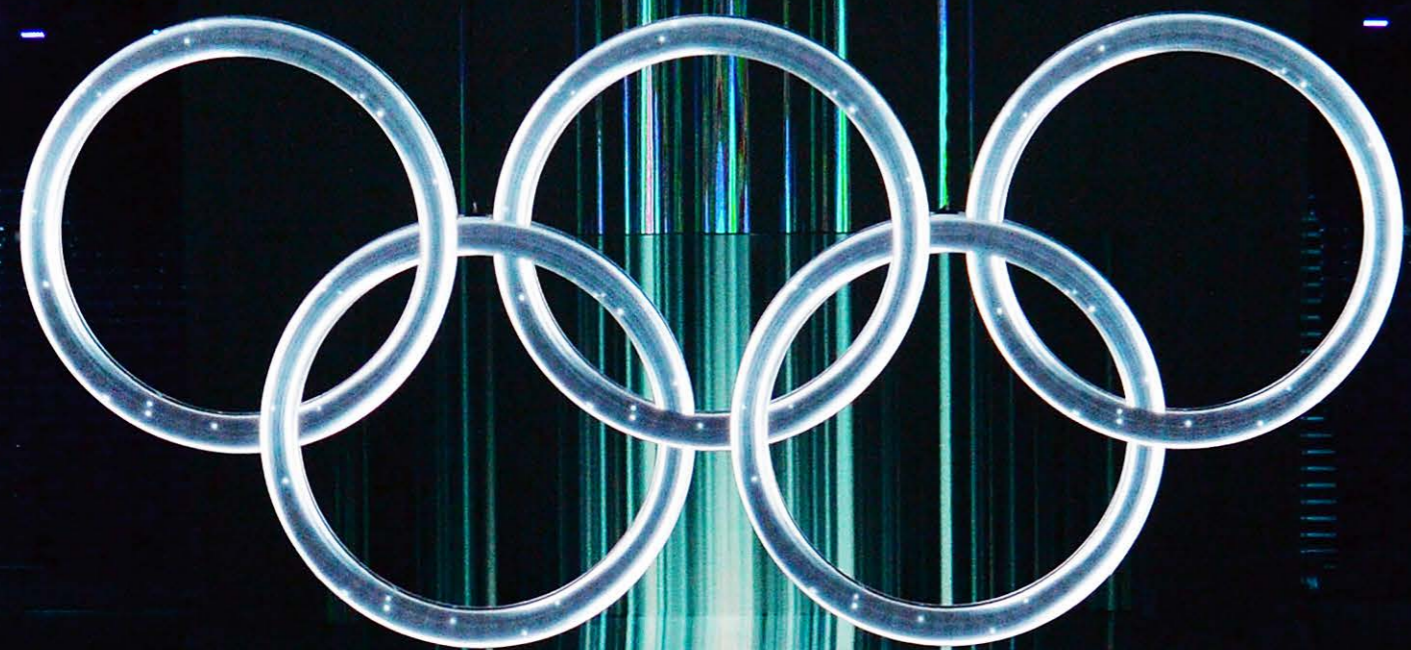
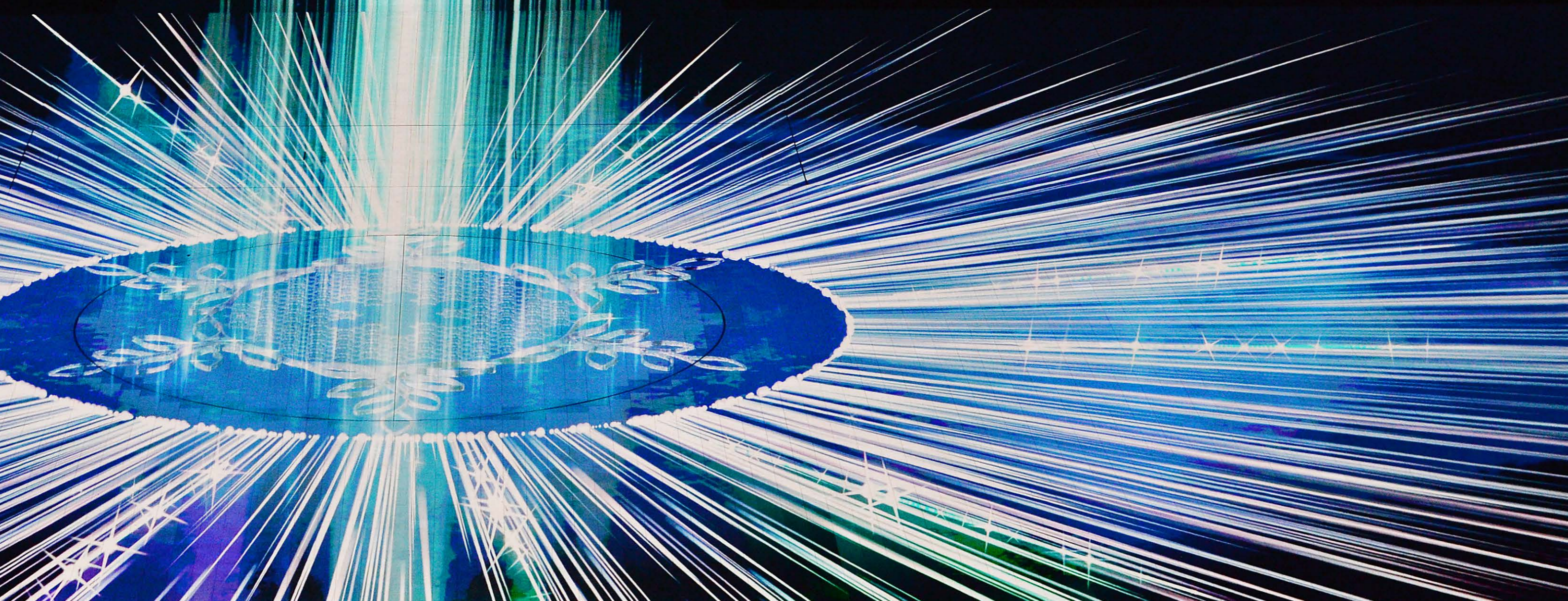


HUNGARIAN
OLYMPIC
COMMITTEE

**SUSTAINABILITY STRATEGY OF THE
HUNGARIAN OLYMPIC COMMITTEE,
2022-2030**



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HUNGARIAN OLYMPIC COMMITTEE,
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FEEDBACK

The Strategy has been drafted with the extensive involvement of stakeholders. Nevertheless, we gladly welcome any further insight, feedback, or question arising in relation to the Strategy.

If you have any question, remark, or insight in relation to the Strategy, please contact us by using the following e-mail address: iroda@olimpia.hu, or reach out by post.

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1. INTRODUCTION

RATIONALE

Global risks in the 21st century are mainly ecological in nature.¹ The imminent reality of climate change and the alarming decline in the diversity of life on Earth puts every single one of us in a situation of historical significance never experienced before. Rowing without water, cross-country skiing without snow, or sailing without wind is unimaginable, what is more, impossible. Similarly, civilization on Earth, as well as sport as a civilizational achievement cannot exist without the stability of climates, the rich diversity of nature, or the balance between society and economy.

This crisis situation should not fill us, members of the Olympic Movement and sports-loving Hungarians with fear if we acknowledge that a crisis is in itself a chance to reaffirm our commitment to the ideal of Olympism. According to the Olympic Charter, "The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity." The challenge of our century is to preserve the conditions of good human life on the planet, that is, the field on which the game is played. The idea of sustainability is a response to this challenge, which is congruent with the mission of Olympism: both wish for the harmonious development of humankind.

Harmonious development and sport mutually presuppose each other. In other words: there is no sustainable future without sports. Harmonious development not only means the sum of social, economic, or environmental aspects; it also requires an extremely rapid significant cultural and moral revival as well, one to be achieved within one generation. A performance unseen before. A performance that can only be achieved by the disciplined harmony of body, mind, and will. Olympism as a philosophy of life brings together and celebrates this triple purpose as a whole, uniting sport, culture, and education. Olympism aims to establish a lifestyle based on the joy of work, on the educational value of role models, on the respect of universal moral principles, as well as community spirit and social responsibility.

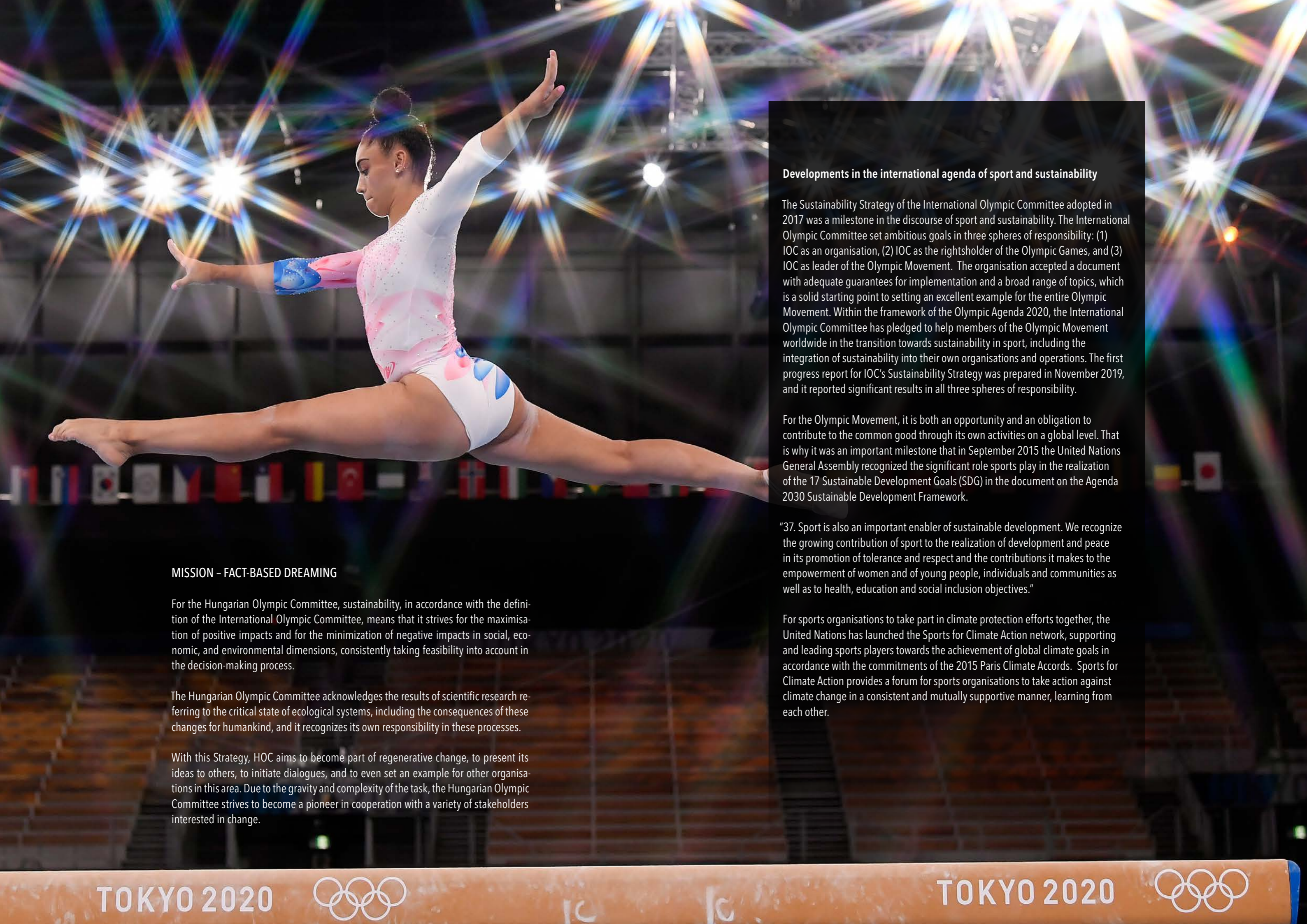
Harmonious development means more than reducing harm; it requires the restoration, improvement, renewal, and betterment of malfunctioning systems. In other words, harmonious development is regenerative.

For humans, sport is a necessity, an element of well-being. Sport restores and has a regenerative function. Just as sport can bring the human body and mind into balance, the Olympic Movement can have a balancing, regenerative role within society.

In this role, the Hungarian Olympic Committee does not stop at not ripping open or not reproducing the wounds of the social fabric, it creates newer and better forms for

¹ World Economic Forum Global Risks Report 2016, 2017, 2018, 2019, 2020, 2021. https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2021.pdf

social coexistence instead (setting an example for others as well). It does not stop at doing less harm, it restores wounded ecological systems. It does not stop at taking advantage of its position, of its superiority in economic and power relations, it creates a new, livable organisational culture and economic relations, which result in more content and happy individuals.



MISSION – FACT-BASED DREAMING

For the Hungarian Olympic Committee, sustainability, in accordance with the definition of the International Olympic Committee, means that it strives for the maximisation of positive impacts and for the minimization of negative impacts in social, economic, and environmental dimensions, consistently taking feasibility into account in the decision-making process.

The Hungarian Olympic Committee acknowledges the results of scientific research referring to the critical state of ecological systems, including the consequences of these changes for humankind, and it recognizes its own responsibility in these processes.

With this Strategy, HOC aims to become part of regenerative change, to present its ideas to others, to initiate dialogues, and to even set an example for other organisations in this area. Due to the gravity and complexity of the task, the Hungarian Olympic Committee strives to become a pioneer in cooperation with a variety of stakeholders interested in change.

Developments in the international agenda of sport and sustainability

The Sustainability Strategy of the International Olympic Committee adopted in 2017 was a milestone in the discourse of sport and sustainability. The International Olympic Committee set ambitious goals in three spheres of responsibility: (1) IOC as an organisation, (2) IOC as the rightsholder of the Olympic Games, and (3) IOC as leader of the Olympic Movement. The organisation accepted a document with adequate guarantees for implementation and a broad range of topics, which is a solid starting point to setting an excellent example for the entire Olympic Movement. Within the framework of the Olympic Agenda 2020, the International Olympic Committee has pledged to help members of the Olympic Movement worldwide in the transition towards sustainability in sport, including the integration of sustainability into their own organisations and operations. The first progress report for IOC's Sustainability Strategy was prepared in November 2019, and it reported significant results in all three spheres of responsibility.

For the Olympic Movement, it is both an opportunity and an obligation to contribute to the common good through its own activities on a global level. That is why it was an important milestone that in September 2015 the United Nations General Assembly recognized the significant role sports play in the realization of the 17 Sustainable Development Goals (SDG) in the document on the Agenda 2030 Sustainable Development Framework.

"37. Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives."

For sports organisations to take part in climate protection efforts together, the United Nations has launched the Sports for Climate Action network, supporting and leading sports players towards the achievement of global climate goals in accordance with the commitments of the 2015 Paris Climate Accords. Sports for Climate Action provides a forum for sports organisations to take action against climate change in a consistent and mutually supportive manner, learning from each other.



OUR MOTIVATIONS - WHAT DRIVES US FORWARD

The Sustainability Strategy of the International Olympic Committee adopted in 2017 promotes a leading role for the sports world in the global transition towards sustainability in the next decades.² Hungary's deep-rooted Olympic traditions, the country's role in the revival of modern Olympic Games, as well as the outstanding results in medal tally per capita have established a prestigious place for the Hungarian Olympic Committee in the International Olympic Movement since the beginnings.

The Hungarian Olympic Committee as a professional organisation and a hub in sports strives to participate in the Hungarian transition towards sustainability, assuming a flagship role and acting as a catalyst.

² IOC Sustainability Strategy. <http://extrassets.olympic.org/sustainability-strategy/1-1>

Vision

In the long run, we imagine an organisation that

- ... reduces CO2 emissions linked to its operation as well as other environmental externalities as much as possible;
- ... is climate positive, meaning that it helps capture more carbon dioxide from the atmosphere than its unavoidable emissions;
- ... contributes to the reconstruction of ecosystems, increasing biological diversity, and strengthening communities;
- ... procures every single product and service from an ethical source, maximizing positive and minimizing negative environmental and social impacts;
- ... manages every single product and material as a valuable resource that can be reused multiple times;
- ... provides a safe and inclusive work environment;
- ... also sets an example in the area of sustainability for the organisations of the Olympic Movement;
- ... where every person can thrive. Wherever its impact reaches, it supports the building of prospering communities and enables all of its partners to act in the interest of humans and the planet.



2. CONTEXT

OUR ORGANISATION

The Hungarian Olympic Committee is a national body with a public-service mission in relation to competitive sports and the Olympic Movement. It was established in 1895 as the sixth National Olympic Committee of the world. Its mission as an independent, non-profit organisation is the promotion, publicity, and protection of the progress of the Olympic Movement in accordance with the Olympic Charter. At the time of the creation of this Strategy, the work of the Hungarian Olympic Committee is supported by 11 Standing Committees and an office staff consisting of 29 people.

Our Organisational Structure

The Hungarian Olympic Committee consists of the General Assembly, the Supervisory Board, the Executive Board, the President, the Commissions, as well as the Administration headed by the Secretary General.

What We Do

According to the Statutes effective as of 1 September, 2021, the mission of the Hungarian Olympic Committee is the promotion of the development of the Olympic Movement, and the promotion and protection of Olympism and the Olympic values in accordance with the Olympic Charter. The Hungarian Olympic Committee primarily operates at the national level as the exclusive national Olympic committee of Hungary, while also actively maintaining international relations.³

In the course of its work, the Hungarian Olympic Committee provides support for the Olympic Team, it organizes its accreditation, travel, and communication, and it provides wide-ranging personal support for the athletes. Between the Olympic terms it organizes international and regional gatherings. The organisation prioritizes work in the area of sports and education, and in relation to this, the promotion of the development of competitive sports in Hungary. It performs its activities with its internal staff as well as external contractors.

In line with the spirit of Olympism, according to the Statutes effective as of 1 September, 2021, adopted by the General Assembly on 21 May, 2021, sustainability is also set as one of the objectives of the Hungarian Olympic Committee:

- i. operation according to the principles of sustainable development, and its promotion in the organisations of the Hungarian Olympic Movement.
- j. contribution to the physical, intellectual, and moral education of young generations through the means of sports, especially in the areas of environmental protection, sustainable development, equal opportunities, national self-awareness, green attitudes, facilitating the creation of a better world and a healthier society in the spirit of mutual respect, solidarity, and fair play.

Beyond the Statutes, the General Assembly held on 21 May, 2021 accepted the Code of Ethics pertaining to the persons belonging to Olympic Movement in Hungary, aligned with international norms and the expectations of the International Olympic Committee.

Funding

The long-term financing of the Hungarian Olympic Committee is guaranteed. Although financial reorganisations of a larger scale occurred in 2011 and 2016, the operation of the organisation is characterized by financial stability. Support from the Hungarian state changes according to the Olympic term: depending on the location of the Olympic events, state support sometimes represents a more significant sum within the overall budget, sometimes less. Operational support constitutes a smaller part of state aid, the majority is tied to specific sports tasks and is clearly regulated, thus this type of resource is less relevant for the implementation of this Strategy.

³ At the time of writing, the Hungarian Olympic Committee has adopted new Statutes with effect from 28 May 2022. The changes made therein do not affect the points referred to in this strategy.



Support from sponsoring partners constitutes the second biggest income source, who mainly provide financial assistance, and to a lesser extent, in kind support. The use of these resources is not linked to specific tasks; thus, they can play a significant role in financing the transition towards sustainability. Resources provided by the International Olympic Committee, as well as our own income and donations constitute the remaining income items. From these resources, the Olympic Solidarity Fund of the International Olympic Committee is worth highlighting, which can be used for the implementation of specific goals.

OUR STARTING POINT IN SUSTAINABILITY

The Hungarian Olympic Committee has been concerned with sustainability issues since the beginning of the 2000s. Several committees dedicated to this area have been established within the organisation. Today, there is no actively operating sustainability committee. In 2004 and 2015, two publications on the topic of sports and environmental sustainability were published by the organisation.

At the end of the 2010s, demand and interest in the topic increased again within the organisation: the idea of sustainability was set as one of the objectives of the Hungarian Olympic Committee in its newly prepared Statutes, which were adopted by the 2021 General Assembly with a large majority.

By transforming its human resources policy, the Office of the Hungarian Olympic Committee (hereinafter: Office) has ensured equality among the members of the staff both in the share of male and female employees and regarding the recognition of their achievements. In the last few years, measures have been introduced with the help or-

ganisational development to improve organisational work culture and increase organisational efficiency, using these to improve organisational sustainability. In the Office, colleagues have also started some bottom-up greening initiatives, even though the Office currently operates in a rented building, and thus its playing field is limited in this matter. Examples for such greening initiatives include small steps, for example, staff avoids printing documents where possible, collects waste selectively, and walks to the nearby mountains often take place after working hours in the spirit of community building. Although it is a larger-scale objective, another step to mention here is the phasing out of material gifts from sponsors by transforming our relationships with our partners. The leadership of the Office has decided to phase out these gifts because they led to the accumulation of many superfluous objects that eventually became waste.

In 2020, a unique initiative was launched in the framework of a three-year Erasmus+ program of the European Union. Together with five National Olympic Committees (the Danish, Finnish, German, Slovakian, and Czech Committees), the Hungarian Olympic Committee has started to work on its own transition towards sustainability, and this Sustainability Strategy has been drawn up in this process.

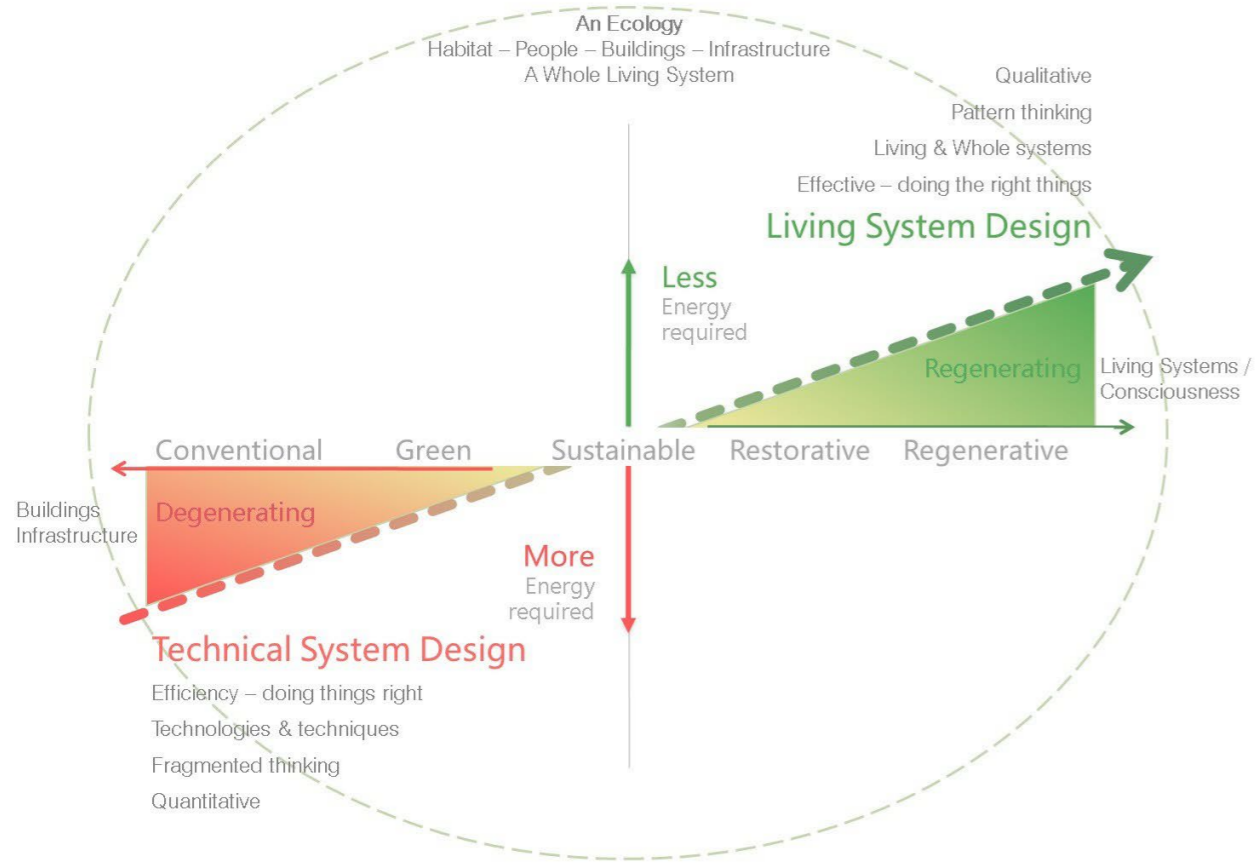
At the time of the adoption of this Strategy, the Hungarian Olympic Committee does not have an employee or organisational unit responsible for the coordination of sustainability programs. Generally speaking, the Staff of the Office has a strong bond to its natural environment, which provides an adequate starting point. Our colleagues have already heard about questions of sustainability, but in most cases their knowledge about the topic has profound gaps. Currently, the organisation only measures a few indicators concerning its environmental, social, and economic impact, and it has not yet set any quantifiable objectives.

3. LAYING THE FOUNDATIONS

Credible action towards sustainability is always holistic as well as human and community-centered, standing on firm moral grounds and being honest about its own performance. The development and implementation of the strategy can only be successful if it is based on stakeholder involvement and maintains feedback loops, ensuring the sharing of information, knowledge, and expertise, as well as the continuous flow of these.

The Hungarian Olympic Committee believes that actions for sustainability should take current realities into account and adjust to local contexts, but they should also hold up ambitious goals. For this purpose, the organisation has identified the most significant issues, opportunities, and risks concerning sustainability that could be enablers or obstacles of implementation.





Source: Bill Reed (2007) Shifting from "sustainability" to regeneration.

SUSTAINABILITY PRINCIPLES AND VALUES

Holistic Approach

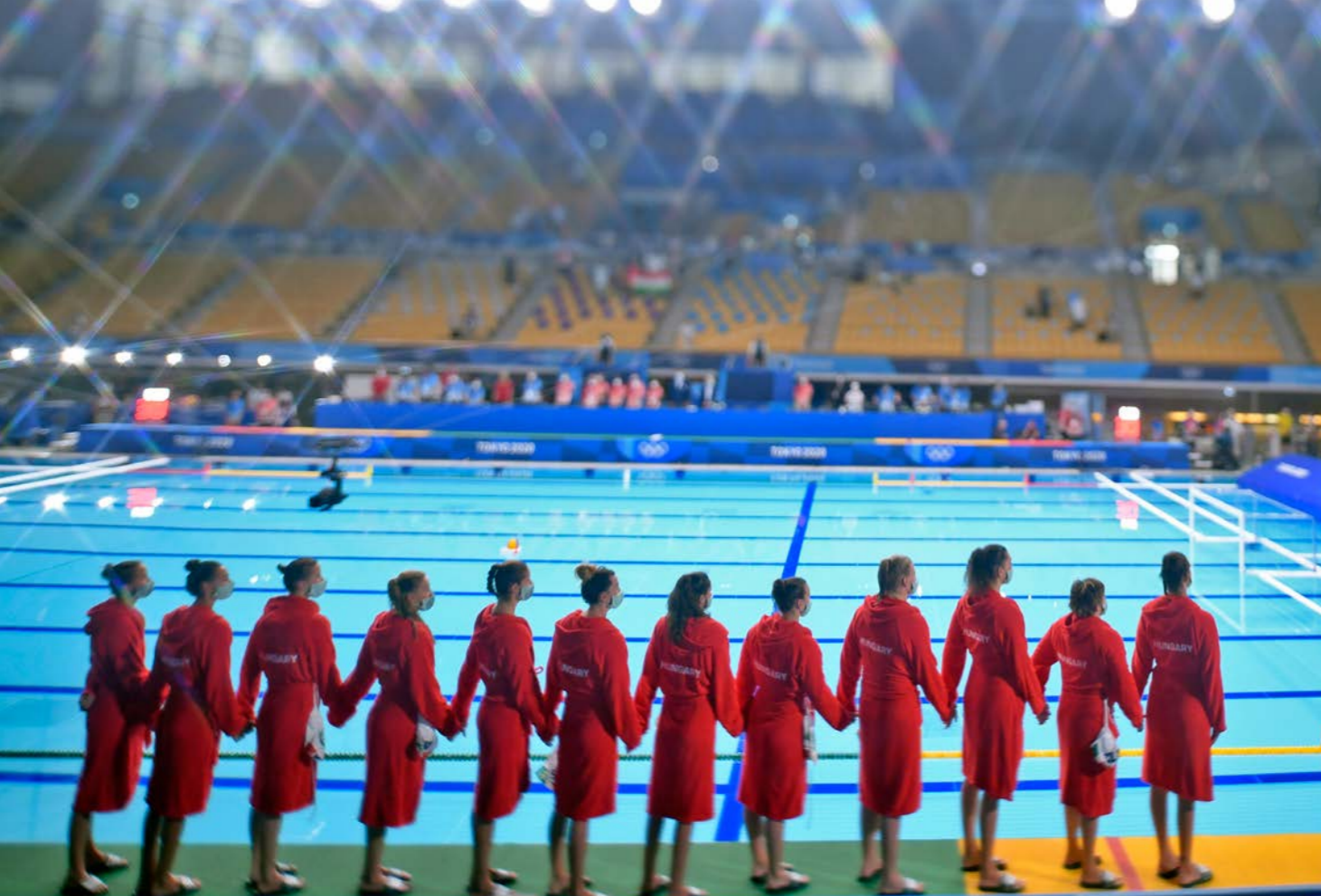
A holistic approach means that the aspects of economic, ecological, and social sustainability, coupled with good governance, are interconnected and intertwined. This means that the objectives of the Strategy necessarily cover every area of operation, adjusting to the wider social and economic systems and their objectives, as well as the requisites of the ecological system into which the Hungarian Olympic Committee is embedded.

Regenerative Approach

Beyond minimizing their negative environmental and social impacts, actors spearheading sustainability aim to expand their positive impacts in a gradual but increasingly dynamical manner in every area of their operation. They do so while taking account of the state of our global and local ecological, social, and economic systems, adjusting their own actions to the gravity and urgency of these challenges.

For the Hungarian Olympic Committee, beyond ensuring economic sustainability, it is essential to have a positive environmental and social impact as a result of its transition towards sustainability.





Community-oriented Approach

Sustainability aims to protect the possibility of a good life for humans on Earth, which can only be possible in communities. Humans and communities therefore play a central role in the transition of the organisation towards sustainability. A human and community-centric view and continuous feedback serve to make the achieved results permanent.

Action related to sustainability shall always result in the increased efficiency of the organisation and the strengthening of its autonomy, i.e. the self-determination of the organisation and its capacity to act, beyond its work on strengthening local communities.

Honesty

The recognition and brave admission of challenges and problems, open communication related to the stated aims, taking on matters responsibly, real, fact-based interventions, transparent and regular reporting: these are the criteria for an honest transition towards sustainability.

Honesty is a base that together with the credible communication of results and forward-looking goals makes an organisation truly inspirational for stakeholders and the broader public.



Leadership

Genuine and permanent change occurs from the inside out. The leaders' individual responsibility can help create an authentic leadership attitude that can be the basis for the organisation to arrive at a regenerative role regarding every aspect of sustainability, be that economic, social, or ecological.

The President, the Executive Board, and the Secretary General of the Hungarian Olympic Committee commit to starting the change themselves, and together with the General Assembly, with its authorization and help, they commit to initiating long-term, positive changes.

The objectives elaborated in point i) and j) of Section 2) of the renewed Statute of the Hungarian Olympic Committee effective as of 1 September, 2021 include sustainability and its aspects (See above: 2 Context – What We Do).

Living up to its flagship role, the Hungarian Olympic Committee would like to inspire other sports organisations and as many actors of the Hungarian sports world as possible, and get them started on the journey towards a regenerative role.

The leadership of the Hungarian Olympic Committee assumes responsibility for the results of the implementation of the Sustainability Strategy, and it is committed to giving the execution of the sustainability program a permanent place on the agenda of the organisation and among its activities. It also commits to ensuring and exploring the resources needed to do so.



Integrity

In its own operation, the Hungarian Olympic Committee will settle for nothing less than impeccable integrity, expertise, and ethical standards, as laid down in its Code of Ethics and its Strategy for 2018-2028. The Code of Ethics is effective and binding for every person connected with the Hungarian Olympic Movement. The violation of its principles is considered a breach of ethics, which shall be examined by the independent Ethics Committee.

During its entire operation, the Hungarian Olympic Committee shall meet the principles of transparency and the mitigation of conflict of interest, and it shall make the information regarding the use of public funds and funds related to its operation pub-

licly available. It assesses its own performance as well as the progress regarding its strategic objectives, and it discloses them in reports.

Integrity includes the fact that the Hungarian Olympic Committee stands against the practice of "greenwashing"⁴, and it takes measures to prevent it, to the extent its capacities permit it.

⁴ "Greenwashing" is an advertising strategy that deceives customers, when a company or organisation pretends that its operations, products, or services are environmentally friendly.



Involvement and Inclusion

In accordance with the universal ethics principles of Olympism, the Hungarian Olympic Movement respects the international conventions and agreements on the protection of human rights, and it rejects discrimination independent of achievement, no matter whether it is based on race, skin color, gender, sexual orientation, language, religion, political belief or dissenting opinion, national or social origin, property, birth, or other status (Statutes of the Hungarian Olympic Committee).

The Hungarian Olympic Committee considers the principle of meritocracy, aptitude, and professional competence as a primary standard for its own colleagues. Without introducing a quota, the Hungarian Olympic Committee has set a gender ratio of 50-

50 as its objective regarding the composition of its Office Staff. In the Office, men and women receive the same salary for the same work.

Regarding its own colleagues as well as its stakeholders, the Hungarian Olympic Committee encourages female sports leaders in the Hungarian Olympic Movement to assume leadership roles in accordance with their abilities and aspirations.

The organisation is committed to ensuring that its employees, the members of the General Assembly, and other stakeholders take part in the decision-making process, and it strives to promote participation when possible. The strategic objectives of the organisation are determined and implemented in consultation with stakeholders, through creating feedback loops.

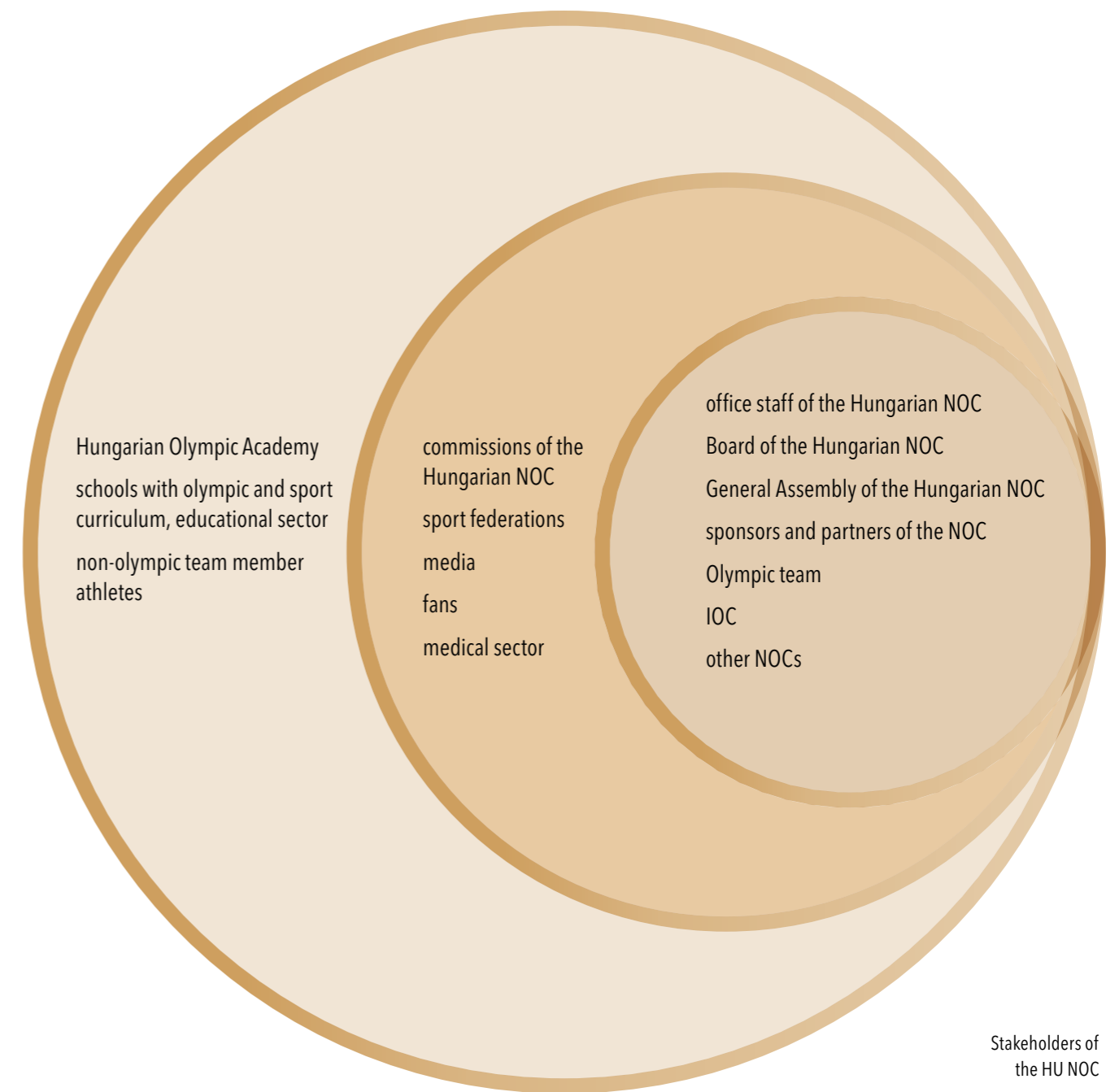


UNDERSTANDING OUR STAKEHOLDERS

Stakeholders are defined as those involved in the activity of the organisation in some way, as employees, members of the Olympic Team, leaders, partners, or in some other way. During the stakeholder involvement process, the quality and the nature of their relationship with the organisation was assessed, as was their environmental attitude and the expectations and ideas they voiced regarding the sustainability objectives, among others.

Stakeholders of the Hungarian Olympic Committee

Key stakeholders of the Hungarian Olympic Committee include the employees of the Hungarian Olympic Committee, the Executive Board of HOC, the General Assembly of HOC, its partners, the Olympic Team, the International Olympic Committee and other national Olympic committees, international sports organisations, as well as the public body responsible for sports. Further stakeholders are the Committees of HOC, sports federations, the media, fans, and the medical sector; it is important to take their viewpoints and needs into account during the work of the organisation. Through the objectives of this Strategy, in the medium term it is worth opening towards the Hungarian Olympic Academy, the Olympic schools and the education sector, as well as the athletes who are not part of the Olympic Team.



Needs and Expectations of Stakeholders

The above-described broad involvement process made it possible for the organisation to map stakeholders' preferences, ideas, doubts, and concerns in relation to every area of strategy building. A summary of the methodology and results of the involvement phase as well as the needs and expectations that became clear in the process are available in the Annex, as is a description of the methodology of the involvement.

The Hungarian Olympic Committee considers it important that its stakeholders learn about its own sustainability efforts as well as those of the international Olympic Movement, that their opinion and feedback shall also be channeled into its future operation, and that new cooperations shall arise in this area. To this end, while implementing the strategy, the organisation plans to create more elements for involvement to encourage stakeholder activity and expand their knowledge base.

KEY ISSUES AND RISKS, POTENTIAL BARRIERS AND OPPORTUNITIES

The Hungarian Olympic Committee has created this Sustainability Strategy along the lines of the most important issues, taking risks and opportunities into consideration. Problems and risks inherently carry their own solutions, or in other words, they present opportunities – this change in attitude is one of the cornerstones of regenerative development.

Potential Barriers

The sustainability efforts of the Hungarian Olympic Committee at the organisational level will be introduced in an environment where ecological sustainability does not have living traditions or an established routine; moreover the knowledge and ideas in relation to this concept are not up to date, either. If no progress is made in the latter, the efforts of transition towards sustainability could meet with opposition regarding change, as old habits die hard.

A sustainable method of operation for organisations is often associated with being expensive. Initial fear regarding this, as well as the resistance stemming from it can emerge as a barrier in the transformation process of the organisation.

The topic of sustainability appears as a new area in the life of this organisation, which has been preserving sports traditions for 125 years, and it opens up the external communication of the organisation for new, socially important matters. Due to its novelty, this process can initially cause a lack of understanding on the part of the audience of the Olympic Team and fans, which presents a risk in terms of the community building efforts of Olympism.

This lack of knowledge about the topic and the lack of expertise presents the organisation with a challenge. Generally speaking, very few professionals are available either within the Office or in national sports life who could actively participate in the process. The training of the necessary professionals is an opportunity, but it is important to realise that currently there are no studies available in sports science that could provide relevant and applicable knowledge to sports professionals in this area.

At the moment, the Office of the Hungarian Olympic Committee operates in a rented office building, the capabilities of which limit the organisation's playing field regarding infrastructure-related sustainability objectives.

Lack of allotted time and capacity has been discussed from time to time: at an organisational level, employees and leaders are periodically so busy that in some cases doubts were expressed as to how realistic the idea is that such a profound change concerning every single area of operation would truly occur. The organisational development of the Office is an example that underpins this fear – although it has brought many positive changes, truly profound, permanent development needs the further continuation of this time and resource-consuming process.

The abundance of resources in the past few years has improved conditions for sports, but at the same time it has also worsened many negative tendencies. Some believe that a pattern has emerged whereby decision-makers and representatives of organisations focus on securing funds and the specific steps needed to secure funds, at the expense of many other areas. As a consequence, long-term economic, social, and mainly environmental sustainability could become areas in which there is no interest, as there is no effective pressure in place. Regarding the idea promoted by the Hungarian Olympic Committee that it should play the role of the catalyst within Hungary, the fact that this ambition currently meets with disinterest could become an obstacle.

At the same time, members of the national Olympic Movement as well as governmental stakeholders are rather concerned with the HOC overstepping its mandate and with the criticism stemming from this. The question was raised in numerous interviews why sports or the Hungarian Olympic Committee would have any role in sustainability, respondents do not seem to believe it is their "competence". At the same time, most respondents see and recognize that ecological and social challenges will in many aspects soon become a huge challenge for both the Olympic Games and the athletes, and they urge action at the Olympic Movement level.

The risk of a lack of understanding and difficulties regarding involvement are also present due to the fact that some sports are closed off from external (natural and social) processes. As a consequence, the representatives of many sports do not feel the impacts of climate change directly (indoor sports), and these athletes spend the majority of their days closed off from this reality. Disconnection with such processes is equally true in the case of sports that take place in nature (for example, a skier on the national team will change skiing tracks if there is no snow on their usual place of training). The abundance of financial resources in the last few years has multiplied these tendencies in Hungary.

According to the respondents, questions regarding the ecological crisis (climate change, decrease of biodiversity, etc.) rarely arise among athletes or at the level of sports management, and they rarely see forward-looking, innovative examples in the sports world, although several athletes have mentioned individual changes in lifestyle (solar panels, zero waste lifestyle, e-vehicle, etc.).



Key Issues and Risks

The Hungarian Olympic Committee and the Hungarian Olympic Movement are facing numerous fundamental challenges in the areas of ecological, social, and economic sustainability, as well as challenges in terms of good governance.

Climate Change

According to the forecasts, the average annual temperature may increase by 3.5-4.5 degrees Celsius by the end of the century in Hungary compared to the period of 1971–2000⁵, which can result in extreme climate events, such as heat waves, extreme storms, and droughts becoming increasingly frequent and strong. In terms of expected temperature extremes in Europe, Hungary belongs to the more heavily affected areas.

Changing climate patterns can influence sports events as well as the opportunity to participate in them. Winter sports and water sports are particularly affected, but gradually all outdoor sports will join these ranks. Health risks posed by heat waves, torrential rain events, and storms also affect athletes, as well as employees directly or indirectly involved in the sports sector. Moreover, most sports facilities do not have substantial and diverse green spaces that could decrease the heat island effect generated by concrete surfaces.

The consequence of extreme weather events may be that sports events are cancelled or rescheduled (which may cause a loss of income and/or cost increase); furthermore, they can cause eventual damage to the built environment or infrastructure, or the increase of maintenance costs.

Environmental Pollution

Air Pollution

Regarding the quality of the environment, poor air quality and heavy air pollution originating from transportation, obsolete heating systems and behaviors constitute the biggest challenge in an urban environment. Outdoor sports facilities are particularly affected by this problem, as for a significant part of the year air pollution exceeds the health-based limit in a number of areas in Budapest.

Water Pollution

The safety of water sports largely depends on the quality of our natural waters, the most important regulators of which are wetland ecosystems. The latter are particularly

⁵ ITM: Report on the scientific assessment of the potential impacts of climate change on the Carpathian Basin. January 2020. pp. 8-9.

affected by human impact: due to inappropriate water management, the sidelining of nature conservation regarding riparian areas and their accelerating artificial coverage, as well as the combined effect of many other factors, the potential changes in water quality and water supply pose a risk for these types of sports.

Waste

Sports events usually generate significant amounts of waste, the prevention and appropriate management (separation) of which is not paid enough attention. Considering waste itself, the generation of waste related to sports articles and sportswear is significant, and there are no initiatives that would enable secondary use or recycling. Considering sponsorship, sponsors sometimes provide tangible goods independent of the real needs of athletes or organisations, and as a consequence, these goods often end up in the trash unused.

In the stakeholder involvement phase, the majority of the respondents did not mention waste prevention, a zero-waste lifestyle, zero waste operation, not even hypothetically. Meanwhile, separate waste collection as an area for improvement came up more often, but in many cases, it was the only element that respondents associated with the area of sustainability.

Social Perceptions

The International Olympic Committee recognizes that certain earlier practices of the Olympic Movement as well as organizational practices of the Olympic Games could result in the declining popularity of the Olympic Games and the entire Olympic Movement, which could also have a negative impact on current and potential partnerships. Taking on the ideal of sustainability must entail changes in the mode of operation, or otherwise credibility issues may arise.

In the coming years, the expectations of the Hungarian general public could increase concerning the transparency of sports financing, accountability, the economic sustainability of sports facilities, as well as the issue of safeguarding children.

Promoting the ideal of Olympism among young people constitutes a serious challenge – in the medium term, the increasing amount of informational noise and new trends could diminish the importance of the Olympic Movement in the society. At the moment, countless other factors are on the rise that keep potential young athletes away from sports – an unhealthy lifestyle, the digital world, disadvantaged social groups, etc.

Economic Hardships

Economic changes and, particularly in Hungary, the decrease of state aid for sports purposes poses one of the most significant risks for the majority of sports organisations in the Olympic Movement. During the three decades following the regime

change, the public financing of sports fluctuated enormously. Since state aid does not enable setting up reserves, the immediate spending of state aid becomes a priority for most organisations. Moreover, unequal financing generates disproportionate differences and wage pressures among the different sports types and their federations, for example, between the staff and the coaches who work at a range of levels.

OPPORTUNITIES

The barriers and risks that could arise in the course of the implementation of this Strategy also have the potential for development. It is also essential for the regenerative approach to be able to turn difficulties and barriers into opportunities.

Skepticism and resistance on the part of the employees of the organisation often stems from the fact that they believe sustainability means more tasks while leaving their working conditions unaffected. Sustainability always begins with personal sustainability and well-being, which is why it is essential to keep paying attention to recommendations that aim to directly impact employees' life and improve working conditions. The training of employees, better working conditions, a better work-life balance, or supporting employees' physical, mental, or psychological well-being can be mentioned as examples. Such change working from the inside towards the outside is necessary for employees to own and live the approach of sustainability. The leadership's role is particularly important here as well so that colleagues at the organisation do not perceive the transition towards sustainability as an additional task but as a change in quality.



The lack of understanding on the part of fans and followers can be prevented by adequate, well targeted, and credible messages, which seek out a common ground with the target audiences. Considering the fact that according to public opinion polls⁶, 96 per cent of Hungarians consider climate change a serious problem, and 95 per cent of Hungarians support the objectives of the European Union for climate neutrality by 2050, adequate communication could result in further increasing the social significance, visibility, and prestige of the Hungarian Olympic Committee, as well as in strengthening its image as a responsible leader. Furthermore, it is important to note that the Hungarian Olympic Committee does not continue down this road alone, but together with the International Olympic Committee and other prestigious sports organisations (federations, clubs, and Olympic committees).

Although due to the long history of the idea of sustainability in Hungary, the knowledge for connecting sports and sustainability is available, it has not yet infiltrated the area of sports. The Sustainability Strategy provides an opportunity to create new partnerships with relevant organisations, cooperate with non-governmental and other non-profit organisations, as well as other sports organisations, to “cross-pollinate” and even involve new sponsors and partners.

The fear of increasing costs related to sustainability usually emerges in connection with larger investments and new technologies. Operational sustainability can result in cost optimization, cost reduction, as well as the emergence of new financing options. The success of this largely depends on the quality and consistency of the implementation of the strategy.

Regarding essential resources, the time and capacity necessary for the transition also appears as a barrier. Managing these creates an opportunity for aspects of sustainability to integrate into daily operation, facilitating a more efficient operational performance. By outsourcing certain responsibilities, the transition towards sustainability creates further opportunities for efficiency and cost optimization.

Indifference among the organisations of the Olympic Movement or fears about the Hungarian Olympic Committee overstepping its mandate typically originate in the idea that their activities and stance could irritate others. However, experience shows that organisations are not criticized for trying to operate in a sustainable manner but for trying to pretend that their results are more significant than they actually are –when communication and real actions stand in stark contrast to each other. The worst that any organisation can do is do nothing and act as if the topic did not matter.

Although a significant part of sports (indoor sports) is closed off from external ecological and certain social processes, representatives of many other sports already feel the impacts of climate change. At the same time, awareness and solidarity could be improved through the exchange of experiences and dialogue among different types of sports. The representatives of the affected sports could be most inspired by credible

⁶ Eurobarometer, 2019.

Risks		Opportunities
Phenomena	Underlying causes	
skeptical or resisting workforce	sustainability action means additional tasks levied on workforce, without improving working conditions / wellbeing	sustainability starts on the personal level, as a state of wellbeing. This means rainings, better working conditions, better work-life balance, and support of the mental and physical balance of the workforce
disinterest of followers, fans	the intertwining relationship of sport and ecological / social challenges are unseen	communications through adequate, targeted and authentic messages, which seeks common ground and is not alarmist
lack of knowledge within the sports world about the relationship of sport and sustainability		new partnerships with other civil society organizations and nonprofits
fear of increased expenditures	major transformative investments and new technologies are costly	successful sustainability transitions mean cost-optimization and savings on the long-run; opening up of new financing possibilities
lack of time and capacity for the transition		improvement of the quality of daily operations instead of incurring additional tasks, through new knowledge and more efficiency
fear of exceeding institutional powers	sustainability action and taking a stance may irritate others	the public does not criticize sustainability efforts, but rather communication exaggerating the true results

action, convincing leadership, appropriate communication, and incentive schemes on the part of the Hungarian Olympic Committee, which can also show how sustainability efforts can improve the circumstances in which sports are done, as well as the world of sports in general.

By pointing out phenomena originating from worsening ecological problems (how organising sports events becomes increasingly difficult due to extreme weather events, the health problems related to these, or potentially cancelled and postponed sports events), HOC could direct public attention to the topic. All of the above could strengthen the relevance of the sustainability efforts of the Hungarian Olympic Committee, and it could provide an opportunity to extend the practice of sustainability to a broader group of actors involved in Hungarian sports life.

Potential negative economic changes could motivate the actors of the sports world to diversify their income, partially balancing out the weight of public funding, which tends to fluctuate in the long term.

4. OUR STRATEGIC PLAN

The Hungarian Olympic Committee has established its strategic objectives concerning sustainability in three main spheres of responsibility. Within these three spheres, it has laid down 16 strategic objectives, which consist of additional sub-objectives.

The Hungarian Olympic Committee can have the biggest impact within its own organisation. As a key actor of Hungarian sports life, which constitutes the second sphere of responsibility, it can have a less profound impact, but one with a wider scope. Within the international Olympic Movement, the organisation can perhaps have the least profound impact, but with the widest scope possible.

SPHERES OF RESPONSIBILITY, STRATEGIC OBJECTIVES, AND SUB-OBJECTIVES

I. THE HUNGARIAN OLYMPIC COMMITTEE AS AN ORGANISATION

1. The Hungarian Olympic Committee facilitates the comprehensive development of its employees and the communities related to the organisation, their fair working conditions, as well as their well-being.

A cornerstone of this Strategy is regular and continuous work with the colleagues of the organisation. Their qualification, approach, and attitudes will be the factors that could in fact shape the respective level of ambition and efficiency of implementation within the organisation. Taking into account the human and community centric approach of sustainability and based on the results of stakeholder involvement (See: Annex), this Strategy highlights the work with people and communities as a special focus area.

1.1. Training Program for Colleagues

The Hungarian Olympic Committee is launching a sustainability training program for its colleagues.

These trainings form the basis of any subsequent action. These include basic training modules, which are mandatory for everyone, including newly recruited future employees. Beyond these modules, there are optional, complementary modules focusing on specific key areas, making the transition of HOC towards sustainability more seamless. Role-specific trainings constitute the third type of trainings, for example leadership training, ethical procurement, or even the upskilling of the communications team.

1.2. Supporting the physical, psychological, and mental health of employees

The Hungarian Olympic Committee is launching a program for its own employees to support their physical, psychological, and mental health.

In this context, the organisation takes measures to encourage its employees' sports and recreational activity and healthy lifestyle, and it contributes to easing access to eco-conscious and health-conscious eating. Every employee has the opportunity to participate in this program according to their own preferences and as they see fit.

1.3. Talent management within the organisation

The Hungarian Olympic Committee creates and maintains conditions of fair wages within the organisation, and it grants its employees the opportunity to continuously participate in training programs.

The Hungarian Olympic Committee plans to maintain its leading role in Hungarian sports and in the Olympic Movement by recruiting and keeping the most talented sports professionals and other employees.

1.4. Supporting work-life balance

The Hungarian Olympic Committee facilitates the personal well-being of its employees by measures supporting and aiming at work-life balance.

As a part of this effort, it supports:

- colleagues having or starting families so that they can best balance parenthood and work;
- the creation of a scheme for home office, teleworking, and other atypical work arrangements;
- internal sessions dedicated to sharing experiences about work-life balance in the framework of organisational development.

1.5. Organisational development subprogram dealing with gender equality and fairness

In order to nurture the organisational culture, the Hungarian Olympic Committee is launching an organisational development subprogram dealing with gender equality and fairness, involving every single employee.

The Hungarian Olympic Committee strives to have a gender ratio of 50/50 among its employees and its members. Regardless of who the given leader is, the work environment shall be a workplace that respects human dignity for both men and women in every regard, uniformly assessing their performance and providing a space for common creative work.

1.6. Sustainability Champions

The Hungarian Olympic Committee establishes the title of Sustainability Champion to encourage the cooperation of the Office Staff, which will be assigned regularly to the colleague who did the most for the sustainability transition of the organisation in a given time period.

1.7. Promoting individual lifestyle change

The organisation examines how as a workplace it could decrease the costs of individual lifestyle change for employees, if and when the need arises.

1.8. Sustainability of the events organised by the Hungarian Olympic Committee

The Hungarian Olympic Committee sets up sustainability guidelines for the events it organizes, which therefore also include the quantification of impacts in line with the measurement systems introduced by this Strategy. The guidelines cover the selection of location, catering, travelling, and social impact, among others.

1.9. The impact of the Office of the Hungarian Olympic Committee on the Hungarian Olympic Committee

Among the members of the General Assembly, the Executive Board, and the Committee, the Office shall assess those areas where the Office can potentially have an impact regarding sustainability. This assessment forms the basis for a regular dialogue with a wider circle in the future, as well as for common projects with organisations recognized by HOC.

1.10. Involvement in local community life

The Hungarian Olympic Community will seek out the opportunity to get involved in the community programs of the district hosting the Office (at the time of the adoption of the Strategy, Hegyvidék, District XII of Budapest) and make its work visible to the local community.

1.11. PR / Communications

In order for the Hungarian Olympic Committee to be able to set an example for the Hungarian Olympic Movement with its own efforts and achievements within the organisation, it wishes to emphasize and articulate in its external communication the achieved results and its work in the area of sustainability in an inspiring way. To support this objective, it formulates a set of communication criteria regarding the topic of sustainability and a communication action plan, which includes the upskilling of communications staff, defining key topics, identifying appropriate target audiences, channels and means of communication.

2. The Hungarian Olympic Committee improves the efficiency and quality of its own built infrastructure, makes its operations more economical, and it enriches the natural environment.

2.1. Energy-saving Program in the Office

The Hungarian Olympic Committee sets up an energy-saving sub-program, which

includes the assessment of the current level and composition of energy usage, as well as its long-term and permanent reduction.

2.2. Preparation for a New HOC Headquarters

The Hungarian Olympic Committee continues its negotiations for the establishment of a new headquarters. Leading sustainability criteria are applied by the planning of the new headquarters – following the example of the main building of the International Olympic Committee, be it a new or an already existing building.

Due to its problems with energy efficiency, temperature in the current office building is often not ideal for work. Being a tenant, the opportunity for any kind of alteration is limited at the moment.

The size of the currently available space limits the ambitions of the organisation to grow, and many consider the open office crowded, and due its current design, detrimental to work.

2.3. The Hungarian Olympic Committee as a Carbon Positive Organisation – the Hungarian Olympic Ecosystem

- a. *In the spirit of regenerative change, the Hungarian Olympic Committee undertakes to become a carbon positive organisation within the next 10 years, meaning that it will absorb more carbon-dioxide than it emits. The exact amount of emissions reduction and carbon capture, as well as the starting date of the measurements will be determined after a carbon footprint measurement system has been set up.*
- b. *In that context, the Hungarian Olympic Committee prepares a regenerative pilot project in Hungary, which will be similar to the Olympic Forest project of the International Olympic Committee.⁷ The project will be implemented by involving sports organisations and partners related to the Hungarian Olympic Committee and joining forces with them regarding their own future carbon capture efforts.*

The Hungarian Olympic Committee, as a catalyst in the sports world and leading the way in the field of Hungarian carbon offsetting projects, will set up a nature-based pilot project utilizing the world's most innovative solutions, based on the eco-design scheme of permaculture, in a broad partnership.

The program provides an opportunity to capture atmospheric carbon-dioxide and increase biodiversity, to create new habitats, involve local communities, and integrate educational and research programs beyond creating other diverse functions (for example, sports, recreational, and agricultural functions).

⁷ Matthew Campelli: 'Climate positive' IOC helping to revitalise the Great Green Wall. 17 June, 2021 <https://sustainabilityreport.com/2021/06/17/climate-positive-ioc-helping-to-revitalise-the-great-green-wall/>

3. The organisation makes its procurement ethical, and it improves its resource management

3.1. Procurement Guidelines

The Hungarian Olympic Committee undertakes to establish a set of guidelines for procurement taking into account sustainability and ethical aspects; the guidelines will apply to items and services purchased, as well as partnerships and marketing products.

Recognizing that the organisation can also make a real difference by "voting with its wallet", the organisation aims to decrease its indirect negative impacts, and have an increasingly positive impact on the economy, society, and the environment by gradually introducing the guidelines in practice. When setting up the new system, colleague(s) responsible for procurement will receive the appropriate training.

3.2. Waste Management

The Hungarian Olympic Committee sets up a waste management system for the Office, with the help of which it will launch a waste reduction program. Elements of the system include the introduction of new incentives for colleagues, expanding the separate waste collection scheme, and installing an indoor composting facility.

4. The Hungarian Olympic Committee incorporates sustainability aspects in its partnerships

In the context of the recent reform of partnerships, the Hungarian Olympic Committee regularly informs its partners about the results achieved in the area of sustainability. By doing so, it encourages the exchange of knowledge and experiences about sustainability systems, ambitions, plans, and methods.

5. The organisation decreases its transportation-related environmental impact

5.1. Promotion of environmentally friendly transportation to and from the Office

The Hungarian Olympic Committee would like to decrease pollution linked to the transportation of Office Staff to a minimal level, thus it is launching a program that supports sustainable transportation.

The program includes the promotion of cycling and the use of public transportation, the gradual development of the existing car fleet (procurement of hybrid, electric and/ or fuel cell vehicles), and the promotion of car sharing.

5.2. Business travel and transportation of athletes

The Hungarian Olympic Committee aims to decrease carbon-dioxide emissions linked to the domestic and international business travels of the Office Staff. To achieve this, it increases the ratio of video conferences, and it applies the guidelines of the International Olympic Committee on travel of employees and athletes.

6. The organisation creates and monitors compliance with the principles of good governance

6.1. Application of the Principles of Good Governance

The Hungarian Olympic Committee undertakes to widely apply the principles of good governance (integrity, autonomy and accountability, transparency, democracy and participation) and its practices in order to implement the sustainability objectives in line with other strategies of HOC (Organizational Strategy, Strategy of Olympic High-Performance Sport). The organisation carries out self-assessment to monitor good governance.

As a first step, the organization undertakes an assessment of the current system of good governance by using the existing assessment criteria, then based on these results, it determines the desirable and potential intervention points.

6.2. Social Responsibility

With this Strategy, the Hungarian Olympic Committee recognizes and emphasizes the impacts of the Olympic Movement on society, and it undertakes to represent its ideas on sustainability at various meetings, forums, and conferences also beyond the world of sports.

6.3. New Opportunities for Financing

By undertaking ambitious sustainability objectives, the Hungarian Olympic Committee aims to access new, more diverse types of financing (new partnerships, funds to promote green transition from the European Union and other sources).

II. THE HUNGARIAN OLYMPIC COMMITTEE AS A KEY ACTOR IN HUNGARIAN SPORTS LIFE

1. The organisation initiates a structured dialogue involving actors of the Hungarian Olympic Movement and other stakeholders

For the Hungarian Olympic Committee to catalyse the transition towards sustainability, it is launching regular, structured dialogues with actors of the Olympic Movement. It establishes coherent, interrelated processes that involve many relevant actors and international expertise; furthermore, it organizes events based on practical action.

Transition towards sustainability in Hungarian sports life is in its early infancy, thus the organisation can take the first steps in the Olympic Movement in this phase by launching structured dialogues. This medium can also level up issues related to social sustainability that have already been taken up by certain committees.

Due to the complexity of sustainability, there are many areas where it could be worth launching a structural dialogue. These include but are not limited to

- the risks of climate change for society, particularly for the sports world;
- climate change adaptation in the (domestic) sports world; potential impact of actors on preventing climate change; possibilities of regeneration (Hungarian Olympic Ecosystem – See: Recommendation I./2.3);
- the potential contribution of the sports world to upward social mobility;
- equal opportunities in sports;
- safeguarding and protection of child and adult athletes.

The dialogues will touch upon but are also not limited to procurement and resource management questions within sports organisations, sustainability questions and regenerative solutions of newly built sports infrastructure, as well as sustainable (potentially regenerative) organisational practices, and gentle sports events.

As an approach taken from tourism, a gentle sports event could represent a concept for organizing (sports) events in the course of which the organizers / organizing committees strive to minimize negative impacts on the local community and the landscape, maximize positive impacts, install temporary and permanent structures that fit into the landscape, adapt to the capabilities and capacity of the local community, protect and enrich its cultural heritage, and select the appropriate technologies that serve these objectives during the preparation, organisation, implementation, and follow-up phases.

As the implementation of the Sustainability Strategy progresses, an exchange of views about the preparation, experience, and implementation of sustainability strategies at the level of disciplines and clubs can take place, as well as dialogues on the cultural

relevance of cultural programs and temporary and permanent architectural elements related to sports events.

2. The organisation lays down common minimum standards for organisations recognized by the Hungarian Olympic Committee

The Hungarian Olympic Committee lays down jointly adopted, mandatory, common minimum standards for itself and its member organisations for a three-year and five-year horizon, which will set the entire Olympic Movement in motion on the path of sustainability.

Common minimum standards that shall be achieved within a three-year time period include meeting the requirements for good governance, as well as the introduction of a carbon footprint measurement system for organisations recognized by the Hungarian Olympic Committee.

Common minimum standards set as objectives that shall be achieved within a five-year time period include the preparation of a carbon emission reduction plan, beginning the compensation of unavoidable emissions in the course of operation (or emissions exceeding this amount), and the elaboration of ethical procurement guidelines.

3. The Hungarian Olympic Committee develops guidelines and manuals for actors in the Olympic Movement as well as sports professionals

The Hungarian Olympic Committee develops clear and transparent guidelines and an assessment system for domestic sports events and sports facilities of scale in terms of sustainability. Furthermore, it provides recommendations and manuals to support infrastructure development and maintenance, also presenting outstanding best practices.

4. The organisation introduces incentives for accelerating the process of transition towards sustainability

4.1. HOC Sustainability Certification System

The organisation elaborates a Sustainability Certification System, in which international reporting standards ensure comparability among organisations.

4.2. Complex organisational restructuring scheme for organisations recognized by the Hungarian Olympic Committee

The Hungarian Olympic Committee launches a complex restructuring program for sports disciplines, in the course of which wide-ranging support is provided for the

transition of the most motivated and willing organisations recognized by the Hungarian Olympic Committee towards sustainability.

5. The organisation incorporates messages of sustainability into its communication targeting the audience of the Olympic Movement

5.1. Integrating Messages of Sustainability

The Hungarian Olympic Committee sets the objective to gradually integrate sustainability messages relevant to the audience of the Olympic Movement, sports, and Olympism into its communication strategy as an increasingly significant element.

Research and training precede any such change so that messages of sustainability can be increasingly integrated into the daily communication of the organisation. Regarding its communication about sustainability, the Hungarian Olympic Committee is open to involving additional partners.

5.2. Sustainability Ambassador Program

The Hungarian Olympic Committee is launching a Sustainability Ambassador Program with the participation of Olympic Champions. The chosen Olympic Champion/Ambassador calls the attention of a wider audience to the relevance and potential solutions of an environmental and/or social matter in a topic related to their personal life and their own sport. The Ambassador will receive personalized training for this purpose.

6. HOC supports educational, research, and scientific activities in the framework of the Olympic Movement at the intersection of sports and sustainability

6.1. Primary and Secondary Education, Olympic Schools

The Hungarian Olympic Committee would like to contribute to the integration of the fundamental values of sustainability into sports education. In order to do so, the Hungarian Olympic Committee undertakes the development of curricula and lesson plans primarily for the Olympic Schools, but these will also be freely available to all teachers. If possible, it will also involve Olympic Champions in disseminating messages that raise awareness.

6.2. Eminent Talent Management Program

The Hungarian Olympic Committee, under the auspices of the Hungarian Olympic

Academy, launches a talent management program with a small number of participants, focusing on the quality education of young talents particularly in the area of sports and sustainability.

6.3. Opportunities for Cooperation with Higher Education

The Hungarian Olympic Committee is open to launching interdisciplinary research and scientific programs that are placed at the intersection of sports and sustainability. Thus, the Hungarian Olympic Committee encourages the writing of master theses and PhD dissertations in this area, as well as the creation of programs connecting internships to thesis writing. The Hungarian Olympic Committee fosters the launch of international research or research involving more countries in this area.

6.4. Supporting Sports Professionals through Education

The Hungarian Olympic Committee launches an online educational / training program for the upskilling of sports professionals in the area of sports and sustainability, through which many sports professionals can access the knowledge indispensable in the transition towards sustainability. These programs are integrated into the already existing training platform systems, and their target audience encompasses all actors of the Olympic Movement.

6.5. Dual Training of Athletes

The Hungarian Olympic Committee initiates a dialogue with institutions offering dual training for athletes about the integration of training elements in relation to the topic of sports and sustainability.

6.6. Cooperation with Professional and Non-Governmental Organisations

In line with this Strategy, the Hungarian Olympic Committee cooperates with environmental and other professional and non-governmental organisations to organize common programs and awareness-raising campaigns around shared common objectives.

6.7. Advocacy

On a professional basis and refraining from party politics, the Hungarian Olympic Committee participates in advocacy work to support and accelerate the process of transition towards sustainability, and to create value for every single actor.

III. THE HUNGARIAN OLYMPIC COMMITTEE AS AN ACTOR OF THE INTERNATIONAL OLYMPIC MOVEMENT

1. The Hungarian Olympic Committee creates international cooperation in the area of sports and sustainability at the expert and leadership levels

1.1. Communication with the International Olympic Committee Concerning the Topic of Sports and Sustainability

In order to assess (monitor and feedback) progress on this Sustainability Strategy, to finance its operation, and to exchange professional experiences, the Hungarian Olympic Committee maintains constant contact with the International Olympic Committee at the expert and leadership levels.

1.2. Participation in International Dialogues and Expert Communities

The Hungarian Olympic Committee joins already existing international dialogues around the topics of sports and sustainability.

Fruitful international dialogues provide a forum for sports organisations to tackle climate change and other environmental and social challenges in a consistent and mutually supportive manner. These provide an opportunity to learn from each other, disseminate best practices, and cooperate in areas where the values and activities of the given actors can connect.

1.3. Participation in Informal International Expert Networks Dealing with the Topic of Sports and Sustainability

The Hungarian Olympic Committee participates in informal international expert consultations, which connect and weave the work of experts dealing with issues of sports and sustainability into networks.

1.4. Participation in Dialogues on the Sustainability Ambitions of Olympic Partners

The Hungarian Olympic Committee would like to practice its domestic partnership management skills in the international arena as well, especially regarding the TOP partners. The Hungarian Olympic Committee supports the International Olympic Committee in its efforts to integrate into its dialogue with sponsoring partners mutual help to make progress in the area of sustainability, in a way that respects the autonomy of the parties.

2. The Hungarian Olympic Committee integrates its sustainability agenda into its international relations

The topic of sustainability and sports represents an underexploited area in the International Olympic Movement at the moment, which may offer a unique opportunity in the international relations of Hungarian sports.

2.1. Sports and Sustainability: International Efforts and Setting the Agenda

In cooperation with the stakeholders of Hungarian sports diplomacy, the Hungarian Olympic Committee develops guidance for navigating the international agenda of sports and sustainability.

2.2. Biannual Reports on Progress in the International Sports and Sustainability Agenda

As part of consistent representation, the Hungarian Olympic Committee prepares biannual reports in Hungarian on progress in the area of sustainability within the international Olympic Movement for Hungarian sports managers, as well as for employees responsible for international relations in recognized organisations.

With these reports, the organisation facilitates information exchange on the topic and supports the work of colleagues who are active internationally.

2.3. Regular Consultations of Leading Hungarian Sports Diplomats on the International Progress of Sports and Sustainability

The Hungarian Olympic Committee initiates and establishes the right conditions for integrating the topics of sustainability efforts, actions, results, and best practices into the agenda of Hungarian sports diplomats' management-level consultations.

3. HOC actively and extensively informs the international sports community about the implementation of the Sustainability Strategy

Through regular disclosure of information, the international sports community will have the opportunity to learn more extensively about the results of the Hungarian Olympic Committee, potentially taking inspiration from the efforts of the organisation.



TIMELINE

When developing the timeline, we wanted to bring the ambitions of the Strategy in line with the capacities of the management and staff of the Office of the Hungarian Olympic Committee, as well as with the Olympic terms.

The timeline chart designates the starting date of the implementation of the objectives and follows the maintenance periods, when the agenda includes the maintenance of the achieved results, the training and involvement of new colleagues, and the renewed confirmation of commitments.

5. IMPLEMENTATION – MAKING IT HAPPEN

MANAGEMENT SYSTEM

In order for the strategic objectives to become reality, the Hungarian Olympic Committee accompanies the implementation with a robust management system, in accordance with the ambitious objectives.

In the early stage of implementation, the Hungarian Olympic Committee engages external expert support to a larger extent. As time goes by, employees of the organisation gradually take over the tasks related to implementation, as well as the operation of the systems introduced. The key for the transition is the development of designated employees' capacities in the area of sustainability. The Hungarian Olympic Committee provides appropriate individual and team training for the actors undertaking implementation, tailored to their tasks.

Thus, the system represents a dynamic structure that gradually develops and changes over time, the initial development and application of which is time-consuming and resource-intensive.

ROLES AND RESPONSIBILITIES

The most important implementers of the strategic objectives are the employees of the Hungarian Olympic Committee themselves. Their general and role-specific training also helps them carry out their tasks as implementers gradually to an ever-greater extent.

The implementation of the strategic objectives is a community task. The goal is for everyone to have a sense of ownership regarding the process, and that colleagues obtain results through cooperation. This means that the Hungarian Olympic Committee, when designating roles and responsibilities, builds up a process whereby more and more employees of the organisation can get involved in the implementation as time goes by. The key to efficiency is to gradually and increasingly integrate the tasks concerning sustainability into everyday operations.

As a first step, it is necessary to provide an exact definition of the responsibilities undertaken during the process. In the initial phase of implementation, a smaller circle, the professional sustainability team (hereinafter: Team) will play a leading role.

For the management of the Team, the Secretary General of the Hungarian Olympic Committee establishes the position of Sustainability Coordinator. The Coordinator's role includes kicking off the implementation of objectives, monitoring progress (See: Measuring Progress), and preparing the progress reports (See: Communications and Reporting). Furthermore, their operative tasks include the coordination of work processes, the organisation of regular consultations, the preparation of agendas, and the

follow-up of processes. The Sustainability Coordinator is supported in its work by the Team, and they report directly to the Secretary General. As time goes by, the position of the Sustainability Coordinator can be levelled up to a management position as the number of tasks and responsibilities gradually increase.

Beyond the manager, the professional sustainability team also includes permanent members. Representing the leadership of the Hungarian Olympic Committee, the Secretary General appears as a permanent member, as does the senior financial officer as the person responsible for procurements, and the manager of the marketing and communications department.

Beyond permanent members, colleagues working in other areas of the Office could play their part in the team as occasional members, depending on the issue areas on the agenda. When discussing questions on the agenda that concern the relations of the Hungarian Olympic Committee and the wider Olympic Movement, the involvement of the sports directorate is necessary, when questions of international topics arise, the involvement of the international department of the Office becomes needed. On a quarterly basis, the President of the Hungarian Olympic Committee also participates in the team meeting. At the presidential meetings, the Secretary General represents the sustainability team.

The professional sustainability team holds regular discussions, at least every two weeks.

RESOURCES

The Hungarian Olympic Committee assigns its own resources to the implementation of the Strategy, including resources available as part of the Olympic Solidarity Fund. Similarly to the Erasmus+ ASAP project for the preparation of this Strategy, which was co-financed by the European Union, the Hungarian Olympic Committee remains open to participation in other similar EU projects. The Hungarian Olympic Committee is open towards cooperation dedicated to sports and sustainability in the framework of sponsor partnerships, offering sustainability action as a value proposition to its current and potential partners.

The Hungarian Olympic Committee sees great potential in the implementation of this Strategy, since it brings a new type of knowledge, expertise, and capabilities into the organisation, greatly enriching it.

The expert-level cooperation of the Hungarian Olympic Committee with the sustainability division of the International Olympic Committee makes it possible for HOC to be regularly informed about sustainability actions, best practices, and methods that concern the Olympic Movement the most. Consultations with the International Olympic Committee are indispensable for example to further refine the carbon footprint measurement system in terms of methodology.

By cooperating with Hungarian non-governmental organisations, the organisation gains new expert knowledge, while the Hungarian Olympic Committee can broaden its reach within society. At the same time, external experts can help the organisation with the follow-up and reporting activities. Further tools include structured dialogues as well as any further knowledge sharing with other sports organisations, which help the flow of information and ideas that already exist in the Hungarian Olympic Movement.

MEASURING OUR PROGRESS

For the designation, monitoring, and control of the specific commitments of the organisation, developing and continuously maintaining a measurement system is needed. The Hungarian Olympic Committee uses a measurement system to quantify and monitor its own positive and negative environmental and social impacts.

The sustainability leader uses these measurement systems to track progress, and from Q3 of 2022, every second quarter, the sustainability leader will assess and summarize this progress for the Secretary General and the President for internal use.

The HOC will involve external consultants for developing the methodology of the measurement systems, who will provide training for the sustainability leader to be able to measure progress.

In the coming years, the Hungarian Olympic Committee undertakes the gradual development, introduction, and operation of the following measurement systems:

1. Carbon footprint measurement system: measurement of CO2 emissions related to the activities of the organisation
2. Waste measurement system (measurement of amount and composition)
3. Measuring energy consumption: measurement of the monthly electricity consumption in kWh related to the operation of the Office
4. Measuring water consumption: monthly water consumption in cubic meters related to the operation of the Office
5. Percentage of commuting to and from the Office in an environmentally friendly manner: the number of colleagues commuting to and from the Office with public transportation and/or micromobility vehicles compared to the total number of employees, in percentage points
6. Gender ratio among employees, the number of women in the Executive Board and the General Assembly, in percentage points
7. Ratio of ethical procurement: products and services purchased according to the new procurement guideline system compared to the amount of total procurement, in percentage points
8. Quantitative and qualitative measurements related to employee satisfaction
9. Measurement and quantification of positive social impacts



COMMUNICATION AND REPORTING

The Sustainability Team prepares publicly available reports about the implementation of the objectives. The Hungarian Olympic Committee publishes its Sustainability Report every two years, adjusted to the Olympic terms. The report is based on the systematic examination of progress regarding the strategic objectives, as well as quantified results.

The Hungarian Olympic Committee will use external consultants to help develop the methodology of reporting, who will provide training for the sustainability leader so they can perform as many tasks related to the reporting as possible.

The medium-term objective (by the time of the publication of the second sustainability report, i.e. by Q3 of 2025) is that the Hungarian Olympic Committee shall prepare its report using international reporting standards, which will make the efforts and results of the organisation comparable both across sectors and internationally.

The organisation will channel the results of the implementation of the Strategy into the Olympic Movement as part of its regular PR and communications work.

ANNEX

METHODOLOGY AND RESULTS OF STAKEHOLDER INVOLVEMENT (MAY – SEPTEMBER 2021)

A two-month involvement phase preceded the preparation of the Strategy, which started in May 2021. Between May and June 2021, 35 interviews were conducted with internal (office staff) and external stakeholders. Beyond the relationship between the sports world and sustainability, the semi-structured interviews examined personal attitudes to specific topics. Beside the interviews, three online surveys were sent out: to the colleagues of the Hungarian Olympic Committee, to the members of the General Assembly, and to the partners. During the stakeholder involvement, the quality and the nature of stakeholders' relationship with the organisation was surveyed, as were their environmental attitudes, expectations, and ideas in relation to the sustainability objectives.

As the second stage of the involvement phase, between August and October 2021, consultations and workshops for collecting feedback regarding the strategic recommendations were held for a smaller group of people (for the leadership and staff of the Office).

Results

The above-described broad involvement process made it possible for the organisation to map the preferences, ideas, doubts, and concerns of stakeholders in relation to every single area of strategy building.

In the course of this work, it became clear that for the employees of the Hungarian Olympic Committee it is important that the first phase of the transition towards sustainability shall affect the efficiency of the internal systems of the organisation, it should bring positive change concerning their individual well-being as well as involvement in the decision-making process and the strengthening of teamwork. The majority understands and sees the nature of sustainability challenges, but their knowledge and familiarity with the potential solutions differ considerably.

The members of the Executive Board expressed their need to implement the sustainability program in a realistic way, in gradual steps, taking into account long-term economic sustainability, so that instead of overburdening, it can strengthen the organisation.

The response rate for the survey was extremely low among members of the General Assembly, only six completed questionnaires were sent back from their part. Generally, the respondents consider the role of Hungarian sports organisations in Hungary's sustainability transition important, as well as the wide-scale acceptance of the principles related to it, and they believe that there is much work to be done in these areas in the country. Regarding the Sustainability Strategy of HOC, they expressed almost no specific need whatsoever.

To varying extents, but several partners are actively working on making their own operations and activities sustainable. What they have in common is that they are willing to cooperate with the Hungarian Olympic Committee in the area of sustainability, even if, due to the nature of the relationship, it is not exactly clear for them at the moment how they can join in this work.

Based on the interviews conducted with members of the Olympic Team, it was revealed that they come into contact with the Office in such an indirect way that they could not articulate any need regarding the sustainability efforts of the Hungarian Olympic Committee. Depending on the nature of their sport, they experience the global and local sustainability problems to a greatly varying degree; they usually consider the question very important, many have particularly exemplary habits in their own life, and they are open to using their popularity for the promotion of sustainability.

The government body responsible for sports (at the time of the development of the strategy this was the State Secretariat for Sport and Youth Affairs at the Ministry of Human Capacities) is making a lot of effort within its scope to facilitate the transition towards sustainability, primarily social sustainability. Regarding the development of this Strategy, however, they have not formed an opinion.

The permanent commissions of the Hungarian Olympic Committee, especially the commissions of particular relevance to sustainability (the Commission for Equal Opportunities and the Ethics Commission), have expressed a supportive opinion, and they have also listed several areas for potential action.

The specific federations have expressed widely varying needs. The surveyed representatives of specific federations consider important the advancement of more equal/rational support systems regarding economic sustainability, and the fostering of equal opportunities for disadvantaged people regarding social sustainability. Furthermore, the maximization of the social functions of sports facilities was mentioned, as well as the question of their environmental and long-term economic sustainability. Awareness-raising and the education of the representatives of the sports profession was also often mentioned, which would be worth managing as a priority according to the respondents, since they believed that there is much to do in this area.

We believe that it is important that the stakeholders get to know the sustainability efforts of the Hungarian Olympic Committee and the international Olympic Movement, so that their opinion and feedback can be channeled into their operation in the future as well, and that new cooperations can happen in this area.

The preparation, execution, professional coordination, and finalizing of the development of this Strategy, including the activities concerning the involvement of stakeholders, was carried out by the experts of Edge Effect Consulting Ltd.

Photos: Hungarian Olympic Committee

