



COMMISSION FOR A  
SUSTAINABLE LONDON 2012

Snapshot Review

# Sustainably Sourced?

A snapshot review of the sustainability of London 2012 merchandise

October 2011



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# Summary

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The Commission has reviewed the sustainability of LOCOG's approach to merchandising for the London 2012 Olympic and Paralympic Games. This includes items sold in London 2012 shops and given away by Commercial Partners.

LOCOG is aiming to raise a minimum of £86 million from merchandising and retail, coming from total retail sales in the region of £1 billion. It is seeking to manage the sustainability implications of this through the application of their Sustainable Sourcing Code and Diversity and Inclusion Business Charter. The Commission has reviewed these as part of previous work and considers that these two documents represent best practice for the event industry that other organisations putting on major events could follow.

LOCOG's decision to address sustainable procurement through the development and use of a Sustainable Sourcing Code and Diversity and Inclusion Business Charter sets the sustainability standards for Games merchandise. This has been applied throughout LOCOG's procurement of licensees. This review focuses on the application of the codes to merchandising and areas where LOCOG can enhance the sustainability outcomes beyond this primary commitment.

LOCOG is going beyond previous Games and setting new standards for others to follow in the way they are tackling their merchandise and there is evidence that this is making a difference to the products being produced for the Games and the packaging they are supplied in. This needs to be reflected in the merchandise through better communication of the sustainability standards that have been applied to products.

There will always be challenges in supply chain management for merchandise, especially in such a short timescale and high volume situation as the Games. LOCOG is taking steps to manage the risks involved in their supply chain and the Commission will continue to monitor this.

In principle we believe that full public disclosure of supply chain locations is the right goal for companies to aim for. LOCOG has investigated full disclosure but believe this would be administratively too complex for an organisation with a short life and up to 10,000 product lines available for a limited period of time. In its Sustainable Sourcing Code LOCOG requires full disclosure to themselves and encourages suppliers and licensees to undertake full public disclosure. The Commission accepts that LOCOG is not able to get full public disclosure across the entire supply chain. However we believe that they need to endeavour to get greater public disclosure than is currently expected.

Adidas is currently the only partner that is publicly disclosing the location of factories that will be supplying London 2012. No other companies have indicated their intention to do this. The Commission congratulates adidas on their leadership and urges LOCOG to encourage more companies to follow them and set an example to the industry.

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LOCOG has produced a complaints and dispute resolution process for complaints about their supply chain. This is an innovation in an industry which has to date not widely had complaints processes for the whole supply chain. The Commission commends them for developing a process that has been well received by stakeholder groups, as it puts LOCOG amongst those at the forefront of action in this area and sets an example for future Games. This needs to be actively communicated throughout the supply chain so that anyone who needs access to the process can use it.

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## Recommendations

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1. That LOCOG communicate the sustainability of their licensed products.
2. That LOCOG work with their licensees to produce a series of case studies showing how the companies have responded to LOCOG's requirements and improved the sustainability performance of their products. These should cover a range of sustainability impacts including carbon footprinting, ethical supply, local employment, packaging and materials used.
3. That LOCOG work with their suppliers and licensees to communicate the complaints and dispute resolution process to workers throughout the supply chain, including at the factory level.

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# 1 Introduction

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- 1.1 The Commission for a Sustainable London 2012 ('the Commission') was established to provide independent assurance and commentary to the Olympic Board, and publicly, to enable the sustainability objectives of the Games to be achieved and to support a sustainable legacy. As we approach Games-time the Commission will be increasingly carrying out ad-hoc reviews to assess how specific issues are being addressed, rather than detailed thematic reviews. This report provides a snapshot of the way in which sustainability is being addressed in London 2012 merchandising as of spring / summer 2011.
- 1.2 The majority of the information in this report was gathered from a series of presentations by the London Organising Committee of the Olympic and Paralympic Games (LOCOG) Commercial and Sustainability Teams over the course of one day in February 2011, with subsequent follow up between the Commission and key individuals, as well as discussions with wider stakeholders. The main publications relating to London 2012 merchandising and sustainability were also reviewed. In addition, the Commission attended a workshop held by adidas as part of their stakeholder engagement, which was also attended by several NGOs.
- 1.3 This report solely covers the area of sustainability standards in London 2012 merchandise (the products retailed via [www.london2012.com](http://www.london2012.com), London 2012 shops at St Pancras, Paddington and Heathrow and through retail partners Sainsbury's, John Lewis and Next) and premiums to be given away by sponsors<sup>1</sup>. The overall procurement processes of LOCOG were reviewed by the Commission in 2009 and a report is available on our website<sup>2</sup>.

The aim of this report is to provide a snapshot of the sustainability of the London 2012 Games-time transport plans as they stood at the end of 2009. This differs from previous reviews by the Commission which have delved into greater detail around specific processes or issues. Much of the detailed planning and delivery still lies ahead for the London 2012 transport teams as they start to activate programmes with their commercial partners and as ticket sales allow more accurate forecasting and travel planning. Consequently at this point in time it seemed more appropriate for the Commission to provide an overview and comment on current plans. The Commission will revisit transport closer to the Games in a review of Games Operations.

- 1.4 There are a wide range of sustainability issues within the supply chain for all products. A diagram illustrating the complexity of this for London 2012 merchandise can be found at Appendix A.

1 A premium is an item bearing the London 2012 mark which is sold or distributed as part of a promotion by a commercial partner or key stakeholder (for example, lapel pins, caps, t-shirts, pens, umbrellas, keyrings, etc).

2 [http://www.cs london.org/downloads/2010\\_LOCOG\\_Procurement\\_Review.pdf](http://www.cs london.org/downloads/2010_LOCOG_Procurement_Review.pdf)

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## 2 London 2012 merchandising

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- 2.1 LOCOG is a private company responsible for staging the 2012 Games, as such it is not subject to EU procurement rules. It is however obligated by the Joint Venture Agreement to operate a fair and competitive procurement process with due regard to environmental, social and ethical considerations. LOCOG need to raise a total of £2.1 billion from sources including sponsorship, ticketing, broadcasting rights and licensing. Merchandising and retail is targeted to raise a minimum of £86 million, coming from total retail sales in the region of £1 billion.
- 2.2 LOCOG expect to have a total of 50-60 licensees, who have been awarded the rights to produce a range of licensed products carrying the London 2012, Team GB or ParalympicsGB brands. All of the license opportunities have been initially advertised through the supply chain portal CompeteFor. As of September 2011 approximately 3,500 individual product lines had been made available to the market, out of an expected 10,000. These range from pin badges to sportswear and train sets.
- 2.3 LOCOG aim to supply the type of merchandise that would be expected for an Olympic and Paralympic Games in the UK but supply it more sustainably. They have had a number of successes in doing this, which are covered in paragraphs 3.5 and 4.5. The aim is to shift the marketplace for these goods by demonstrating what can be achieved to make the products more sustainable. LOCOG believe that this will have a greater impact than focussing on having a small number of demonstrably sustainable products. The Commission supports the approach to influence the merchandising sector to be more sustainable. However this approach does not substantially influence consumer behaviour and we would encourage LOCOG to offer more merchandise that supports more sustainable behaviour by consumers.
- 2.4 Some previous Games have had merchandise that reflected the Aboriginal communities of the country or region. For example, Vancouver had a range of merchandise celebrating the First Nations through Aboriginal themed merchandise. LOCOG is intending to supply merchandise that reflects the cultural diversity of the UK as a whole. The Commission is in favour of this approach in general and believes it could be enhanced by a strand of merchandise that celebrates East London in particular, given the location of the Olympic Park.
- 2.5 LOCOG has taken conscious decisions to manage the licensed products in-house and to minimise the total number of licensees. These decisions have assisted them in managing the sustainability implications of the products as they retain a greater ability to control the products being produced and the standards applied to them. LOCOG has also sought to embed a sustainability ethos throughout the organisation. This is evident in the commitment from the Commercial Team to integrate sustainability into their practice and to work with the Sustainability Team without solely relying on them to manage these areas. All of this provides lessons for future Games and other events that will have significant amounts of merchandise in terms of how they can manage their sustainability implications.

2.6 Merchandise is currently on sale to the public via [www.london2012.com](http://www.london2012.com), London 2012 shops at St Pancras, Paddington and Heathrow and through retail partners Sainsbury's, John Lewis and Next. During the Games there will be shops at all venues, with approximately 80 locations comprising 100,000 sq ft. As part of this, the Olympic Park will host a 40,000 sq ft megastore. Experienced operators have been appointed to manage these shops and they are required to comply with BS 8901.



London 2012 Shop. © LOCOG

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## 3 Application of standards to merchandise

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- 3.1 The main sustainability standards applied to merchandising are the Sustainable Sourcing Code<sup>4</sup> and the Diversity and Inclusion Business Charter<sup>5</sup>. The Commission reviewed these documents as part of our review of LOCOG procurement in 2009<sup>6</sup>. We made two recommendations on the first edition of the Sustainable Sourcing Code in this review. Both of these were completed with the publication of the second edition of the code. The Commission considers that these two documents represent best practice for the event industry that other organisations putting on major events could follow. A number of measures in these codes are not mandatory, as LOCOG mandate them depending on the individual circumstances. As the market for more sustainable and ethical goods develops, organisations adopting these codes in the future will need to consider whether some of these areas could be made mandatory.
- 3.2 The Sustainable Sourcing Code is also supported by guidelines on measuring the carbon emissions of products and services<sup>7</sup> and by guidelines on packaging<sup>8</sup>.
- 3.3 All licensees are contractually required to follow these documents. Sustainability is also factored into the tender evaluation process, with potential licensees expected to set out how they will respond to LOCOG's sustainability standards.
- 3.4 LOCOG host biannual Licensing and Retail workshops and provide updates of any new requirements or editions of their policies. For example, the Sustainable Sourcing Code is now in its third edition and incorporates the new complaints and dispute resolution process. LOCOG's Licensing team also work closely with licensees on a day to day basis.
- 3.5 There is evidence that LOCOG's standards, as set out in the code, are making an impact on the products being produced for the Games and the packaging they are supplied in. Examples include:
- That adidas has committed to all their London 2012 products having specific sustainable content by Games-time. This accelerates the commitment from their Better Place initiative where, by 2012, 100% of their athletic footwear products and 20% of athletic apparel products will have some sustainable content<sup>9</sup>.
  - The Stella McCartney for adidas Team GB range includes five percent organic cotton. As the growing of cotton has many environmental impacts, this represents a positive start and the Commission would like to see the level of organic content increase before the Games if possible, and in the ongoing supply of adidas products in the future.
  - Hornby has redesigned their packaging as a result of their engagement with London 2012. This includes removing PVC from the packaging, including 70% recycled

4 <http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf>

5 <http://www.london2012.com/documents/business/diversity-and-inclusion-business-charter.pdf>

6 [http://www.cs london.org/downloads/2010\\_LOCOG\\_Procurement\\_Review.pdf](http://www.cs london.org/downloads/2010_LOCOG_Procurement_Review.pdf)

7 <http://www.london2012.com/documents/locog-publications/locog-guidelines-on-carbon-emissions-of-products-and-services.pdf>

8 <http://www.london2012.com/documents/locog-publications/locog-packaging-guidelines.pdf>

9 [http://www.adidas-group.com/en/sustainability/Environment/products/better\\_place/default.aspx](http://www.adidas-group.com/en/sustainability/Environment/products/better_place/default.aspx)

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content and implementing the On Pack Recycling label scheme.

- Ulster Weavers, Ashley Wilde, Touch of Ginger and Football Mania are all using recycled materials in their products or packaging.
- Touch of Ginger has remodelled the plastic used in their packaging programme to use PET instead of ABS, to make it more readily recyclable, as a result of supplying London 2012.
- Grant Barnett & Co have changed their umbrellas from PVC to polyester in order to meet London 2012's requirements and are the first umbrella company to develop a recycled polyester fabric.
- The publishing range, including over three million programmes, are to be printed on FSC certified paper. This is an innovation for Games programmes and is at the forefront within the publishing industry.
- A sustainable solution is being developed for the packing and shipping of programmes that plans to avoid using polythene or plastic straps in shipping and delivery.
- The London 2012 pin badge collections, from the licensee Honav, will reflect key strands of diversity: belief, age, disability, gender, ethnicity, sexual orientation.
- London Borough pin badges comprise 33 pins to reflect each London Borough as voted for by the public.

3.6 We encourage the sharing of learning and best practice between licensees to help improve their performance where possible. This would also enable those who have already taken actions to see where these can be built upon.

3.7 The Commission is keen to see the sustainability of licensed products used in their marketing to inform purchasers of the products and to raise the sustainability credentials of the Games. This could be through a short reference saying it is produced in line with the Sustainable Sourcing Code on the packaging of the product. We believe that these measures present further opportunity for LOCOG to demonstrate its sustainability credentials, particularly where a product has a demonstrable improvement in its sustainability.

#### ■ Recommendation 1

That LOCOG communicate the sustainability of their licensed products.

3.8 The sustainability implications of bags is being debated in the retail industry. A number of stakeholders have raised the issue and expect LOCOG to set an example in this area. The Commission has reviewed LOCOG's plans for the provision of merchandise bags during the Olympic and Paralympic Games and has published a statement on our website<sup>10</sup>. Respected international research<sup>11</sup> shows that no single bag solution outperforms other comparable bag solutions against all sustainability criteria. LOCOG

<sup>10</sup> <http://www.cslondon.org/2011/07/sustainable-packaging-for-london-2012/>

<sup>11</sup> [http://www.bsr.org/reports/Bags\\_and\\_Brands\\_Report1.pdf](http://www.bsr.org/reports/Bags_and_Brands_Report1.pdf)



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has carried out a thorough process, incorporating key sustainability criteria to identify a range of appropriate bag options. This process incorporated sustainability criteria in accordance with the LOCOG Sustainable Sourcing Code. We are satisfied that the options which LOCOG are considering in its final selection are the best available within the Industry at the time.

- 3.9 However, we strongly encourage LOCOG to pursue a robust integrated approach to the way in which the bags are distributed and the information provided to patrons about options for reuse and recycling. In our view, LOCOG could charge for bags to send an appropriate signal of restraint in taking a bag with merchandise. A transformative approach would be to designate proceeds from bags sales to catalyse industry research in developing a more sustainable bag system for future events.
- 3.10 Ninety percent of licensees are UK companies however, as expected, much of the manufacturing will be carried out overseas. A notable exception to this is the Royal Mint and there are other local manufacturers. It should be possible to say how much local employment has been created or sustained through the use of UK suppliers. We expect there to be some evidence to demonstrate this as production increases in the run up to the Games.
- 3.11 The way in which companies have adapted to meet LOCOG's requirements should also put them in better shape to compete for other contracts as these requirements are more widely adopted by events in the UK and overseas. In many cases the requirements should also help to make the companies more efficient, through changes such as reducing packaging costs and managing carbon emissions through energy efficiency. Where this can be demonstrated the Commission recommends that LOCOG work with their licensees to produce a series of case studies showing how companies have improved their performance, measured against previous performance and industry baselines. Where companies have measured the carbon footprint of their products this should also be included in case studies. This would also help in the sharing of learning and best practice between licensees.

#### ■ Recommendation 2

That LOCOG work with their licensees to produce a series of case studies showing how the companies have responded to LOCOG's requirements and improved the sustainability performance of their products. These should cover a range of sustainability impacts including carbon footprinting, ethical supply, local employment, packaging and materials used.

- 3.12 The Commission believes it would be beneficial for anecdotal evidence to be gathered from unsuccessful companies to see if their tendering to supply LOCOG has resulted in them adopting new practices that should help them in future tender exercises.

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- 3.13 LOCOG has had to allow some concessions where companies have been unable to adhere to all the requirements of the Sustainable Sourcing Code. These have mainly been where it has not been possible to avoid PVC. In these cases PVC has been allowed and we have been advised that the company has taken steps to ensure that it will be phthalate free, helping it to meet the London 2012 PVC policy<sup>12</sup>. The Commission will review the total number of exceptions to the code in our post-Games review.
- 3.14 LOCOG are extending their requirements to Premiums<sup>13</sup>, which is an area often not tackled by events or companies and understood to be a first for the Games. Any LOCOG Commercial Partners who wish to produce London 2012 related premiums are required to source them from an official licensee if one has been appointed for that category, or a partner who has exclusivity in that category. Only if the licensee or partner is unable to produce it or cannot do so for an acceptable price, is the partner able to obtain it through an alternative source. Where the partner does source from a third party, approval is required from LOCOG and the same sustainability standards apply. Challenges can arise when products have already been produced and are then stamped with the company's and London 2012's logos and are then supplied. Here it can be difficult to trace it back to the original point of manufacture.
- 3.15 LOCOG are working with commercial partners to focus their premiums on "collectables" and keep sakes which have a long term value. LOCOG itself is minimising the amount of gifts or giveaways that are distributed. All commercial partners use an online web portal to record their submissions, this has an approval process with a 14 day turnaround. LOCOG is encouraging all commercial partners to plan their premium programme and distribution early, thus avoiding a rush of requests at Games time and where short supply times could create pressure on the selection and sourcing of certain items. The Commission expects this approval process to be applied rigorously up to and including Games-time and we will be monitoring this through our observations at test events and throughout the Games.
- 3.16 In order for others to learn from their experiences the Commission encourages LOCOG to report back on how this process has worked and what exceptions have needed to be granted.
- 3.17 Worldwide Olympic Partners are appointed by the IOC, often for multiple Olympiads and receive global rights. This group of commercial partners (TOP) can procure premiums from other companies when they utilise IOC assets or distribute outside the UK. LOCOG's ability to influence these companies is lower, as their contractual obligation is to the IOC. LOCOG requires them to follow the Sustainable Sourcing Code when operating in the UK. The Commission supports LOCOG's good practice, and encourages the IOC and future host cities to adopt the main principles.

<sup>12</sup> <http://www.london2012.com/documents/general/use-of-pvc-policy.pdf>

<sup>13</sup> A premium is an item bearing the London 2012 mark which is sold or distributed as part of a promotion by a commercial partner or key stakeholder (for example, lapel pins, caps, t-shirts, pens, umbrellas, keyrings, etc).

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- 3.18 While not strictly London 2012 merchandise, National Olympic Committees will also be procuring a range of products, such as team uniforms and kits. LOCOG's ability to influence these deals is minimal, although they can encourage them to adopt the same standards and the Commission encourages LOCOG to use their good work to influence other teams.
- 3.19 LOCOG assess the business integrity of all licensees in the same way it does for suppliers and Commercial Partners. There is a due diligence process and risk management assessment prior to any appointment and this is included in the decision at the deal approval stage. The Commission's review of LOCOG procurement<sup>14</sup> included how this is covered by their Procurement Governance Model. In recent months, issues around corporate governance have taken on a greater public profile. For example, a major corporation was recently subject to a cyber attack as a result of its taxation policies. The Commission has questioned LOCOG about how their processes take into account new and emerging risks to the reputations of licensees, suppliers and partners, and consequently their own. As a temporary organisation, LOCOG's ability to influence these broader issues is limited. The Commission will continue to monitor them as they arise, and through our Annual Reviews.

14 [http://www.cslondon.org/downloads/2010\\_LOCOG\\_Procurement\\_Review.pdf](http://www.cslondon.org/downloads/2010_LOCOG_Procurement_Review.pdf)

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## 4 Supply chain assurance

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- 4.1 LOCOG requires all licensees to register with Sedex<sup>15</sup> within three months of becoming a licensee and before any production commences. Sedex provides a secure database for companies to store and share ethical data including self-assessment, audit reports and corrective action reports and status. Registering with Sedex includes completing a self assessment questionnaire. This generates a risk profile for the company, primarily related to labour standards. Licensees are required to ensure that for each production location they have an audit using the Sedex Members Ethical Trade Audit (SMETA) format uploaded onto Sedex. This needs to have been carried out within the previous two years. LOCOG reviews these audits to determine if they are acceptable before they allow production to commence at that location. Audits have to have been seen by LOCOG at least 28 days prior to production.
- 4.2 Sedex is only a data management tool, allowing LOCOG to understand where its licensees are producing merchandise. It does not set any policies that need to be adhered to. There is also no direct quality assurance of information provided on Sedex, hence LOCOG needing to review the audits provided. LOCOG also requires all licensees to produce a sustainable sourcing management plan for all their production locations. These plans need to be completed prior to production commencing. As part of their commitment to sustainable sourcing, adidas and Next have stated that they will only be using the factories that scored highest on their rating systems to supply LOCOG.
- 4.3 There is a challenge for LOCOG to know whether the information that is being supplied to them is accurate. On occasions LOCOG will require an audit to be carried out of a production location. They are drawing together an approved panel of auditors that licensees will be required to choose from. The level of action that LOCOG require for individual suppliers and product categories will vary according to the level of risk involved.
- 4.4 The degree of transparency of LOCOG's supply chain is an issue that a number of stakeholders have raised with the Commission. This has been with regard to many types of London 2012 merchandise, with apparel having a particular focus. LOCOG requires complete transparency of the supply chain to itself but does not intend to require that any of it be made public. The Sustainable Sourcing Code states that:

“The supplier or licensee should be prepared to disclose the locations of all production and warehouse locations fully to LOCOG. LOCOG also encourages its suppliers and licensees to disclose production and warehouse locations publicly where they consider it feasible and appropriate in the context of their business activities.”<sup>16</sup>

<sup>15</sup> [www.sedex.org.uk](http://www.sedex.org.uk)

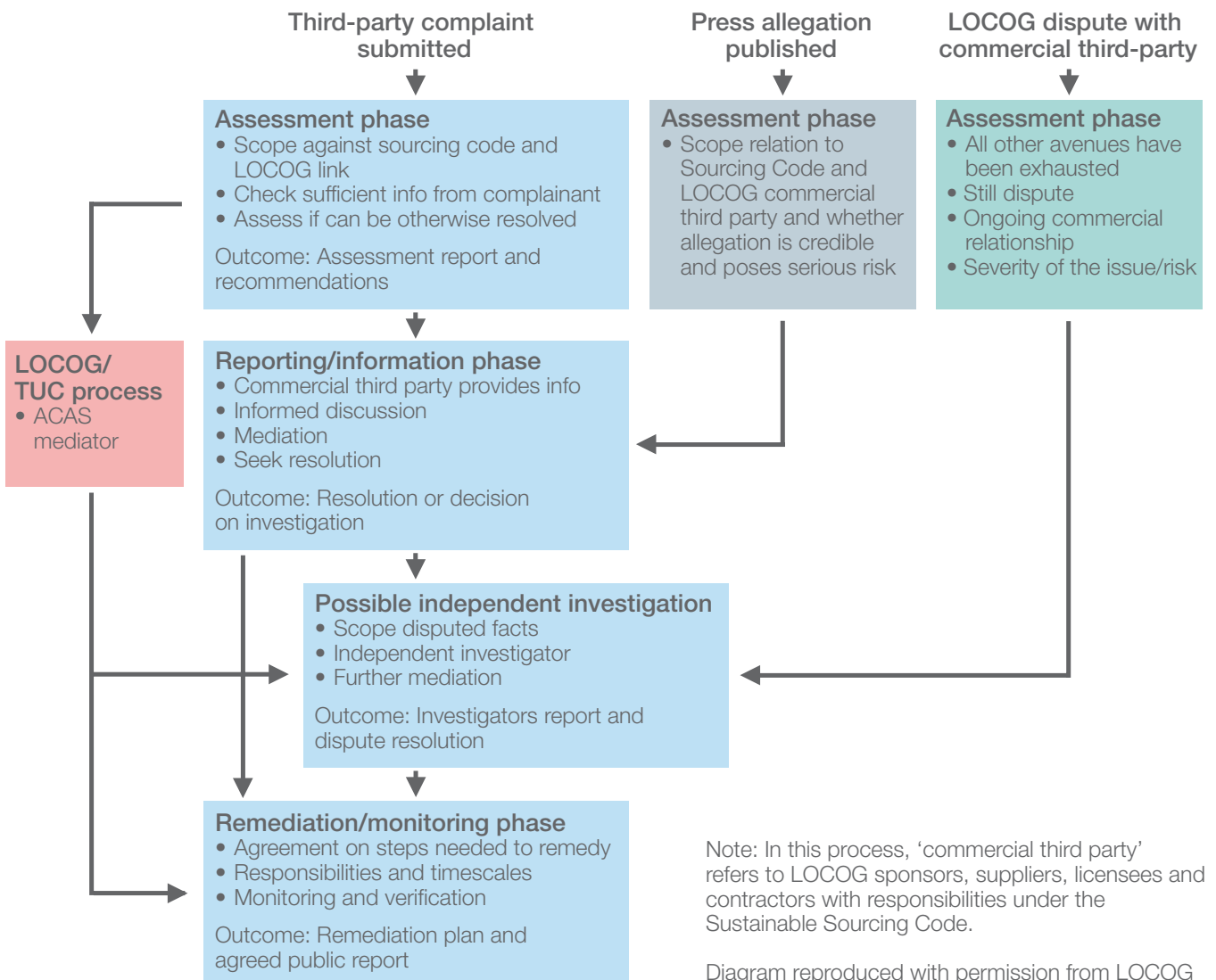
<sup>16</sup> <http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf> Page 12.

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- 4.5 The Commission believes that in principle full public disclosure is the right goal for companies to aim for, to be transparent and to assist with managing the risks in their supply chain. However, this is a process that can take many years for a company to achieve due to the complexities involved. LOCOG has a short life as an organisation and their merchandising is geared around having up to 10,000 product lines available for a limited period of time. They have investigated what they could do with regard to full disclosure of their supply chain but believe that as it is so diverse it would be administratively too complex to do this. In some areas they believe it could also prove very difficult due to commercial sensitivities in the supply chain.
- 4.6 The Commission accepts that LOCOG is not able to get full public disclosure across the entire supply chain. However we believe that they need to endeavour to get greater public disclosure than is currently expected.
- 4.7 Adidas have publicly disclosed the location of all the factories in its direct supply chain that will be supplying London 2012 merchandise and official sportswear and is seeking full disclosure of their other licensed products. No other companies have indicated their intention to do this. The Commission congratulates adidas for their leadership in this area and urges LOCOG to encourage more companies to do this and provide further examples for others to follow.

# 5 Complaints and dispute resolution

- 5.1 LOCOG are putting in place a complaints and dispute resolution process to manage any complaints received about their supply chain. LOCOG worked with Ergon Associates with the support of Impactt and other stakeholders to develop the process. This is an innovation in the industry as it has not historically been widely available. They are to be commended for addressing this issue and working with stakeholders who are active within the types of issues involved to put this process in place. This places LOCOG amongst those at the forefront of action in this area.
- 5.2 Whilst LOCOG are taking a number of steps to manage their supply chain and tackle the area of ethical supply, it is almost inevitable that complaints will be received. A complaint could range from an issue raised by an employee in a factory making the products, to a media story making allegations about the production of products, or a body such as a NGO raising issues on behalf of the workforce or following their own investigations.

**Figure 1: LOCOG Complaints and Dispute Resolution Process**



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- 5.3 The process is one of dispute resolution and mediation, rather than adjudication. With the intent to reach a solution that address the complaint, not to be seen to rule on the complaint itself.
  - 5.4 The first stage would be to determine if the complaint is within the scope of this mechanism, including whether it relates to the supply of a LOCOG product or not. Where, for example, a complaint is about the supply of kit to a National Olympic Committee (NOC), LOCOG would offer the process to the NOC as a methodology for them to follow but it would not be within LOCOG's scope to handle the complaint.
  - 5.5 Another area that would not be within the scope of this process would be where products were being made by a LOCOG licensee or partner but not for LOCOG. It may also be quickly discovered that the product concerned is actually fake merchandise. LOCOG are taking steps to tackle fake merchandise and there have already been successful seizures of fake products, with action being taken against those involved. The Commission believes that by maximising the transparency in their supply chain, through disclosure of factory locations, LOCOG could help minimise the risk of allegations being made around non-LOCOG products as it will be clearer which are and are not their factory locations.
  - 5.6 The Commission is pleased to see this process develop and that it is now ready to be widely communicated, both down through their supply chain and through relevant stakeholders, who may be able assist with communication at the local level. This needs to be actively communicated throughout the supply chain so that anyone who needs access to the process can use it. This needs to reach the workers at a factory level and any workers contracted out by the factories. The Commission looks forward to a timely roll out of these communications.

### ■ Recommendation 3

That LOCOG work with their suppliers and licensees to communicate the complaints and dispute resolution process to workers throughout the supply chain, including at the factory level.

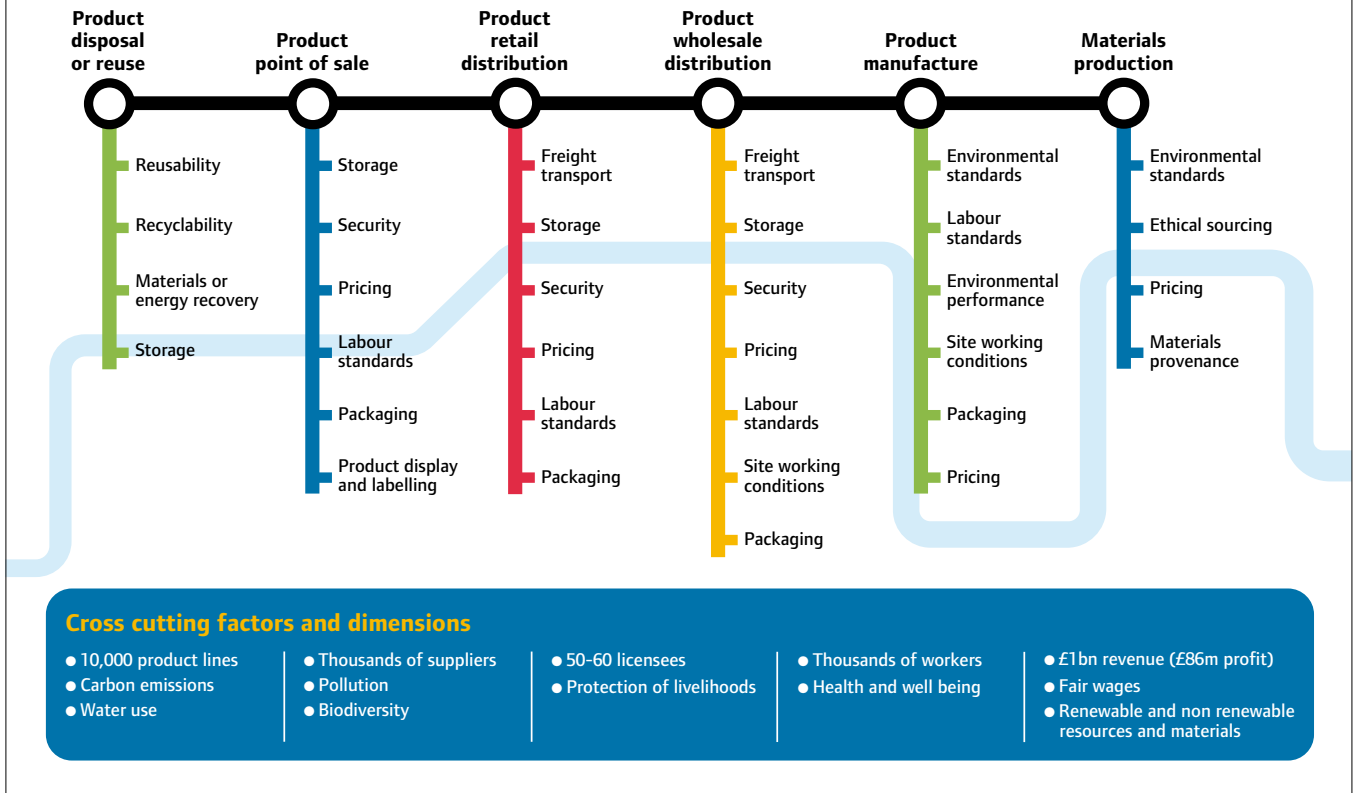
- 5.7 LOCOG are setting up a Stakeholder Oversight Group to help ensure that the Complaints and Dispute Resolution process is being implemented effectively and fairly, and takes account of the perspectives of all interested stakeholders. It will do so by providing advice and expertise on addressing complaints, and by providing critical reflection on the general operation of the process. The Commission expects to see this group in place and functioning urgently, in order for it to be able to take on its role.
- 5.8 When the almost inevitable complaints start arising the Commission will also take an interest in how the process is working and how complaints are being resolved through it.

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- 5.9 If successful, this process has the potential to set a new standard for major events, including future Games. Whilst LOCOG cannot require the IOC or NOCs to adopt this process for their supply chains, it provides a part of the learning legacy from London 2012 that has the potential to be replicated for future Games and when the IOC is signing up worldwide partners. It also sets a standard for the industries involved to learn from and adopt.



# Appendix A

## London 2012 merchandise supply chain sustainability factors



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# Appendix B – Methodology of review

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The production of the report was led by Jonathan Turner of the secretariat to the Commission for a Sustainable London 2012, with support from Shaun McCarthy as Chair of the Commission and Meredith Alexander as the lead Commissioner for Supply Chain Management.

## Attendees at the 23 February 2011 briefing

Presenting	
<b>LOCOG</b>	Phil Cumming Moirá Diprose Amanda Kiely Simon Lilley Laurie Neville Jalil Rahman David Stubbs
<b>Ergon</b>	Steve Gibbons

Observers	
<b>Commission Chair</b>	Shaun McCarthy
<b>Commissioners</b>	Meredith Alexander Gautam Banerji Julie Greer Andrew Myer Melba Palhazy Robin Stott Eleni Theodoraki Ben Wilson
<b>Co-opted Experts</b>	Heather Barrett-Mold David Jackman
<b>Commission Secretariat</b>	Jemma Percy Jonathan Turner

## Other Meetings

The Commission attended a workshop held by adidas as part of their stakeholder engagement, which was also attended by several NGOs.

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## Core merchandise and sustainability documents

<b>July 2011</b>	LOCOG Sustainable Sourcing Code (3rd Edition) <a href="http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf">http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf</a>
<b>December 2009</b>	LOCOG Sustainable Sourcing Code (2nd Edition) <i>No longer available online as superseded by the 3rd edition</i>
<b>September 2009</b>	LOCOG Diversity and Inclusion Business Charter <a href="http://www.london2012.com/documents/business/diversity-and-inclusion-business-charter.pdf">http://www.london2012.com/documents/business/diversity-and-inclusion-business-charter.pdf</a>



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