games – to minimise risk of infection and keep close contacts to a minimum. This included the testing and health monitoring; changes to transport use; adjustments to Victory Ceremonies; and enhanced cleaning and disinfection protocols.

The OCOG worked extremely hard to ensure physical distancing was possible at every stage: including at the airport, in venues, on transport, at accommodation and in the Olympic Village dining hall. Accreditation numbers were reduced, and capacities lowered at venues; the length of stay at the Olympic Village was reduced. Solutions were found to support those now carrying out their role remotely, to ensure events and coverage were not impacted. For example:

- OBS Cloud enabled Rights-Holding Broadcasters to carry out some of their role remotely, making broadcast operations far more agile, flexible and efficient
- Remote access to myInfo portal and on demand services by the Olympic Information Service (OIS) allowed accredited Olympic media to fully cover the Games from remote, e.g., press briefings, mixed-zone interviews and medal press conferences

Athletes and sport were always foremost in all considerations. The fields of play were outstanding and once initial difficulties were addressed (as above), the system worked extremely well.

Governance and new ways of working

Daily Coordination Meetings between the IOC and Tokyo 2020, led by the IOC President, started in early July (much earlier than usual). This was to take stock of the situation – especially the ongoing evolution of COVID-19, including the Delta variant impacting travel from some countries. The meetings ensured alignment on any final adjustments to be made, in particular for operations related to COVID-19 countermeasures. These included:

- The volume and nature of paperwork required by the Japanese authorities: additional flexibility was required to ensure Games participants could enter Japan safely
- Increasing the speed of processing of people when they arrived at the airport
- Transport, which required significant adjustments to be made over the first days of operation

DELIVERING THE GAMES IN A GLOBAL PANDEMIC

KEY STATS

100,000+

COVID-19 VACCINE DOSES
PROVIDED FREE OF CHARGE

to

50,000+

OLYMPIC GAMES PARTICIPANTS ACROSS
25 NOCS,

in full respect of national vaccination
policies

675,000+

total screening tests conducted¹,
a daily average around

31,000

during the Games

0.02%

CUMULATIVE CONFIRMED POSITIVITY RATE

0

GAMES COMPETITION EVENTS DELAYED,
POSTPONED OR CANCELLED
DUE TO COVID-19

For non-residents of Japan,

**THE MAJORITY OF
CONFIRMED COVID-19 POSITIVE
CASES**

were identified

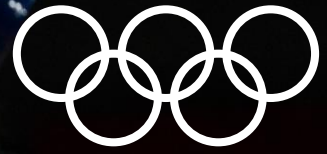
**PRE-DEPARTURE OR DURING 14-DAY
PERIOD OF ENHANCED
COUNTERMEASURES**

As a result of collaboration and
generous donations, around

**85% OF OLYMPIC AND
PARALYMPIC VILLAGE
RESIDENTS WERE
VACCINATED AHEAD OF THE
GAMES,**

with vaccination among other
participants at a similar level

1. See [reference material 13](#)



POSITIVE IMPACTS AND ACHIEVEMENTS

Olympic Movement

POSITIVE IMPACTS AND ACHIEVEMENTS – OLYMPIC MOVEMENT

BEFORE THE GAMES

Simplification and optimisation

Significant progress was made in the IOC's long-term strategy and approach in the years between Tokyo 2020's bid win and the staging of the Games, with the publication of the 'Olympic Agenda 2020' in 2014 and 'The New Norm' in 2018. The recommendations and measures were applied to plans for Tokyo 2020 wherever possible in order to reduce costs, increase sustainability and maximise benefits.¹

Olympic Agenda

A review of the Tokyo 2020 Venue Master Plan was completed in 2015, with a view to ensuring cost-effective investments for the Games and to make Tokyo 2020's concept as sustainable as possible. Savings of USD 2.2 billion were achieved, mainly achieved through venue changes: moving some sports to existing venues (including several used for the Olympic Games Tokyo 1964), and reducing the number of new and temporary venues.

The New Norm

Tokyo 2020 fully or partially implemented 90 of the 118 New Norm reform measures. This delivered savings of USD 2.1 billion, mainly achieved through optimising Games infrastructure and services – including Games venues, transport and broadcasting. In addition, the following was achieved:

- Developed a turnkey solution for the Games-time website and app

- Established the Tokyo 2020 Games Delivery Office and IOC administration on the ground early, as well as the OBS technical team
- Delivered innovative learning offerings, including virtual reality training

Olympic Agenda 2020+5/Outbreak of pandemic

The outbreak of COVID-19 and the decision to postpone the Games by a year resulted in further replanning, to prioritise and focus on what was essential for delivery – with athletes (including health and safety) and sport at the centre of plans.

The new global context inspired the IOC to further develop strategic recommendations; Olympic Agenda 2020+5 was published in March 2021. With only a few months to go, key aspects were applied to the Tokyo Games. Further areas for simplification and optimisation were developed in partnership with stakeholders, enabling potential savings of USD 280 million. The measures included:

- Optimisation of the venue use periods
- Reduction of service levels and Look of the Games
- Streamlining the on-site delegations and stakeholders; and promoting opportunities to perform tasks remotely rather than on the ground

1. See [reference material 14](#)

POSITIVE IMPACTS AND ACHIEVEMENTS – OLYMPIC MOVEMENT

AT THE GAMES

Athlete participation

- Evolution of the Olympic programme: Introduction of youthful, urban and gender-equal sports and events including baseball/softball, karate, skateboard, sports climbing and surfing¹

**THE MOST GENDER-BALANCED
OLYMPIC GAMES TO DATE WITH
48% FEMALE ATHLETES**

**836
OLYMPIC SOLIDARITY
SCHOLARSHIP HOLDERS
COMPETED**

- The most gender-balanced Olympic Games to date²
 - 48 per cent female athletes
 - Two Flag Bearers per National Olympic Committee (NOC) for the Opening Ceremony – one man, one woman
 - 18 mixed team events
- 29 refugee athletes participated in 12 sports
- 3 NOCs won their first Olympic medal: Burkina Faso, Turkmenistan and San Marino
- 3 NOCs won their first Olympic gold medal: Bermuda, Philippines and Qatar
- 836 Olympic Solidarity scholarship-holders competed³
 - Participated in 12 sports
 - Scholarship-holders won 27 gold, 32 silver and 42 bronze medals, plus 164 diplomas
 - Teams who received Olympic Solidarity scholarships won one gold, one silver and three bronze medals plus eight diplomas, while three diplomas were awarded to the IOC Refugee Olympic Team
 - 143 Tokyo scholarship-holders (63 women and 80 men) were selected as the flagbearers for their NOC at the Opening Ceremony

1. See [reference material 15](#) 2. See [reference material 16](#) 3. See [reference material 17](#)

POSITIVE IMPACTS AND ACHIEVEMENTS – OLYMPIC MOVEMENT

AT THE GAMES

Engagement

Developments to the Olympic programme aimed to attract new and younger audiences. Drawing on new technologies and digital innovations, more sports fans interacted with the Games, making Tokyo 2020 the most engaged Olympic Games ever. Three in four people surveyed said they followed the Games. The IOC also delivered on the new brand strategy to ensure a human element and put athletes at the heart.

- 3.05 billion unique viewers across linear TV and digital platforms
- More content made available on more screens than ever before through TV, digital streaming, websites, apps and social media. Amount of TV coverage available increased 33 per cent compared with the Olympic Games Rio 2016; digital output was up 34 per cent
- OBS produced 3,300 hours of UHD/HDR coverage and 10,200 hours of content in total: 44 per cent more than produced for Rio 2016
- 28 billion video views on Olympic broadcast partners' digital platforms alone: 139 per cent increase compared to Rio 2016

- More than 196 million unique users for Olympic web and app platforms: three times Rio 2016
- 6.1 billion engagements with content generated from the IOC's social media handles – including video views, shares, comments and likes
- 200+ 'Athlete moments' bringing competitors and families together virtually from the field of play
- 250 million remote cheers from fans around the world relayed to athletes in venues
- First Olympic Virtual Series: Five sports, nearly 250,000 players from 100 countries
- Impactful global #StrongerTogether campaign gave greater human dimension, from one year to go
- The TOP Partners supported the athletes, the staging and operations of the Olympic Games Tokyo 2020, and helped generate excitement with fans around the world.

For more information, see [reference material 18 – IOC Marketing Report for Tokyo 2020](#); [reference material 19 – Tokyo 2020 Audience and Insights Report](#); [reference material 20 – Paralympic broadcast preliminary viewing data](#)



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**3.05 BILLION
UNIQUE VIEWERS
ACROSS LINEAR TV AND
DIGITAL CHANNELS**

POSITIVE IMPACTS AND ACHIEVEMENTS – OLYMPIC MOVEMENT

AT THE GAMES



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Environment

- Tokyo 2020 went beyond carbon neutrality. With the participation of 217 local businesses, carbon credits equivalent to 4.38 million tonnes of CO₂ emissions were collected, exceeding the calculated total carbon footprint of 1.96 million tonnes by 2.42 million tonnes of CO₂ emissions
- 5,000 medals were created from 100% recycled metals: 6.21 million mobile phones and almost 79,000 tonnes of electronics donated by the Japanese public
- Victory Ceremony podiums were created from post-consumer plastic
- Hydrogen was used as fuel for the Cauldron, Torch, Games vehicles and Olympic Village
- 99 per cent of non-consumable items procured for the Games were reused or recycled

For more information, see [reference material 21 – Tokyo 2020 Sustainability Post-Games Report](#).



POSITIVE IMPACTS AND ACHIEVEMENTS

Local community



POSITIVE IMPACTS AND ACHIEVEMENTS – LOCAL COMMUNITY

PRE-GAMES ENGAGEMENT AND EDUCATION

Tohoku region

In the years before the Games, a series of sporting and cultural activities helped energise and give hope to people in the Tohoku region, in line with the original vision. These included¹:

- A 1,000km road relay in the summer of 2019
- Athlete visits to disaster-hit areas and sports events held to show the progress of reconstruction
- School sports exchange programmes between Tohoku and Tokyo
- 120 art and culture projects
- The Olympic Flame spent three days in each of the affected prefectures
- Food from affected areas was included on the menus in the Olympic Village, demonstrating the quality of ingredients
- The spirit and determination of local residents was communicated when promoting the Games, alongside gratitude for the support and encouragement received from across the world

Wider public engagement

The OCOG actively engaged the Japanese public in their preparations, starting long before the postponement, including:

- One million students across all 2,300 public schools in Tokyo received Olympic and Paralympic education
- The Japanese people were invited to donate their used electronic devices for the creation of the 5,000 medals, and plastic waste for the creation of the Olympic podiums²
- Elementary school students selected the Tokyo 2020 mascots³
- Prizes were introduced for elementary schools with innovative teaching materials about the Olympic and Paralympic Games.

Some 150,000 initiatives were put in place, showcasing sustainable solutions and helping create a more sustainable society.

1. See [reference material 5](#) 2. See [reference material 22](#) 3. See [reference material 23](#)

POSITIVE IMPACTS AND ACHIEVEMENTS – LOCAL COMMUNITY

POST-GAMES LEGACY TO DATE

“Our aim was to use the Games as an opportunity to show how sport can help fulfil our responsibility to resolving the issues involved in achieving a sustainable society.

“If the people who experienced or witnessed the Games continue to believe in the power of sport and take action together for a better future, the legacy of the Games will be preserved, and this will demonstrate the power we have to realise the transformation into a sustainable society.”¹

Tokyo 2020 President Hashimoto Seiko

The Tokyo 2020 legacy highlights the social and environmental benefits created by the Games. Increased sports participation, stronger engagement and initiatives to create a more sustainable city have been highlighted as part of a series of 24 legacy case studies published by the Tokyo 2020 OCOG and the Tokyo Metropolitan Government (TMG).²

Sports participation

Tokyo residents' participation in sports significantly increased – from 39.2 per cent in 2007 to 69 per cent in 2021.

The work has continued beyond 2021, with actions designed to expand the attractiveness of sports, through opportunities to experience urban sports and campaigns to encourage people to be more active at work and while moving around the city.

The target audience includes the elderly as well as people with impairments, and benefits from Olympic preparations such as the creation of a barrier-free environment across the city's parks and streets for people of all ages and abilities.

Sustainable city development

TMG city planners say the Olympic Games helped to accelerate their city's transition to becoming more inclusive and smarter, more sustainable and better adapted to future challenges.

Overall, the Games are helping Tokyo's 14 million residents have more green spaces, healthier lifestyles, easier transport options, and a better balance between life and work.

For more information, see [reference material 21 – Tokyo 2020 Sustainability Post-Games Report](#)



1. See [reference material 24](#) 2. See [reference material 25](#)

POSITIVE IMPACTS AND ACHIEVEMENTS – LOCAL COMMUNITY

POST-GAMES LEGACY TO DATE



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Venues: Combining tradition with the future¹

Tokyo 2020 minimised new construction: of a total 43 competition venues, just eight permanent venues were built from scratch, while 10 were temporary and 25 were existing venues that were reused.

Construction of the new venues took into account social and environmental considerations; all had an operator and legacy plan in place to ensure long-term use after the Games.

An important part of the Tokyo 2020 legacy will be improved sporting facilities for the city's residents. Recently constructed venues in the Bay Area Zone offer opportunities for swimming, canoeing, archery, sailing, hockey, running, tennis, rugby, rowing and many more.

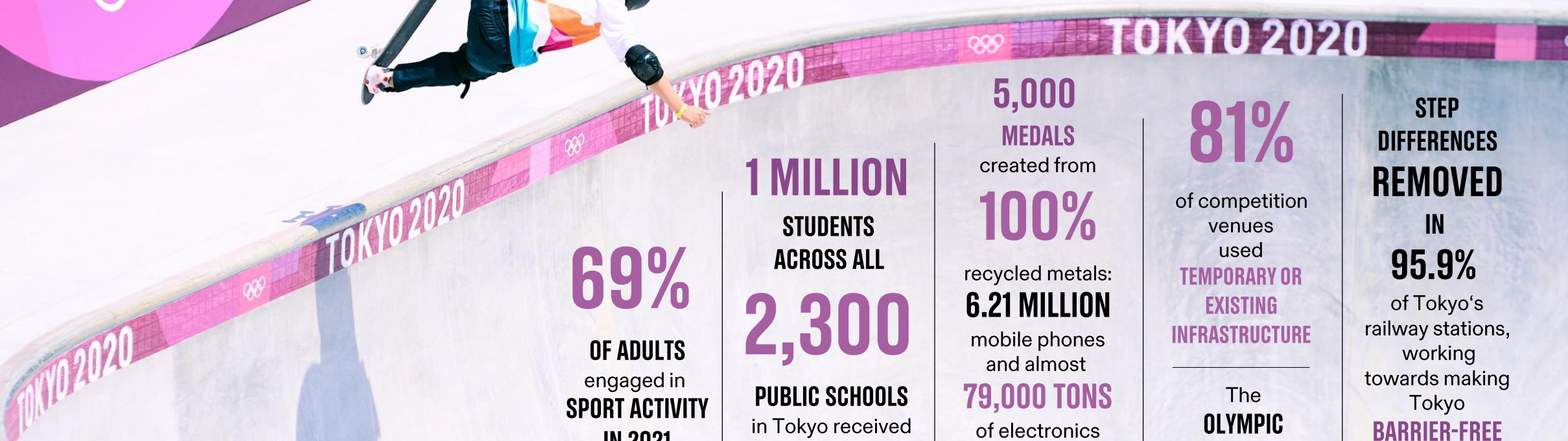
Budget

Final financial results are due to be available at end of June 2022, following the completion of the audited financial statements.

The Tokyo 2020 budget is expected to be balanced and within the range of USD 5.9 billion, as communicated by the Tokyo 2020 OCOG in the provisional final financial report, December 2021.

The liquidation process is expected to start in July 2022.

1. See [reference material 26](#)



POSITIVE IMPACTS FOR THE LOCAL COMMUNITY

69%

OF ADULTS
engaged in
SPORT ACTIVITY
IN 2021
(compared to
39% in 2007)

1 MILLION

STUDENTS
ACROSS ALL

2,300

PUBLIC SCHOOLS
in Tokyo received
Olympic and
Paralympic
education

150,000

public
ENGAGEMENT
initiatives

5,000

MEDALS

created from

100%

recycled metals:

6.21 MILLION

mobile phones
and almost

79,000 TONS

of electronics
donated by the
Japanese public

18,000

Olympic and
Paralympic
CARDBOARD BEDS
turned into
paper after the
Games

81%

of competition
venues
used

**TEMPORARY OR
EXISTING
INFRASTRUCTURE**

The
**OLYMPIC
VILLAGE**

will become
Japan's

FIRST

hydrogen-
powered town

**STEP
DIFFERENCES
REMOVED**

IN

95.9%

of Tokyo's
railway stations,
working
towards making
Tokyo

BARRIER-FREE

157KM

of heat-shield
and water-
retentive
PAVEMENTS
installed



MEASURES

MEASURES

PARTNERING FOR SUSTAINABLE GAMES

These nine measures reinforce the changing approach to Games delivery – the Games adapt to the host; the host does not adapt to the Games. This began in 2014 with the release of Olympic Agenda 2020, followed by the New Norm in 2018 and most recently Olympic Agenda 2020+5, published in early 2021.

The measures have been developed taking into consideration the views and experience of the Coordination Commission Chair, the IOC Administration and the Olympic Movement at large. Several interviews were undertaken to further understand the insights and key learnings from Tokyo 2020. *For more information, see [Annex 4 - list of interviewees](#).*

They are also influenced by the work and collaboration with the upcoming Organising Committees of Paris 2024, Milano Cortina 2026, LA 2028 and Brisbane 2032 and their delivery partners; along with discussions with possible future hosts of the Olympic Summer and Winter Games.

The measures provide direction to help deliver the Games, enhance the experience in more sustainable ways, increase positive impact and legacy, and provide additional opportunities.

The measures are grouped into three categories: those related to organisation (governance and ways of working); solutions (that help delivery); and engagement (experience for stakeholders and engagement in the community).

The IPC has been closely involved in the development of the measures, which relate equally to the Olympic Games and the Paralympic Games.

Page 67 provides information on how to take the measures forward.

These measures build on the strategic direction set by:

Olympic Agenda 2020 (December 2014)

- Recommendation 4: Include sustainability in all aspects of the Olympic Games
- Recommendation 12: Reduce the cost and reinforce the flexibility of Olympic Games management
- Recommendation 13: Maximise synergies with Olympic Movement stakeholders

Olympic Agenda 2020/The New Norm (February 2018)

- A detailed plan of 118 measures, focusing on six of the Olympic Agenda recommendations, related to host selection and organisation of the Games, providing cities with increased flexibility in designing the Games to meet long-term development goals and ensure that the hosts receive more assistance from the IOC and wider Olympic Movement.

Olympic Agenda 2020+5 (March 2021)

- Recommendation 2: Foster sustainable Olympic Games
- Recommendation 6: Enhance and promote the Road to the Olympic Games

MEASURES

OVERVIEW

Organisation

- 1 Refine role of the Coordination Commission to best support OCOGs and stakeholders
- 2 Build a bespoke Games Plan to establish roles, responsibilities and a roadmap to deliver the vision and objectives for each Games edition
- 3 Establish a Games Optimisation Group
- 4 Further increase cooperation between the IOC and IPC to better support delivery of the Games
- 5 OCOGs and the IOC to shift earlier to operational mode

Solutions

- 6 Explore and invest in reusable solutions to support efficient delivery and offer value to OCOGs across multiple Games editions
- 7 Use data to right-size Games delivery and improve experience

Engagement

- 8 Continuously develop the Games experience – physical and digital – to meet the changing interests and behaviours of stakeholders and audiences
- 9 Increase dialogue in the lead up to, during and after the Games to better understand and engage with local communities

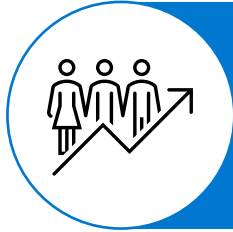


ORGANISATION

Measures, implementation
and examples



MEASURE 1



Refine role of the Coordination Commission to best support OCOGs and stakeholders



©IOC

Overview

The terms of reference of the Coordination Commissions specify that they should typically meet eight to ten times over the seven-year lifecycle of an OCOG. We have observed and heard, in speaking with members of the Commissions, that more frequent touchpoints have been needed for the recent Games editions. With the complexity of organising a postponed Games during the COVID-19 pandemic, it was necessary to have more regular updates on progress throughout the year. This proved highly beneficial.

Increasing the regularity of updates will allow Coordination Commission members to be better informed and provide even more relevant input, guidance and leadership – informed by the needs and experiences of the stakeholders they represent. A constant dialogue with the OCOG will enable decisions to be made in a more timely and efficient manner.

To support this, while traditional on-site meetings are needed, there should be greater use of remote and hybrid meetings. Inputs and issue resolution should not be confined to plenary meetings, but rather through an ongoing exchange.

The current terms of reference, established in 2020 based on Olympic Agenda 2020 recommendations, will be reviewed to reflect the above.

MEASURE 1



Refine role of the Coordination Commission to best support OCOGs and stakeholders

Implementation

- On a quarterly basis, review and share planned touch points with Coordination Commissions. This will include spending time in and meeting with the local host communities to better understand their expectations and needs to build meaningful relationships (see Measure 9).
- Clarify objectives and distinction between on-site and hybrid meetings
- Emphasise role of IOC stakeholder representatives to assist the IOC in engaging with their respective communities. This builds on the forums which supported engagement in the COVID-19 countermeasures development and implementation for Tokyo 2020.
- Review responsibilities of the Coordination Commissions, the priority being validation of service levels and the experience planned for the different groups of participants (athletes, officials, NOCs, etc.)
- Explore use of existing technologies to enable more Coordination Commissions meetings to move to a hybrid or virtual format – for example, virtual venue tours



MEASURE 1



Refine role of the Coordination Commission to best support OCOGs and stakeholders

Example: A more dynamic approach to ways of working through the Covid-19 pandemic

The pandemic created a need to be more flexible and agile in our approach and working practices. Notably, the Coordination Commission met virtually over the course of 2020 and 2021. *For more information, see [Annex 5 – Tokyo 2020 Coordination Commission Activities](#).*

Remote meetings enabled stakeholder representatives to join more frequently – creating further efficiencies in communication and alignment on key opportunities and risks.

The fast-moving pace of the pandemic meant more regular Coordination Commission meetings with the OCOG were needed, to keep members informed and up to date. These touchpoints also provided opportunities to share information on the Games preparations and for the Coordination Commission to give input.

The positive impact of this hybrid approach includes:

- Reduced carbon footprint and overall budget due to travel reduction
- A more informed and invested Coordination Commission
- Stakeholder representatives engage more with their respective communities on the status of the project
- Improved access to meetings leveraging diverse technologies to bring the meeting to life virtually

MEASURE 2



Build a bespoke Games Plan to establish roles, responsibilities and a roadmap to deliver the vision and objectives for each Games edition

Overview

The flexibility introduced by Olympic Agenda 2020 regarding when the Games can be awarded, along with the fact that the Games must adapt to the host, rather than the host adapting to the Games, has rendered the traditional approach and tools for planning insufficient.

A bespoke Games Plan developed between the OCOG and the IOC will contain key milestones, as per the current Master Schedule, but also clarify the respective roles and responsibilities of all stakeholders, including the local delivery partners.

The main opportunities and risks of the project will also be included, along with the agreed plan to address each of them. The Games Plan will be reviewed at pre-determined key stages of the OCOG's lifecycle.

The concept of a Games Plan has been tried and tested for the Youth Olympic Games of Gangwon 2024 and Dakar 2026. The benefits are as follows:

- Early alignment and integration of all stakeholders and local partners
- Identification of resources needed at each stage of the project, fostering sustainability through optimisation
- OCOGs further benefit from the experience and expertise of the Olympic Movement stakeholders
- Identification of risks and opportunities with clear action plans
- A thorough and full appraisal of the project at key points in the OCOG's lifecycle

The Games Plan is a tool to facilitate the management of the project through a full integration of the various partners.

For more information, see [reference material 29 – Youth Olympic Games Dakar 2022 – YOG Edition Plan](#).

MEASURE 2



Build a bespoke Games Plan to establish roles, responsibilities and a roadmap to deliver the vision and objectives for each Games edition

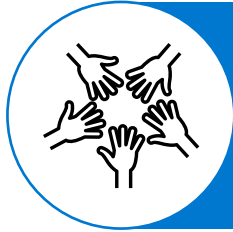
Implementation

With every OCOG currently at a different stage of the lifecycle, development of a specific Games Plan will be discussed with each (including Milano-Cortina 2026 and LA 2028).

Brisbane 2032 will be the first OCOG to use a Games Plan from the beginning of their lifecycle.



MEASURE 2



Build a bespoke Games Plan to establish roles, responsibilities and a roadmap to deliver the vision and objectives for each Games edition

TOKYO 2020

**Savings of
USD 2.2
BILLION**

linked to
Venue
Master Plan
optimisation

**Savings of
USD 2.1
BILLION**

directly
linked to The
New Norm

Example: Working together to simplify and optimise the Tokyo 2020 Venue Master Plan

The combined savings were fundamental to the success of the Games and were only possible through the strength of partnership and level of engagement between the IOC, the OCOG, Tokyo Metropolitan Government, government of Japan, International Federations and other stakeholders.

The commitment of all parties to identify and action savings through the constant review of the Venue Master Plan during the journey to deliver the Games resulted in savings of USD 4.5 billion.¹

In line with Olympic Agenda recommendations, in 2015 savings of USD 2.2 billion were enabled when certain sports were moved to existing venues. This included using venues from the Olympic Games Tokyo 1964.

In 2018, further savings of USD 2.1 billion were made through implementing many measures in The New Norm. This saw further refinement of the Venue Master Plan, with venue use periods reduced by 50 per cent. A review of plans for the International Broadcast Centre, which saw the Main Press Centre incorporated into the designs, identified significant scope and space reductions worth over USD 40 million. Improvements at venue broadcast compounds also achieved additional space reductions of over 30 per cent.

Ultimately, of 43 competition venues, just eight permanent venues were built from scratch, 10 were temporary and 25 were existing, five of which had also been used at Tokyo 1964.

The pandemic and Olympic Agenda 2020+5 prompted another review, resulting in further adjustments to specifications for temporary structures, overlay and equipment at venues, as well as to overall venue use periods. This review enabled potential savings of USD 280 million.

1. See [reference material 14](#)

MEASURE 3



Establish a Games Optimisation Group

Overview

While the Coordination Commission's focus is on the key operations and stakeholder experience for a specific edition of the Games, the Games Optimisation Group would look into ongoing optimisations across all Games.

The Games Optimisation Group will identify further opportunities to foster sustainable Games and enhance Games delivery by identifying what expertise can be leveraged, where new technologies and innovations can be used and which ideas to implement. This will be across Games delivery, Games experience, impact and legacy.

A regular report will be issued to keep track of the implementation of new ideas and measure their impact.

This measure builds on the work of the New Norm Steering Committee, which actively reviewed optimisations and innovations after the publication of the 118 measures in 2018, and resulted in significant savings for Tokyo 2020.

The Group will meet quarterly.



MEASURE 3



Establish a Games Optimisation Group



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Implementation

- Establish the composition and terms of reference for the Games Optimisation Group. The membership should include Coordination Commission Chairs, OCOGs and the IPC, with representation from stakeholders as required.
- In preparation for the first meeting:
 - Evaluate additional savings opportunities created for Tokyo as a result of the implementation of The New Norm measures
 - Identify potential new opportunities, based on the Tokyo experience
 - Gather further ideas from current OCOGs and stakeholders

MEASURE 3



Establish a Games Optimisation Group

Example: The New Norm Steering Committee

In 2014, the IOC Session gave unanimous approval to Olympic Agenda 2020. This provided strategic direction for a major review of all aspects of organising the Olympic Games – from candidature to Games delivery through to legacy.

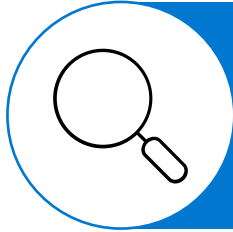
'Olympic Agenda 2020 - The New Norm' was an action-driven plan developed to assist the implementation of six of the recommendations of Olympic Agenda 2020. The overall objective was to reduce the cost and complexity of the Games, while enhancing the flexibility, efficiency and sustainability of hosting them.

The subsequent New Norm Steering Committee consisted of representatives from the IOC, Summer and Winter Games IFs, NOCs, and the IOC Athletes' Commission, as well as IOC & IPC Administration and Paris 2024 Administration.

The New Norm Steering Committee supported the implementation of the New Norm measures applicable for Tokyo 2020, achieving significant budget savings. The key responsibilities included:

- Providing input into and validation of strategic decisions
- Ensuring alignment with Olympic Games strategy
- Studying the measures identified and validating the ones deemed appropriate
- Identifying additional measures to achieve the objectives
- Agreeing on the action plan for each recommendation
- Supporting engagement with the stakeholder(s) and monitoring of implementation
- Acting as an escalation point for major decisions, issues and risks

MEASURE 4



Further increase cooperation between the IOC and IPC to better support delivery of the Games

Overview

The long form cooperation agreement between the IOC and IPC recognises the mutual benefits of a close cooperation between both organisations to support their respective missions, visions and strategic objectives.¹ It also illustrates the common intention to continually seek out new areas of cooperation, in order to reduce costs and complexity by further enhancing synergies and efficiencies between the organisations. This includes integration of the global commercial partnership programmes, as well as setting direction to integrate and align Games management strategies.

Building on the experience from Tokyo 2020, where the IPC worked alongside the IOC, increased cooperation between the IOC and IPC will be explored. In particular, sharing technology and aligning processes during the preparation phase will help integration and facilitate work with the OCOGs. The benefits of maintaining IOC resources during the Paralympic Games must also be considered.

Implementation

In addition to the integration of the IPC in all Coordination Commission and Delivery Partner meetings, the following ideas must be explored:

- Align day-to-day approach with OCOGs
- Review existing tools and technology with a view to aligning and integrating
- When moving resources onsite during the final stage of preparation, consider building a joint team, while respecting the authority of the IPC over the delivery of the Paralympic Games
- During the Games, maintain Games Delivery Office structure across both Games to ensure a smooth transition and delivery

The above will help to reduce risk and ensure retention of the operational knowledge developed during the Olympic Games.

1. See [reference material 30](#)

MEASURE 4



Further increase cooperation between the IOC and IPC to better support delivery of the Games



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Example: A 'two Games, one team' philosophy

Tokyo 2020 saw the IOC and IPC working much closer together at both a senior and operational level. This included joint operational readiness exercises focused on common aspects of operations, while highlighting Paralympic-specific considerations.

The Tokyo 2020 Playbooks were also a collaborative effort between the IOC and IPC. The countermeasures developed were based in the fundamental philosophy 'two Games, one team'. This informed the management of the COVID-19 Support Unit at Games time, ensuring efficiency and continuity in navigating the operational challenges of implementing countermeasures and managing cases.

The joined-up approach paid dividends for the OCOG and delivery partners, with the transition from Olympic to Paralympic Games improved.

MEASURE 5



OCOGs and the IOC to shift earlier to operational mode

Overview

Shifting from thinking and designing to operational mode (plan, train and act) is a key transition in every OCOG's lifecycle. The change is often challenging and the timing of when it should happen requires careful consideration.

The IOC worked with the Tokyo 2020 OCOG to help them understand the value of this transition taking place earlier than for some previous Games, which was necessary because of the local context. This allowed the OCOG to move away from siloed ways of working and into operational mode, with the right structures put in place to enable timely and integrated decisions.

The IOC and OBS also mobilised resources on site approximately 10 months before to the Games. Both the OCOG and stakeholders acknowledged the importance and benefit of this happening.

For future editions, it is important that the key components of the operational mode are in place at the right time – starting with the appointment of a Games Delivery Officer and establishment of the OCOG's Main Operations Centre. This will potentially be earlier than seen for previous Games and needs to take into consideration the specific local and global circumstances. The transition will help facilitate the timely identification and resolution of issues by the OCOG, the IOC, IPC, stakeholders and delivery partners.

The earlier deployment of IOC and OBS resources to support the OCOG must also be considered.



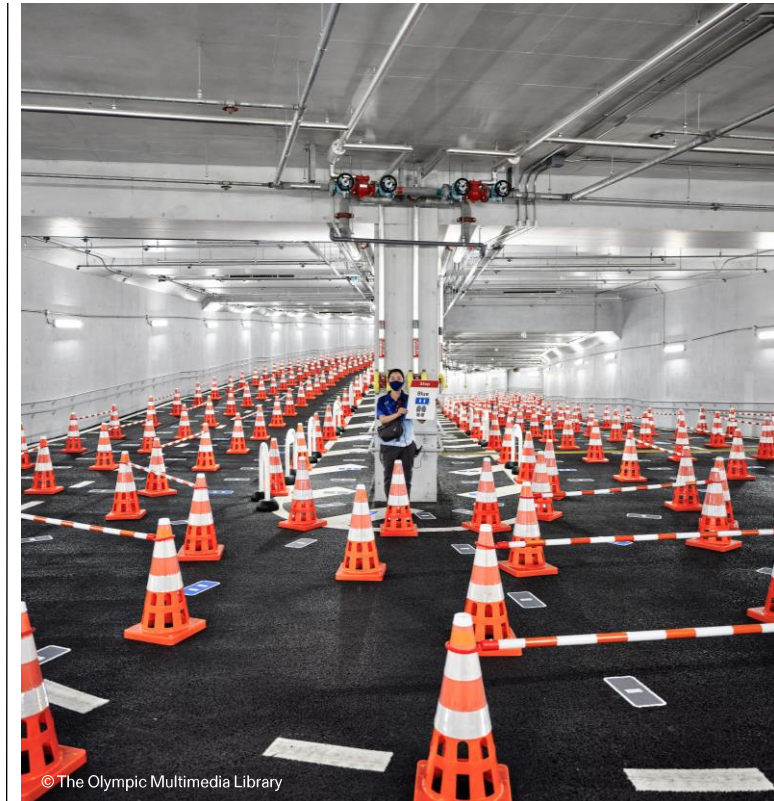
MEASURE 5



OCOGs and the IOC to shift earlier to operational mode

Implementation

- The timeline for each OCOG to shift to operational mode must be clearly outlined in their Games Plan and reviewed regularly
- When determining the right moment to shift, the following must be considered:
 - The operational needs of each OCOG based on the local and global context at the given time
 - The complexity of the various operational aspects of the Games (including transport, security and technology)
 - Requirement to train workforce and volunteers
 - Assessment of the position following the test events
- The IOC to provide support to OCOGs in defining the scope of the OCOG Games Delivery Office and role/responsibilities of the Games Delivery Officer
- To ensure that operational readiness is achieved, a common approach and the tools to streamline planning, reporting and issue management should be developed by the IOC in collaboration with the OCOGs
- For IOC Games-time operations, a hybrid working approach, including an expanded Operations Hub in Olympic House, should be implemented to reduce overall footprint in host cities before and during the Games



MEASURE 5



OCOGs and the IOC to shift earlier to operational mode

Example 1: Needs-driven on the ground IOC presence

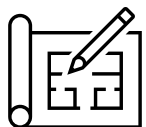
The IOC Games Delivery Office (GDO) was established in March 2018 to provide detailed resources and support, with each Games edition provided with a dedicated team.

Previously, IOC and OCOG collaboration at senior level was weighted towards Coordination Commission, Project Review meetings, and ad-hoc remote meetings. The creation of the new GDO teams provided opportunities to strengthen working relationships and increase efficiencies in peer-to-peer decision making.

To further support the needs of their counterparts, the IOC GDO team were physically present on site in Tokyo first on a monthly basis, and from February 2020 on permanent basis. The close working relationships built trust and respect. This not only ensured issues were solved, but also prepared both teams to manage the postponement and pandemic successfully.



MEASURE 5



OCOGs and the IOC to shift earlier to operational mode



Example 2: Ways of working – The Technology team

Where at previous Games members of the IOC Technology team arrived around two months before the start, for Tokyo 2020 a four-person team was on site permanently from February 2021.

Their early arrival was critical for integration and alignment with the OCOG, delivery partners, suppliers and providers of essential infrastructure.

Having colleagues on the ground helped drive highly-complex delivery, facilitate decision making and resolve conflicts. It also enabled more effective cross-departmental working, for example between the Technology team, Games Delivery Office and OBS.

More colleagues arrived from the end of April 2021. The team became fully integrated with the OCOG's Technology and Energy teams, with a system of governance and reporting established to allow for the effective management of issues across different levels.

MEASURE 5



OCOGs and the IOC to shift earlier to operational mode

Example 3: Olympic Broadcast Services (OBS) presence on the ground in Tokyo, building trust and understanding to navigate complexity

An OBS technical team was established in Tokyo from May 2017 to provide immediate support to the OCOG, especially in understanding the specificities of OBS broadcast technical operations. This not only enabled the OCOG to receive guidance, but also helped OBS teams to prioritise matters and discussions with their OCOG counterparts. Additionally, the presence of the technical team enabled OBS and the OCOG to engage in extensive reviews of the power infrastructure by venue, ultimately resulting in optimisations and cost savings for the OCOG. Catering infrastructure was also reduced, thanks to a similar approach.

Being located in the OCOG offices proved to be extremely beneficial for all, to better assist and exchange information in real time, as well as build trust and mutual understanding of the challenges ahead.

Additionally, OBS teams relocated to the host cities as follows:

- In October 2019, the International Broadcast Centre team started on installations and necessary logistical and technical operations. After a pause due to the outbreak of the pandemic, they returned in March 2021 to continue the work.
- OBS teams on the ground gradually increased from four months before the Games, in order to monitor the OCOG deliverable timelines and start broadcast installations at venues. With the time available for venue installation getting tighter and tighter, OCOG Venue Teams could work directly with the OBS teams on the ground. Ensuring venue operational readiness, as well as the delivery of equipment and materials, was key for successful, on-time installation.



SOLUTIONS

Measures, implementation
and examples



MEASURE 6



Explore and invest in reusable solutions to support efficient delivery and offer value to OCOGs across multiple Games editions

Overview

Building on Agenda 2020+5 recommendation 2, a number of solutions – for example, the Games-time web and app, and DIVA (Data, Intercom, Video, Audio) Network – were tried and tested in Tokyo. Investigating and identifying further opportunities for such reusable solutions should be taken forward.

The following areas have been identified:

- Technical services: for example, telecommunications – where the needs are similar across OCOGs but providers will be different every time
- Staff training
- Games-specific planning tools
- OCOG back-office systems
- Food and beverage

From a commercial and a financial standpoint, multi-OCOG solutions need to generate significant savings when compared to individual procurement across multiple Games editions for a comparable scope of services.

Where feasible and opportune, marketing rights can also form part of the solution, recognising that authentic and relevant supply is necessary for the credibility of many Olympic partnerships.

For existing TOP partnerships, it is necessary to balance the interests of both the OCOGs and the relevant TOP Partner when considering scope of supply – always subject to the terms of existing contracts. Future deals should optimise the supply model for the relevant category of product or services, including factoring in experience from the past.

Implementation

- Seek to optimise the supply model for future partnerships to take into account requirements for the relevant proposed services and products, including consultation with current OCOGs and recognising that authentic and relevant supply is necessary for the credibility of many Olympic partnerships
- Explore opportunities to facilitate commercial opportunities for OCOGs in niche segments that are not currently fully utilised
- Establish responsible and sustainable procurement criteria that will be applicable to multiple Games, helping the supply-chain to move towards more efficient and sustainable services and products

MEASURE 6



Explore and invest in reusable solutions to support efficient delivery and offer value to OCOGs across multiple Games editions

Example 1: DIVA (Data, Intercom, Video, Audio) Network

The DIVA Network service revolutionised how video, audio and other related signals were transported between the core stakeholders and delivery partners.

The agility and flexibility of the concept was demonstrated by the speed in which the service was procured and delivered – from appointment to fully operational in approximately six weeks.

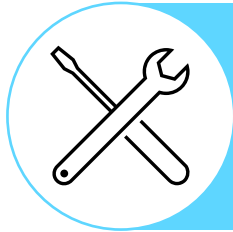
Services included:

- OBS – Video and audio broadcast splits and feeds, SPP returns, video adjudication
- Omega – Video adjudication, public scoreboards
- Panasonic – Sport presentation
- IFs – Video adjudication – camera splits

The Games simply would not have happened without the full implementation of DIVA.



MEASURE 6



Explore and invest in reusable solutions to support efficient delivery and offer value to OCOGs across multiple Games editions

ALL PRESS AGENCIES

**HAVE CONFIRMED THEIR COMMITMENT
TO THE PRESS PLUS SERVICES**

FOR PARIS 2024 AND BEYOND

Example 2: Press Plus service

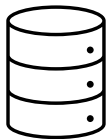
First introduced at Tokyo 2020, the Press Plus service provided press agencies with high-speed network connectivity from prime photo positions and press areas in every venue.¹ This allowed for the fast and efficient transfer of photographic and editorial content back to the Main Media Centre for distribution.

The service removed the need for press agencies to implement their own expensive cabled solutions, resulting in significant cost savings.

All agencies have again reconfirmed their commitment to the project for Paris 2024 and beyond with the evolutions realised in Tokyo and Beijing being built upon and carried forward for future Games.

1. See [reference material 31](#)

MEASURE 7



Use data to right-size Games delivery and improve experience

Overview

Over recent editions of the Games, the IOC and OBS have increased the volume and quality of data collected and then provided to upcoming OCOGs. This data can be used to better inform planning assumptions, to deliver what is actually needed and consumed at Games-time, and to inform impact and legacy. As a result, reduction of costs and waste has been, and will continue to be, achieved.

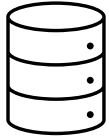
Various types of data from Tokyo 2020 will be provided to the OCOGS, helping them to ensure the right scale of services and operations – including but not limited to:

- Transport
- Flows of the various Games stakeholders in and out of venues
- Consumption of food and beverage

Equally important are the audience research and surveys, including fan and athlete insights, analysis of media and broadcaster coverage and metrics of digital engagement. They provide precise insights into the actual reach and consumption of the various elements created and experienced by all Games participants and fans, either live or remote. The quantitative and qualitative data collected during Tokyo 2020 allows the IOC and OCOGs to measure the appeal of each initiative and guide decisions regarding type and level of investment in the future. *For more information, [see reference material 18 – IOC Marketing Report for Tokyo 2020; reference material 19 – Tokyo 2020 Audience and Insights Report](#).*

To continue to ensure the right size, scale and type of services and operations, and to continuously improve the fan and stakeholder experience, it is necessary to continue gathering such data and look at also increasing the depth and breadth of what is collected.

MEASURE 7



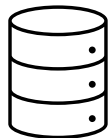
Use data to right-size Games delivery and improve experience

Implementation

- Develop an overall framework to consistently evaluate stakeholder experience and the overall impacts and legacies of each Games edition
- Standardise data capture and reporting across Games editions, establishing base requirements and standards; supported by the Olympic Host Contract and ensuring regulatory compliance (e.g. non-personally identifiable information)
- Ensure all stakeholders actively participate in data capture
- Establish shared database to provide single reference between the IOC, OCOGs and stakeholders on key planning parameters, such as stakeholder numbers
- In addition to collection and analysis of data, regularly benchmark Games services with other events – sporting and other
- Establish a mechanism to track benefits and savings generated by optimisations overseen by the Games Optimisation Group



MEASURE 7



Use data to right-size Games delivery and improve experience

Example 1: Data capture from Tokyo 2020

Tokyo 2020 represented the most sophisticated and comprehensive data-gathering project of any Games to date. Around 260 datasets were captured, including venue attendance, usage of services at the Olympic Village, the number of meals served for each stakeholder group and the number of people accredited.

Designed in collaboration with the IOC, IPC and future OCOGs, emphasis was placed on gathering the key data needed to better inform operational planning of future Games. A particular focus was given to the Games management systems developed by the Tokyo 2020 OCOG, for example, accreditation, arrivals and departures, accommodation, access control and others. This has enabled analysis and understanding of stakeholder movements during the Games at a level of detail never before seen.

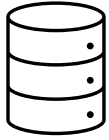
The relevant consolidated data will be made available to future OCOGs to best inform their planning assumptions as per their individual priorities and needs.

3,000 FILES

covering

260 DATASETS

MEASURE 7



Use data to right-size Games delivery and improve experience



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Example 2: COVID-19 scenario planning

Scenarios were developed to inform planning assumptions and development of Covid-19 countermeasures for the Games. Using information from a range of credible sources, the scenarios considered how a series of external risks (including health, government policies and public perception in host cities and globally) could develop in the lead up to the Games.

The scenarios considered the most likely outcome for each risk, but also considered worst-case possibilities and potential combined impacts of different risks. They were validated by an Independent Expert Panel and real-world conditions were regularly monitored against the scenarios to flag any significant deviation in planning assumptions.

This robust approach helped guide decision-making, improve readiness for different scenarios and build confidence in the context of the ongoing pandemic and continued uncertainty.



ENGAGEMENT

Detailed measures,
implementation and
examples

MEASURE 8



Continuously develop the Games experience – physical and digital – to meet the changing interests and behaviours of stakeholders and audiences

Overview

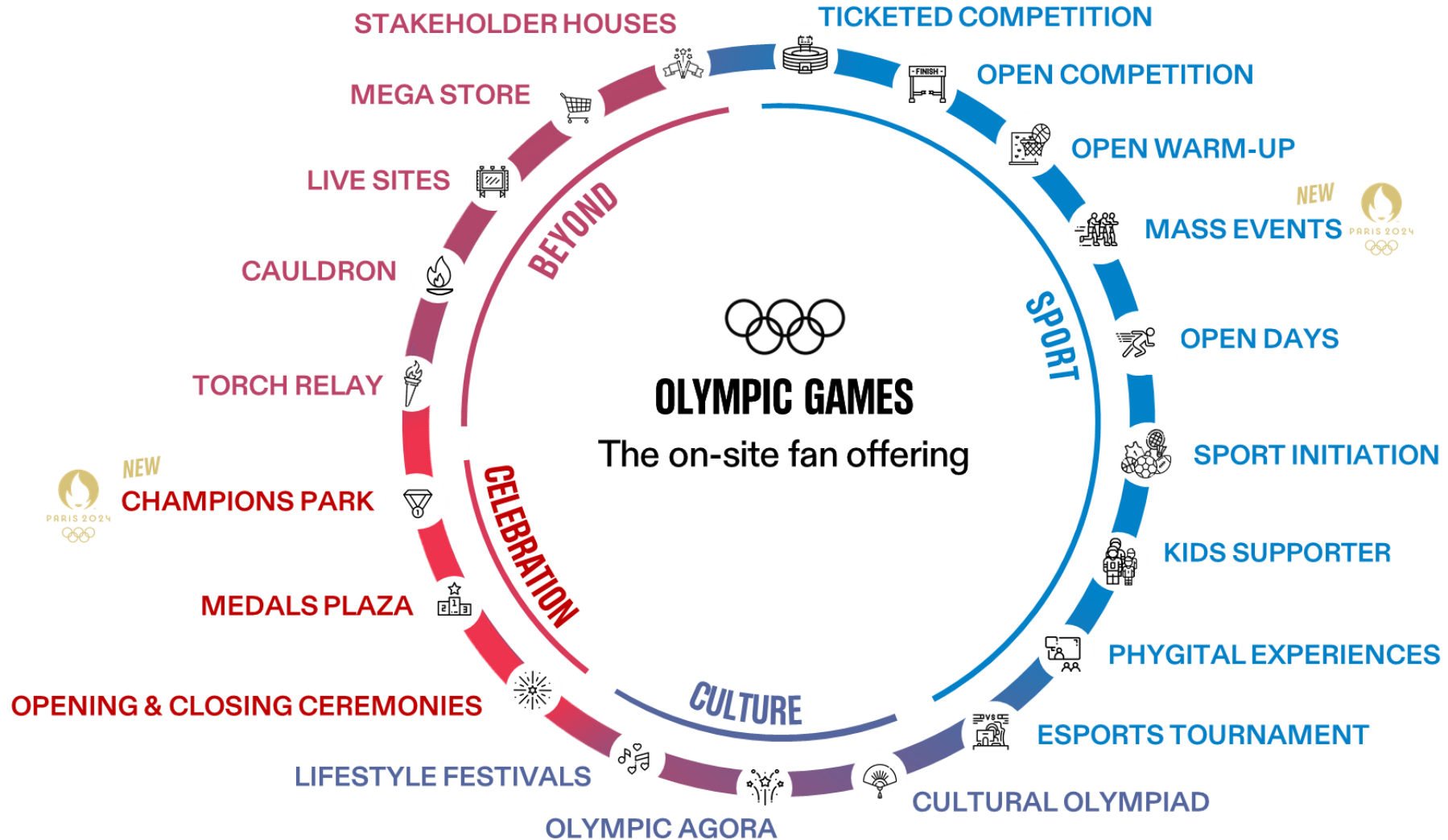
A number of innovations were introduced to enhance the Tokyo 2020 Games experience. The two diagrams on pages 60 and 61 represent the full scope plans; however, many of these plans could not be delivered because of COVID-19.

Given the scale and pace of change, increased central coordination is needed within OCOGs and the IOC to maintain a constant overview of opportunities and projects to develop the Games experience. The IOC, OCOG and stakeholders need to work together to analyse trends and innovation, and be in a position to flexibly adopt those which can improve the experience of participants.

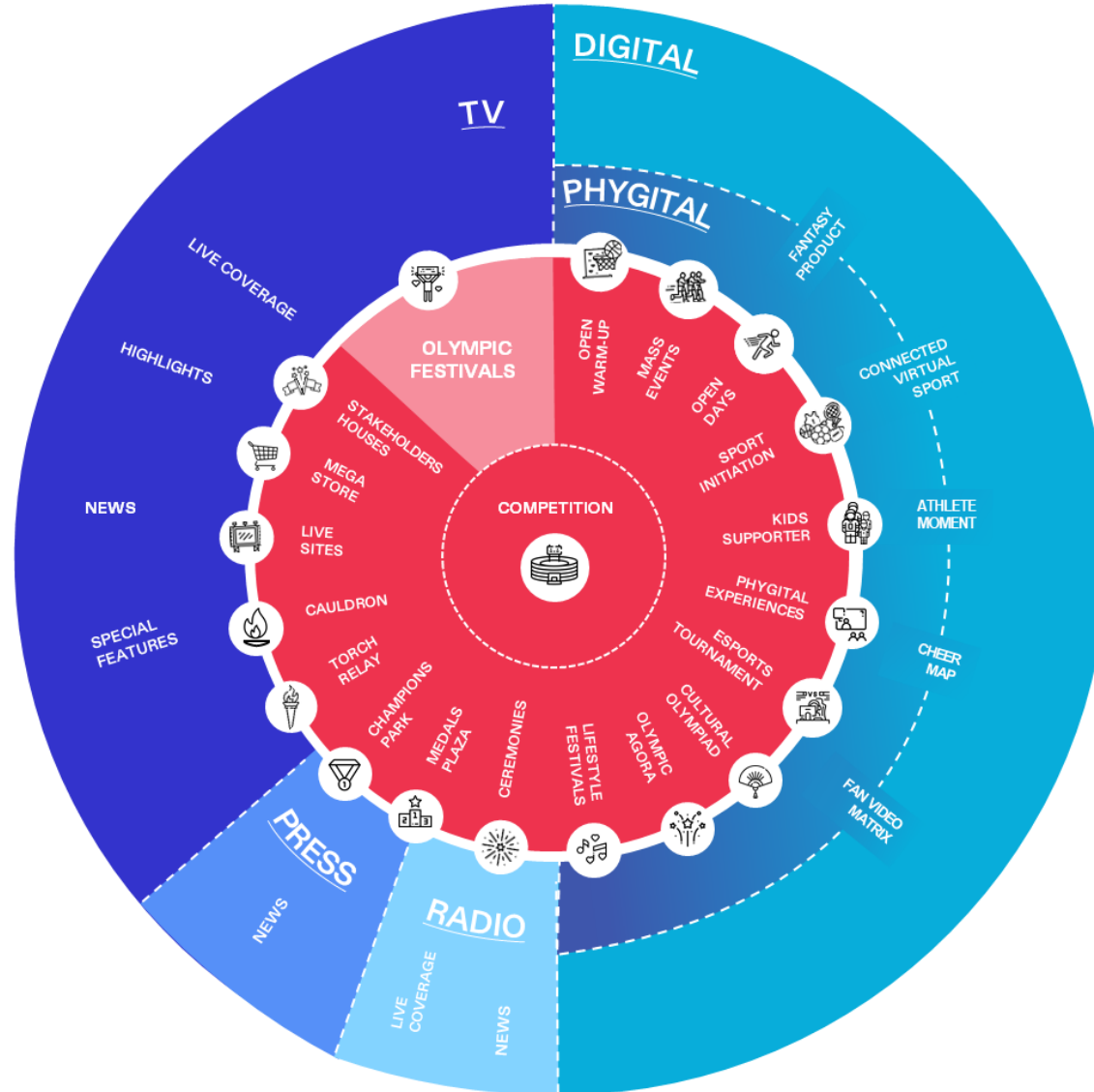
It is essential to make sure every project aligns with objectives and offers a rich and compelling value proposition for stakeholders and audiences online or on site. Once implemented, the engagement reach and impact of each element needs to be evaluated.



GAMES EXPERIENCE



GAMES PHYSICAL + DIGITAL EXPERIENCE



- ONSITE EXPERIENCE**
- HOST COUNTRY
- WORLDWIDE

- MEDIA EXPERIENCE**
- DIGITAL
- 'PHYGITAL'
- TV
- PRESS
- RADIO

MEASURE 8



Continuously develop the Games experience – physical and digital – to meet the changing interests and behaviours of stakeholders and audiences

Implementation

- Coordination Commission and the IOC to replicate governance and ways of working currently used to manage Games delivery to the management of the Games experience (physical and digital)
- Use data and audience insights to identify opportunities to enhance stakeholder journeys pre, during and after the Games (e.g. Metaverse, richer athlete storytelling, integration of qualification events)
- On ongoing basis, assess all potential adaptations to Games experience to understand costs, operational impact, revenue opportunities and other benefits prior to confirmation
- Leverage existing investments in tools which support Games delivery (e.g. digital venue models used in planning) to create additional experience opportunities



MEASURE 8



Continuously develop the Games experience – physical and digital – to meet the changing interests and behaviours of stakeholders and audiences

240,000 PLAYERS

participated in the Olympic Virtual Series

Example 1: Olympic Virtual Series

The first Olympic Virtual Series tapped into the ever-growing gaming and virtual sport industry, attracting a new, younger audience.¹ Thanks to partnerships with IFs, five events held in May and June 2021 brought more than 240,000 players, with fans following on the digital Olympic Channel. The Virtual Series was one of the many digital activities that gave marketing partners new ways to engage and interact with fans virtually.

4 SPORTS ACROSS 3 FESTIVAL STYLE EVENTS

make up the new Olympic Qualifier Series

Example 2: Olympic Qualifier Series

A new and innovative four-sport Olympic qualifier series has been launched by the IOC for the Olympic Games Paris 2024.² Bringing together the best athletes in BMX Freestyle, Breaking, Skateboarding and Sport Climbing, the series of three festival-style events will be hosted from March to June 2024 in vibrant cities across three continents. The events will blend sport with music, art and culture, opening new meaningful ways to connect with Olympic fans – in particular younger generations – with digital engagement playing a central role.

1. See [reference material 32](#) 2. See [reference material 33](#)

MEASURE 9



Increase dialogue in the lead up to, during and after the Games to better understand and engage with local communities

Overview

Experience has shown, most recently in Tokyo, that there is great benefit in engaging and spending time with the local host communities.

In collaboration with the OCOG, the IOC and Coordination Commissions should engage more with the local communities and their residents, through a variety of existing initiatives.

This will help us better understand the local context and thus better support the OCOGs and their delivery partners to ensure that their Games projects continue to be the best fit for their sporting, economic, social and environmental needs. This will maximise the impact and long-term benefits that the Games bring, both locally and globally.

Doing so will also allow us speak with the local audience regarding the mission, activities and values of the IOC and Olympic Movement, while also addressing first-hand any concerns or misconceptions which may exist.

Implementation

- Each OCOG to work with the IOC on a tailor-made approach to facilitate engagement with the local communities
- Engage in two-way dialogue with local communities, civil society, traditionally marginalised groups and other local stakeholders about opportunities, risks and impact created by the Games to local society
- The plan should include interactions with a wide spectrum of the population from various sectors, geographical areas, etc. – including, but not limited to, athletes, local government officials, business and community leaders, business local media, NGOs, architects, sports brands, Games venue owners and management, local talent and local communities directly impacted by hosting the Games
- Create various forms of engagement activities that are both compatible with the local context and the ways and means which the organisations and individuals mentioned above wish to interact
- Fund and support local actions/initiatives to find solutions to societal challenges, in alignment with Games strategy and IOC long-term priorities
- Best utilise the visits of the IOC and Coordination Commissions to support engagement with the host communities

MEASURE 9



Increase dialogue in the lead up to, during and after the Games to better understand and engage with local communities

Example 1: Experiencing Olympic broadcast operations

The OBS Broadcast Training Programme (BTP) provides local university students with hands-on experience and insight into how the Olympic Games are broadcast.¹ The programme is a human legacy project which started in the Los Angeles 1984 Olympic Games. Since then, more than 13000 university students have benefited from this opportunity.

Through a series of workshops held on college campuses in the host city and online resources, OBS offers training in a variety of broadcast-related roles, equipping students with the skills needed to work in paid positions at the Games alongside the Host Broadcasting team.

In preparation for the Tokyo 2020 Olympic Games, more than 1800 students from local partner universities participated in training. During Games, more than 1200 students have joined the Host Broadcaster in paid entry level professional positions, having the chance to develop communication and technical media skills, as well as gain experience working alongside with professionals from various backgrounds and cultures.

Even though students faced new challenges imposed by the pandemic, participants showed good spirit and were able to make the most of their experiences during the Olympic Games.



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1. See [reference material 34](#)



**HOW DO WE TAKE
THIS FORWARD**



HOW DO WE TAKE THIS FORWARD

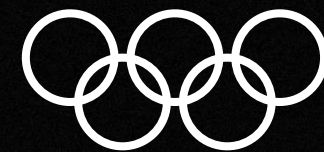
It is important to note that the nine measures outlined in this report are being considered along with the detailed findings and recommendations from the various Olympic Movement stakeholder and IOC internal debriefs, some of which have been conducted, while others are still underway.

The IOC's Games Delivery Office (GDO), in collaboration with the various IOC departments, will develop a detailed implementation plan, overseeing the nine measures along with the findings and recommendations mentioned above. This plan will be used to encourage, track and communicate the progress made.

The GDO will also meet with each OCOG to discuss the adoption of the various measures on a Games-by-Games basis.

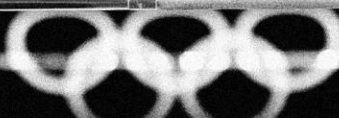
The Games Optimisation Group will meet during Summer 2022 and will review the detailed implementation plan and outline next steps.





REFERENCE MATERIAL AND ANNEXES

REFUGEE
OLYMPIC
TEAM



REFERENCE MATERIAL

- 1 [World leaders at G20 Summit express support for Tokyo 2020 and Beijing 2022](#)
- 2 [G7 Leaders reiterate support for the Olympic and Paralympic Games Tokyo 2020](#)
- 3 [Tokyo continues to be best-prepared Olympic city](#)
- 4 [Tokyo 2020 Olympic and Paralympic Games Vision](#)
- 5 [Tokyo 2020 “Recovery Olympics” give hope to regions affected by the Great East Japan Earthquake](#)
- 6 [IOC President: “The Olympic flame can become the light at the end of this dark tunnel”](#)
- 7 **New governance bodies and key forums – see [Annex 1](#) and [Annex 2](#)**

8 **Key decisions and actions:**

[Tokyo 2020 Olympic and Paralympic Games postponed to 2021](#)

[IOC, IPC, Tokyo 2020 Organising Committee and Tokyo Metropolitan Government announce new dates for the Olympic and Paralympic Games Tokyo 2020](#)

[IOC and Tokyo 2020 Joint Statement - Framework for Preparation of the Olympic and Paralympic Games Tokyo 2020 Following Their Postponement to 2021](#)

[IOC Executive Board and Tokyo 2020 discuss USD 280 million in savings from measures developed to deliver Games fit for post-corona world](#)

[Positioning, principles and roadmap to the Games following postponement](#)

[With one year to go, Tokyo 2020 confirms all venues and competition schedule for the Games in 2021](#)

[First Playbook published outlining measures to deliver safe and successful Olympic and Paralympic Games Tokyo 2020](#)

[IOC and IPC respect and accept Japanese decision on overseas spectators](#)

[IOC Executive Board makes accreditation decision for Tokyo 2020 – cancels Guest Programme](#)

[Version 2 of Tokyo 2020 Playbooks Released](#)

[Third version of Tokyo 2020 Playbooks published](#)

[Joint Statement on Spectator Capacities at the Olympic Games Tokyo 2020](#)

REFERENCE MATERIAL

- 9 [Tokyo 2020 Playbooks](#)

- 10 [Great progress reported in NOCs' vaccination plans for Olympic Games Tokyo 2020](#)

- 11 [IOC welcomes Pfizer and BioNTech's donation of vaccines to teams heading for the Olympic and Paralympic Games Tokyo 2020](#)

- 12 [Tokyo 2020 announces updated test event calendar – see Annex 3](#)

- 13 [Tokyo 2020, a global health effort that's given hope to the world](#)

- 14 **Olympic Agenda 2020 / The New Norm / Olympic Agenda 2020+5**
 - [Olympic Agenda Closing Report](#)

 - [The New Norm: Report by the Executive Steering Committee for Olympic Games Delivery](#)

 - [Olympic Agenda 2020+5](#)

 - [Olympic Agenda 2020 and its New Norm saves Tokyo 2020 USD 4.3 billion](#)

 - [IOC Executive Board and Tokyo 2020 discuss USD 280 million in savings from measures developed to deliver Games fit for post-corona world](#)

- 15 [IOC approves five new sports for Olympic Games Tokyo 2020](#)

- 16 [Tokyo 2020 first ever gender-balanced Olympic Games in history, record number of female competitors at Paralympic Games](#)

- 17 [Tokyo 2020 breaks records on and off the field](#)

- 18 [Innovation, engagement and digital transformation: Why Tokyo 2020 marked a new era for the Olympic Games – IOC Marketing Report for Tokyo 2020](#)

- 19 [Olympic Games Tokyo 2020 watched by more than 3 billion people - Tokyo 2020 Audience and Insights Report](#)

- 20 [Tokyo 2020 Paralympics set to break all broadcast viewing records](#)

- 21 [Tokyo 2020 Post-Games Sustainability Report](#)

- 22 [Tokyo 2020 Medals design](#)

REFERENCE MATERIAL

- 23 [Tokyo 2020 Mascot selection](#)

- 24 [Tokyo 2020 goes beyond carbon neutrality and helps create a more “sustainable society”](#)

- 25 [Tokyo 2020 legacy highlights social and environmental benefits created by the Games](#) and [Building the Legacy – Beyond 2020](#)

- 26 [Tokyo 2020’s Olympic venues combine tradition with the future](#)

- 27 Interviews undertaken to capture insights and key learnings from Tokyo 2020 – see [Annex 4](#)

- 28 Tokyo 2020 Coordination Commission Activities – see [Annex 5](#)

- 29 [Youth Olympic Games Dakar 2022 - YOG Edition Plan](#)

- 30 [IOC and IPC to partner until 2032](#)

- 31 [Innovative “Press Network” announced for Tokyo 2020 – and it will be free](#)

- 32 [The Olympic Virtual Series](#)

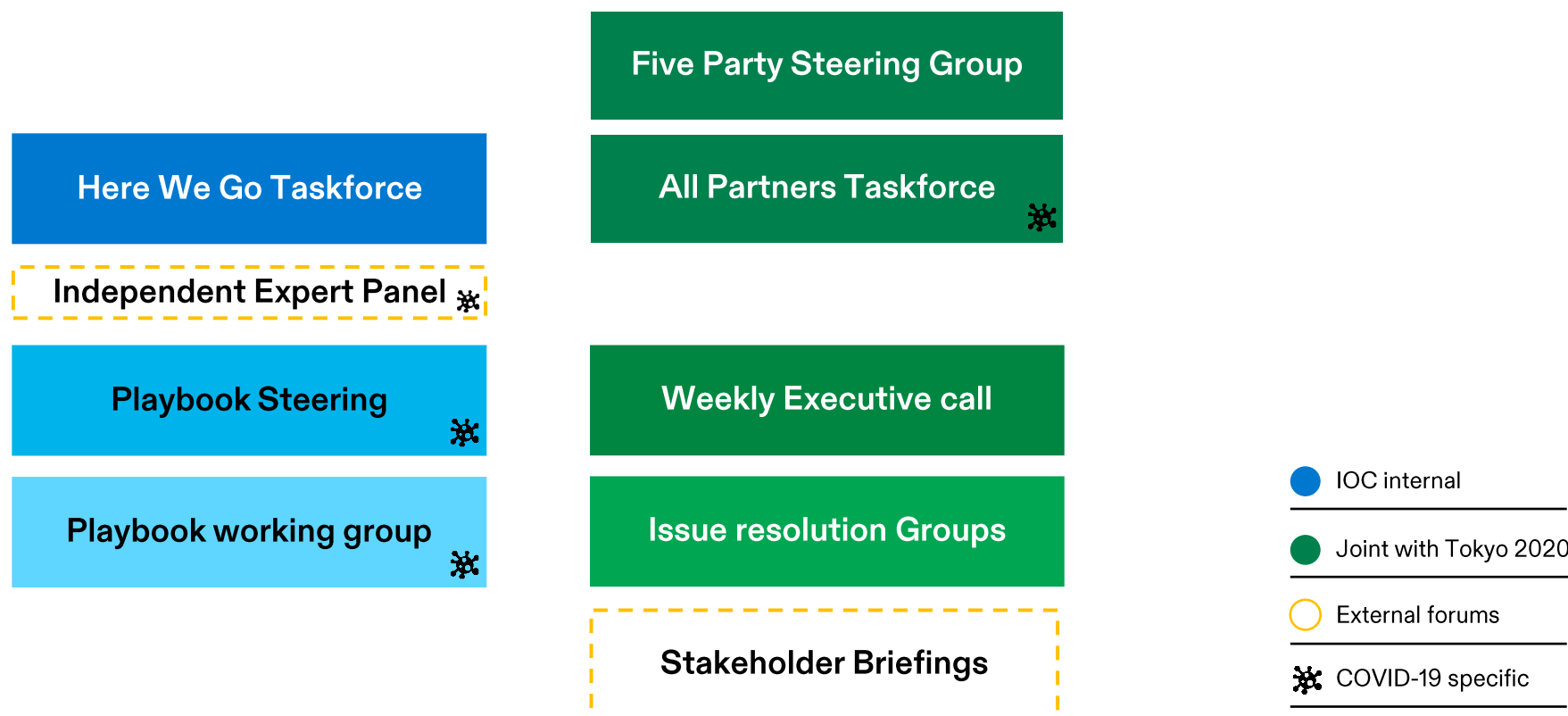
- 33 [International Olympic Committee launches new four-sport Olympic qualifier series for Paris 2024](#)

- 34 [The OBS Broadcast Training Programme \(BTP\)](#)

- 35 [IOC lays out progress on vaccinations](#)

ANNEX 1: GOVERNANCE

To support the revised vision and enable the Games to take place despite the pandemic, the IOC developed a new governance model, bringing together the relevant people at each level. The new structure was designed to integrate with the existing system, which proved flexible and adaptable to the new reality.



ANNEX 2: KEY FORUMS

SUMMARY OF THE VARIOUS FORUMS JOINTLY HELD WITH TOKYO 2020 AND GAMES STAKEHOLDERS AS WELL AS THOSE INTERNAL TO THE IOC

Forum	Frequency	Established	# of Meetings	Participation	Key agenda topics
All Partners Task Force	Monthly	14 February 2020	18	Government of Japan, TMG, Tokyo 2020, IOC, IPC, Japanese public health agencies, WHO	<ul style="list-style-type: none"> • Situation reports • COVID-19 countermeasures
Five Party Steering Group	Ad-hoc	16 April 2020	7	IOC President, CoCom Chair & Vice-Chair, IPC President, Tokyo 2020 President, Representatives from the Government of Japan and TMG at political level	<ul style="list-style-type: none"> • Major issues – political discussion
Here We Go Task Force	Weekly	16 April 2020	71	CoCom Chair IOC Administration Reported to the IOC President	<ul style="list-style-type: none"> • Review and confirmation of the direction of the planning for postponement, including development of countermeasures
Independent Expert Panel	Monthly	8 September 2020	9	Independent Experts IOC GDO	<ul style="list-style-type: none"> • Discussion on countermeasures and communications
Playbook working group	Twice weekly	26 October 2020	53	IOC GDO and Functional Areas	<ul style="list-style-type: none"> • Playbook content
Stakeholder briefings	Ad-hoc	October 2020	21	Stakeholders IOC and Tokyo 2020 GDO and Functional Areas	<ul style="list-style-type: none"> • Information sharing with stakeholders
Executive calls	Weekly	May 2018	79	IOC & Tokyo 2020 Executives and GDO	<ul style="list-style-type: none"> • Major issues – alignment between IOC and Tokyo 2020
Issue resolution groups	Weekly	June 2018	47	IOC GDO and Functional Areas	<ul style="list-style-type: none"> • Blocked issues

ANNEX 3: TEST EVENT CALENDAR

Sport	Discipline	Games	Event	Dates	Venue	Organiser
Sailing		Olympics	Sailing's World Cup Series Enoshima	9-16 Sep 2018	Enoshima Yacht Harbour	World Sailing / Japan Sailing Federation
Aquatics	Water Polo	Olympics	Japan Swimming Championships	5-7 Oct 2018	Tatsumi Water Polo Centre	Japan Swimming Federation
Modern Pentathlon		Olympics	UIPM 2019 Pentathlon World Cup Final	27-30 Jun 2019	AGF Field / Musashino Forest Sport Plaza	Union Internationale de Pentathlon Moderne (UIPM)
Weightlifting		Olympics	Ready Steady Tokyo - Weightlifting	6-7 Jul 2019	Tokyo International Forum	Tokyo 2020 / Japan Weightlifting Association
Archery		Olympics Paralympics	Ready Steady Tokyo - Archery	12-18 Jul 2019	Yumenoshima Park Archery Field	Tokyo 2020
Surfing		Olympics	Ready Steady Tokyo - Surfing	18-21 Jul 2019	Tsurigasaki Surfing Beach	Tokyo 2020
Cycling	Road	Olympics	Ready Steady Tokyo - Cycling (Road)	21 Jul 2019	Start : Musashinonomori Park Finish : Fuji International Speedway	Tokyo 2020
Badminton		Olympics	Daihatsu Yonex Japan Open – 2019 Badminton Championships	23-28 Jul 2019	Musashino Forest Sport Plaza	Nippon Badminton Association
Volleyball	Beach Volleyball	Olympics	FIVB Beach Volleyball World Tour 2019 4-star Tokyo	24-28 Jul 2019	Shiokaze Park	Fédération Internationale de Volleyball
Rowing		Olympics	2019 World Rowing Junior Championships	7-11 Aug 2019	Sea Forest Waterway	World Rowing Federation
Aquatics	Marathon Swimming	Olympics	Ready Steady Tokyo - Aquatics (Marathon Swimming)	11 Aug 2019	Odaiba Marine Park	Tokyo 2020
Equestrian	Eventing	Olympics	Ready Steady Tokyo - Equestrian (Eventing)	12-14 Aug 2019	Equestrian Park / Sea Forest Cross-Country Course	Tokyo 2020 / Japan Equestrian Federation

ANNEX 3: TEST EVENT CALENDAR

Sport	Discipline	Games	Event	Dates	Venue	Organiser
Golf		Olympics	25th 2019 Japan Junior Golf Championship	14-16 Aug 2019	Kasumigaseki Country Club	Japan Golf Association
Triathlon		Olympics Paralympics	2019 Tokyo ITU World Olympic Qualification Event, World Triathlon Mixed Relay Series Tokyo, Paratriathlon World Cup	15-18 Aug 2019	Odaiba Marine Park	ITU World Triathlon Olympic Qualification Event Executive Committee
Hockey		Olympics	Ready Steady Tokyo - Hockey	17-21 Aug 2019	Oi Hockey Stadium	Tokyo 2020
Sailing		Olympics	Ready Steady Tokyo - Sailing	17-22 Aug 2019	Enoshima Yacht Harbour	Tokyo 2020 / Japan Sailing Federation
Basketball	Basketball	Olympics	International Basketball Games 2019 / International Women's Basketball Games Mitsui Fudosan Cup	22-25 Aug 2019	Saitama Super Arena	Japan Basketball Association
Judo		Olympics	World Judo Championships Tokyo 2019	25 Aug-1 Sep 2019	Nippon Budokan	International Judo Federation
Karate	Kata / Kumite	Olympics	Tokyo Ready Steady Tokyo - Karate	6-8 Sep 2019	Nippon Budokan	Tokyo 2020 / World Karate Federation
Canoe	Sprint	Olympics Paralympics	Ready Steady Tokyo - Canoe (Sprint)	12-15 Sep 2019	Sea Forest Waterway	Tokyo 2020
Athletics	Marathon	Olympics	Marathon Grand Championship	15 Sep 2019	Meijjingu Gaien	Japan Association of Athletics Federation
Powerlifting	Paralympics	Paralympics	Ready Steady Tokyo - Powerlifting	26-27 Sep 2019	Tokyo International Forum	Tokyo 2020 / Japanese Para-Powerlifting Federation
Taekwondo		Olympics Paralympics	Ready Steady Tokyo - Taekwondo	27-28 Sep 2019	Makuhari Messe Hall A	Tokyo 2020
Goalball		Paralympics	2019 Japan Para Goalball Championships	28-29 Sep 2019	Makuhari Messe Hall C	Japanese Para-Sports Association

ANNEX 3: TEST EVENT CALENDAR

Sport	Discipline	Games	Event	Dates	Venue	Organiser
Wrestling		Olympics	Ready Steady Tokyo - Wrestling	3-5 Oct 2019	Makuhari Messe Hall A	Tokyo 2020
Softball		Olympics	52nd Japan Women's Softball League - Division 1 Section 8 in Fukushima	5-6 Oct 2019	Fukushima Azuma Baseball Stadium	Japan Softball Association / Japan Women's Softball League Organization
Mountain Bike		Olympics	Ready Steady Tokyo - Cycling (Mountain Bike)	6 Oct 2019	Izu MTB Course	Tokyo 2020
BMX Racing		Olympics	Ready Steady Tokyo - Cycling (BMX Racing)	12-13 Oct 2019	Ariake Urban Sports Park	Tokyo 2020
Tennis		Olympics Paralympics	The 94th Mitsubishi All Japan Tennis Championships	23 Oct-3 Nov 2019	Ariake Tennis Park	Japan Tennis Association
Slalom		Olympics	Ready Steady Tokyo - Canoe (Slalom)	25-27 Oct 2019	Kasai Canoe Slalom Centre	Tokyo 2020
Boxing		Olympics	Ready Steady Tokyo - Boxing	29-31 Oct 2019	Kokugikan Arena	Tokyo 2020
Table Tennis		Olympics	ZEN-NOH 2019 ITTF Team World Cup, Tokyo	6-10 Nov 2019	Tokyo Metropolitan Gymnasium	International Table Tennis Federation
Para Badminton		Paralympics	Hulic Daihatsu Japan Para-Badminton International 2019	13-17 Nov 2019	Yoyogi National Stadium	Japan Para-Badminton Federation Inc.
Handball		Olympics	Japan Cup 2019 Shibuya	21-24 Nov 2019	Yoyogi National Stadium	Japan Handball Association
Trampoline		Olympics	34th FIG Trampoline Gymnastics World Championships	28 Nov-1 Dec 2019	Ariake Gymnastics Centre	Fédération Internationale de Gymnastique
Fencing		Olympics	H.I.H. Prince Takamado Trophy JAL Fencing World Cup 2019	13-15 Dec 2019	Makuhari Messe Hall B	Fédération internationale d'escrime / Federation Japonaise d'Escrime
Football		Olympics	Emperor's Cup JFA 99th Japan Football Championship	1 Jan 2020	Olympic Stadium	Japan Football Association

ANNEX 3: TEST EVENT CALENDAR

Sport	Discipline	Games	Event	Dates	Venue	Organiser
Boccia		Paralympics	2020 Japan Para Championships BOCCIA	28 Feb-1 Mar 2020	Ariake Gymnastics Centre	Japanese Para-Sports Association
Sport Climbing		Olympics	Ready Steady Tokyo - Sport Climbing	6-8 Mar 2020	Aomi Urban Sports Park	Tokyo 2020
Wheelchair Rugby		Paralympics	2020 Japan Para Wheelchair Rugby Championships	12-15 Mar 2020	Yoyogi National Stadium	Japanese Para-Sports Association
Artistic		Olympics	FIG 2020 Artistic Gymnastics All- Around World Cup Tokyo	4-5 Apr 2020	Ariake Gymnastics Centre	Fédération Internationale de Gymnastique / Japan Gymnastics Association
Rhythmic		Olympics	Ready Steady Tokyo - Gymnastics (Rhythmic)	6 Apr 2020	Ariake Gymnastics Centre	Tokyo 2020
BMX Freestyle		Olympics	Ready Steady Tokyo - Cycling (BMX Freestyle)	11-12 Apr 2020	Ariake Urban Sports Park	Tokyo 2020
Track		Olympics	Ready Steady Tokyo - Cycling (Track)	11-12 Apr 2020	Izu Velodrome	Tokyo 2020
Water Polo		Olympics	Water Polo Challenge Match 2020	11-12 Apr 2020	Tatsumi Water Polo Centre	Japan Swimming Federation
Swimming		Olympics	Ready Steady Tokyo - Aquatics (Swimming)	14-15 Apr 2020	Tokyo Aquatics Centre	Tokyo 2020
Para Swimming		Paralympics	Ready Steady Tokyo - Para Swimming	16 Apr 2020	Tokyo Aquatics Centre	Tokyo 2020
Shooting		Olympics	Ready Steady Tokyo - Shooting	18-25 Apr 2020	Asaka Shooting Range	Tokyo 2020
Diving		Olympics	FINA Diving World Cup 2020	21-26 Apr 2020	Tokyo Aquatics Centre	Fédération Internationale de Natation
Volleyball		Olympics	Volleyball Ariake Arena Test Matches 2020	21-26 Apr 2020	Ariake Arena	Japan Volleyball Association
Skateboarding		Olympics	Ready Steady Tokyo – Skateboarding	22 Apr 2020	Ariake Urban Sports Park	Tokyo 2020

ANNEX 3: TEST EVENT CALENDAR

Sport	Discipline	Games	Event	Dates	Venue	Organiser
Rugby		Olympics	Asia Sevens Invitational 2020	25-26 Apr 2020	Ajinomoto Stadium	Japan Rugby Football Union
Artistic Swimming		Olympics	FINA Artistic Swimming Olympic Games Qualification Tournament 2020	30 Apr-3 May 2020	Tokyo Aquatics Centre	Fédération Internationale de Natation
3x3 Basketball		Olympics	International 3x3 Basketball Games 2020	2-6 May 2020	Aomi Urban Sports Park	Japan Basketball Association
Para Athletics		Paralympics	2020 Japan Para Athletics Championships	2-3 May 2020	Olympic Stadium	Japanese Para-Sports Association
Athletics		Olympics	Tokyo Challenge Track Meet 2020	5-6 May 2020	Olympic Stadium	Japan Association of Athletics Federations

ANNEX 4: INTERVIEWS UNDERTAKEN

IOC Coordination Commission Chairs	John Coates, CoCom Chair for the Olympic and Paralympic Games Tokyo 2020 Juan Antonio Samaranch, CoCom Chair for the Olympic and Paralympic Winter Games Beijing 2022
Olympic Games Department	Christophe Dubi, Olympic Games Executive Director Pierre Ducrey, Olympic Games Operations Director Jacqueline Barrett, Future Olympic Games Hosts Associate Director Gavin McAlpine, Olympic Games Delivery Associate Director Lucia Montanarella, Olympic Games Media Operations Associate Director Hannah Burns, Olympic Games Promotion Associate Director
IOC Television and Marketing Services	Timo Lumme, Managing Director, IOC TMS
Olympic Broadcast Services	Yiannis Exarchos, OBS CEO
COO Division	Lana Haddad, Chief Operating Officer
Sports Department	Kit McConnell, Sports Director David Luckes, Summer Sports and IF Relations Associate Director Irina Gladkikh, Winter Sports and IF Relations Associate Director
Corporate & Sustainable Development Department	Marie Sallois, Director CSD Michelle Lemaitre, Head of Sustainability Tania Braga, Head of Legacy Magali Martowicz, Head of Human Rights
NOC Relations Department	James Macleod, NOC and OS Director
Technology and Information Department	Ilario Corna, Chief Information and Technology Officer John Paul Giancarlo, Games Technology Associate Director
Digital Engagement and Marketing Department	Emma Simkiss, Associate Director Retention) Lars Silberbauet, Associate Director Demand Marketing Ergin Zjajo, Senior Manager Digital Operations

ANNEX 5: TOKYO 2020 COORDINATION COMMISSION ACTIVITIES

CHRONOLOGY OF ACTIVITIES OF THE COORDINATION COMMISSION

2014

April – 1st Project Review

June – 1st Coordination Commission Meeting

November – 2nd Project Review

2015

March – 3rd Project Review

June – 2nd Coordination Commission Meeting

October – 4th Project Review

2016

January – 5th Project Review

May – Executive Project Review

December – 3rd Coordination Commission Meeting

2017

March – 6th Project Review

June – 4th Coordination Commission Meeting

October – 7th Project Review

December – 5th Coordination Commission Meeting

2018

April – 8th Project Review

July – 6th Coordination Commission Meeting

September – 9th Project Review

December – 7th Coordination Commission Meeting

2019

May – 8th Coordination Commission Meeting

July – 10th Project Review

December – 9th Coordination Commission Meeting

2020

February – 11th Project Review

April – Five-Party Steering Group *

April – 10th Coordination Commission Meeting *

June – Five-Party Steering Group *

June – Coordination Commission Update Call *

November – 12th Project Review *

November – Five-Party Steering Group *

2021

February – 13th Project Review *

February – Coordination Commission Update Call *

March – Five-Party Steering Group *

April – Five-Party Steering Group *

May – 11th Coordination Commission Meeting *

May – Five-Party Steering Group *

June – Five-Party Steering Group

July-August – Daily Coordination Meetings

* Held remotely

GLOSSARY OF TERMS

International Olympic Committee

The International Olympic Committee (IOC) is the guardian of the Olympic Games and the leader of the Olympic Movement. It acts as a catalyst for collaboration between all Olympic stakeholders, including the athletes, the National Olympic Committees, the International Federations, Organising Committees for the Olympic Games, the Worldwide Olympic Partners and Olympic broadcast partners. It also collaborates with public and private authorities including the United Nations and other international organisations. The vision of the IOC is to Build a Better World through Sport.

International Paralympic Committee

The International Paralympic Committee (IPC) is the leader of the Paralympic Movement. The vision of the IPC is to make for an inclusive world through Para sport. Its mission is to lead the Paralympic Movement, oversee the delivery of the Paralympic Games and support members to enable Para athletes to achieve sporting excellence.

Olympic Truce

The tradition of the “Olympic Truce”, or “Ekecheiria”, was established in Ancient Greece in the ninth century BC through the signing of a treaty between three kings – Iphitos of Elis, Cleosthenes of Pisa and Lycurgus of Sparta – to allow safe participation in the ancient Olympic Games for all athletes and spectators from these Greek city-states, which were otherwise almost constantly engaged in conflict with each other. Taking into account the new political reality in which sport and the Olympic Games exist, the IOC decided to revive the concept of the Olympic Truce for the Olympic Games, with a view to protecting, as far as possible, the interests of the athletes and sport in general, and to harness the power of sport to promote peace, dialogue and reconciliation more broadly.

Olympic Solidarity

The aim of Olympic Solidarity is to provide assistance to all National Olympic Committees (NOCs) for athlete development programmes, in particular those with the greatest needs of it. This assistance is achieved through multi-faceted programmes prioritising athlete development, but also training of coaches and sports administrators, and promoting the Olympic values

IOC Refugee Olympic Team

This programme offers host NOCs the opportunity to identify refugee athletes living in their countries and support them throughout their training, preparation, and participation in high-level competitions. This unique project demonstrates the IOC’s commitment to standing with refugees and supporting them through sport at elite, but also grassroots, levels. The objective is not only to help refugee athletes to train with the aim of qualifying for the Olympic Games, but also to continue their sporting career and build their future. These athletes are also a symbol of hope for all refugees around the world, showing that through sport a lot can be achieved.

Olympic House

Designed to reflect the IOC’s overarching mission to make the world a better place through sport and the reforms of Olympic Agenda 2020, Olympic House brings together the IOC staff previously spread across Lausanne, Switzerland in four locations – under one roof. It is an investment by the IOC in sustainability, one of the three pillars of Olympic Agenda 2020.

GLOSSARY OF TERMS

Olympic Movement	The three main constituents of the Olympic Movement are the International Olympic Committee (IOC), the International Sports Federations (IFs) and the National Olympic Committees (NOCs). In addition to its three main constituents, the Olympic Movement also encompasses the Organising Committees of the Olympic Games (“OCOGs”), the national associations, clubs and persons belonging to the IFs and NOCs, particularly the athletes, whose interests constitute a fundamental element of the Olympic Movement’s action, as well as the judges, referees, coaches and the other sports officials and technicians. It also includes other organisations and institutions as recognised by the IOC.
Games stakeholders	Summarises all organisations, groups and/or individuals that experience the Games, deliver some aspect of the Games and/or receive services. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.
National Olympic Committees	The mission of the National Olympic Committees (NOCs) is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter. There are 206 NOCs. The IOC is the sole authority to recognise a NOC. Together with the International Sport Federations, the NOCs are a constituent of the Olympic Movement under the leadership of the IOC.
International Sports Federations	The International Sports Federations (IFs) are responsible for the integrity of their sport on the international level. They are international non-governmental organisations recognised by the IOC as administering one or more sports at world level. While conserving their independence and autonomy in the administration of their sports, International Sports Federations seeking IOC recognition must ensure that their statutes, practice and activities conform with the Olympic Charter.
Rights Holding Broadcasters	The IOC is the owner of the global broadcast rights for the Olympic Games – including broadcasts on television, radio, mobile and internet platforms – and is responsible for allocating Olympic broadcast rights to media companies throughout the world through the negotiation of rights agreements. The IOC established Olympic Broadcasting Services (OBS) in 2001 to serve as the permanent host broadcaster for the Olympic Games. OBS is responsible for providing the international television and radio signals from the Games to all RHBs around the world.
The Olympic Partner Programme	The Olympic Partner (TOP) programme is the highest level of Olympic sponsorship, granting category-exclusive marketing rights to the Summer, Winter and Youth Olympic Games to a select group of global partners.
Organising Committees for the Olympic Games	The Organising Committee for the Olympic Games (OCOG) is entrusted by the IOC to the NOC of the country of the host city as well as to the host city itself. The NOC forms, for that purpose, an OCOG which, from the time it is constituted, communicates directly with the IOC, from which it receives instructions.
Institutional Delivery Partners	Institutional Delivery Partners (DP) are institutions taking an active part in the delivery of the Games alongside the OCOG, IOC and IPC, such as a host’s government, local and national agencies.
Event Delivery Entities	Event Delivery Entities (EDE) are external/procured entities to whom the OCOG outsources event components.

GLOSSARY OF TERMS

Olympic Agenda 2020

Adopted by the IOC Session at its meeting in Monaco in December 2014, Olympic Agenda 2020 is a set of 40 detailed recommendations whose overarching goal was to safeguard the Olympic values and strengthen the role of sport in society. The roadmap for the IOC and the Olympic Movement, Olympic Agenda 2020 was built on the three pillars of Credibility, Sustainability and Youth. The 40 separate yet interrelated recommendations were identified and collated through a collaborative and consultative process involving Olympic Movement stakeholders and outside experts. They were driven by a recognition that the world was evolving rapidly and that the Olympic Movement had the opportunity to be an agent of change.

The New Norm

The New Norm is an ambitious set of 118 reforms that reimagines how the Olympic Games are delivered. The plan, which focuses on six recommendations of Olympic Agenda 2020 related to the organisation of the Games, will provide cities with increased flexibility in designing the Games to meet long-term development goals, and will ensure that host cities receive more assistance from the IOC and the wider Olympic Movement.

Olympic Agenda 2020+5

Consisting of 15 recommendations, it builds on the results of Olympic Agenda 2020 and act as the roadmap for the IOC and the Olympic Movement for the next five years. The title, Olympic Agenda 2020+5, has been chosen to reflect the fact that this new roadmap is the successor to Olympic Agenda 2020 and will determine the direction of the IOC and the Olympic Movement until 2025. The 15 recommendations are based on key trends that have been identified as likely to be decisive in the post-coronavirus world. They are also areas where sport and the values of Olympism can play a key role in turning challenges into opportunities.

Olympic Programme

The components of the programme are sports and events. An event is a competition in a sport, resulting in a ranking and giving rise to the award of medals and diplomas. The choice of all sports for the programme, as well as the determination of the criteria and conditions for the inclusion of any sport in the programme, falls within the competence of the Session. The Olympic programme is the fundamental core of the Olympic Games as decisions regarding the programme have an impact on virtually all other areas of the Olympic Games and Olympic Movement.

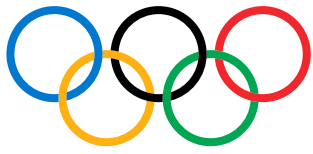
Olympic Values Education Programme

Recognising the unique potential of sport as an educational and communication tool, the Olympic Values Education Programme (OVEP) is a practical set of resources designed to inspire and allow young people to imbibe the Olympic values of excellence, respect and friendship. Using the symbols of the Olympic Games, the themes of Olympism, and drawing on the highlights of the ancient and modern Olympic Games, the programme disseminates a values-based curriculum that helps shape character among children and youth.

LIST OF ACRONYMS

AIOWF	Association of International Olympic Winter Sports Federations
ANOC	Association of National Olympic Committees
ASOIF	Association of Summer Olympic International Federations
CoCom	Coordination Commission
GDO	Games Delivery Office
GoJ	Government of Japan
IBC	International Broadcast Centre
IEP	Independent Expert Panel
IFs	International Sports Federations
IOC	International Olympic Committee
IPC	International Paralympic Committee
MMC	Main Media Centre

NOCs	National Olympic Committees
OBS	Olympic Broadcast Services
OCOG	Organising Committee for the Olympic Games
OGED	Olympic Games Executive Director
OGOD	Olympic Games Operations Director
OVEP	Olympic Values Education Programme
RHBs	Rights Holding Broadcasters
TMG	Tokyo Metropolitan Government
TMS	IOC Television and Marketing Services
TOPs	The Olympic Partners
WHO	World Health Organisation



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