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THE OCS – ASF SUSTAINABILITY STRATEGY 2024 - 2030



SLOVENIA



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Introduction

Address by the OCS – ASF President

In recent years, concern for a sustainable future has become one of the fundamental debates within our society. It is important to develop dialogue around this topical issue in sport as well.

Social and environmental challenges also appear in sport, which is why it is crucial we build towards a fundamental sustainable transformation within our industry to ensure fair conditions for the development of Slovenian sport and the next generation of young aspiring athletes.

As the umbrella sports organisation in Slovenia, the Olympic Committee of Slovenia – Association of Sports Federations (OCS – ASF) will lead a debate on sustainability in sport. It will establish a solid future foundation for Slovenia, one based on sustainable development. Although sustainability has in many ways always been a cornerstone of the work done by the OCS – ASF, the present Sustainability Strategy is aimed at coordinating, enhancing and systematising our efforts.

Over a period of seven years, the OCS – ASF Sustainability Strategy will focus the efforts of the umbrella organisation and its members on social justice, environmental responsibility and the organisational transformation of the OCS – ASF's business. The Sustainable Development Goals were designed in line with the UN Sustainable Development Agenda and divided into 5 areas: Organisation and Infrastructure, Sustainability at Events, Knowledge and Networking, Sport and The Public and Care for the Environment. Working within these areas, we identified 18 objectives.

At the end of the envisaged seven-year period, OCS – ASF will begin 2030 as a modern and sustainable sports organisation that will come as close as possible to having a neutral carbon footprint. However, it is important to stress

that the ambition of the sustainability strategy is not only focused on the umbrella organisation but also on its impact and responsibility within a wider sports context.

If we want to ensure a bright future for Slovenian sport, change must become part of what we do – socially, environmentally and economically. We want to lead by example through this transformation and help our partners to make the right choices as we navigate different challenges together.

Slovenia is therefore joining a number of international organisations that are already working towards implementing sustainability principles and are actively making a difference in the world. One of the central ideas of sustainability is to come together for a better future. We would like to thank our Olympic partners who have helped us to develop our own sustainability strategy.

The OCS – ASF Sustainability Strategy is largely the result of previous work and cooperation with the International Olympic Committee and the ASAP National Olympic Committees, in particular the Czech Olympic Committee.



Franjo Bobinac

OCS – ASF President

Address by the President of the Commission for Sustainability in Sport

What is sustainability in sport

Words and actions

We have no problem defining sport. Everyone is also well aware of the importance of sport.

Sustainability is harder to explain, but we learn about it every day and have come to realise it is essential.

I am often asked just what sustainability in sport really is. I tell them the following:

Sustainability is what the Slovenian language usually calls “trajnost”. As I remember it, it goes like this: sustainability, durability, endurance, resilience and a few other words were all considered – with sustainability and durability making the final cut. The former won. The word immediately found its way into speech (e.g. sustainable use, sustainable mobility) and stuck. Some thought it would be better to use the Slovenian word “trajnostnost”, which would prevent any confusion with other words and concepts, for example the shelf life of perishables, like milk, in the fridge – but because it would have been cumbersome to say, no one insisted.

It turned out that the choice of word was correct – otherwise it probably wouldn't have stood, withstood, persisted and lasted. Because that's what sustainability is all about: determination and perseverance.

The best way to help sustainability is to say: sustainability is persistence. Then, every day, day in and day out, let's do something that helps ensure that we, our

children and our planet can continue to co-exist for a long, long time to come. Let us look out for each other, taking care of ourselves and everything around us. Nature and society. Let's think about the future. Our children's future is our responsibility. Let's not put off until tomorrow what we can do today. Above all, let's avoid doing today that which will ruin our tomorrow.

We can find words in old and new proverbs.

However, in sport, actions speak louder than words. And that is precisely why we can really do a lot in sport and with sport for sustainability. Let's ensure sustainable facilities, events and mobility, while also paying attention to inclusion, cooperation and solidarity.

Who can save the world if not athletes who are not afraid of becoming world champions? Who can turn words into actions faster, better and stronger? Sustainability is about working together and winning.

I would like to thank the OCS – ASF leadership for being aware of this, for setting up the Commission for Sustainability in Sport and for now having this Strategy. Now it's time for action.

dr. Alja Brglez

**President of the
Commission for Sustainability in Sport**

Summary

One of the fundamental strategic goals of the Slovenian Olympic Committee – Association of Sports Federations is to create the best possible conditions for the development of sport and to respect Olympic values, including sustainable development and care for the environment.

It is these two values that we at the OCS – ASF have recently become increasingly aware of, which is why we have decided to take a proactive stance. By adopting and implementing our Sustainability Strategy, we have committed ourselves more firmly to sustainable action. Above all, by taking a decisive and targeted approach, we have also ensured that timely action is taken, which will lead Slovenian sport into a future that offers a balance between social justice, respect for the natural environment and the economic and managerial aspects of running sports organisations and sporting events.

We would like to implement the good practices of the International Olympic Committee (IOC) and other National Olympic Committees (NOCs). In the year in which this Strategy is being published, the OCS – ASF has established the Commission for Sustainability in Sport, which will play an important role in monitoring the implementation of the objectives and actions set out in the Strategy. This will enable it to stay abreast of new developments and ensure that they are implemented.

The OCS – ASF is aware of its role in Slovenian sport, which gives it the power to be a key factor in bringing about the right kind of change and to encourage all its stakeholders to join it on this journey.

18 objectives

The OCS – ASF Sustainability Strategy is the foundational document that will enable the organisation to take the first coordinated steps towards a sustainable way of doing business and operating in the 2024–2030 period. The Sustainability Strategy is based on three spheres of responsibility and five areas of action and assumes 18 concrete objectives. The objectives, which are aligned with the guidelines of the IOC's Sustainability Strategy and aligned with the United Nations 2030 Agenda for Sustainable Development, presuppose not only a sustainable transition of the OCS – ASF organisation but also the creation of conditions for a sustainable transition of all related stakeholders within the Slovenian sport ecosystem.

The fields of action of the OCS – ASF Sustainability Strategy cover Organisation and Infrastructure, Sustainability at Events, Knowledge and Networking, Sport and the Public and Care for the Environment.

The strategy was developed in line with the European Olympic Committees' ASAP Sport initiative. As a result of the implemented strategy, the OCS – ASF would like to come close to achieving carbon neutrality and change its business model, as well as create concrete documents, guidelines and conditions that will help sports federations and other sports organisations in Slovenia to achieve sustainable transformation and enable the development of sport in a way that is fair to society and the environment in the coming decades.

The OCS – ASF will implement and monitor the effectiveness of the objectives in close cooperation with key stakeholders. It will report publicly on the progress of the implementation on an annual basis and will transparently inform key audiences regarding any adjustments, additions or changes to the strategy.



The wider context of sustainability in sport

If not so long ago sustainability issues were not given sufficient attention around the world, we are now witnessing rapid changes in this area that concern everyone. Sport can certainly play a key role here as well, but it needs to be aware of the two areas where it has significant impact.

The first major impact sport has is on the environment. On a global scale, the sports sector is extremely large and therefore has an extremely negative impact on the environment. It is then incumbent on the sports sector to examine and find opportunities for rationalising and optimising its operations.

The second aspect is the impact of sport on the public and on people's behaviour. If properly addressed, they can provide a solution to the negative environmental footprint of the sports sector. The public's reception of sports stories and athletes is usually overwhelmingly positive and prone to imitation. Sport and the relevant organisations in the sporting sphere therefore need to rethink their own ways of doing things, find ways to grow in a sustainable fashion and use change to raise public awareness of responsible behaviour towards the environment and towards fellow human beings.

Sustainability and the IOC

As the leading global sports organisation, the International Olympic Committee leads by example. It also sets the direction and milestones by which both sport and the sporting community as a whole respond to social and environmental sustainability challenges. It covers three levels – the IOC as an organisation, the IOC as the owner of the Olympic Games and the IOC as the leader of the Olympic Movement. It aims to reduce and offset the negative impacts of sport on the planet and society and to raise awareness and positive behaviour among related organisations and their key stakeholders.



REDUCING OUR EMISSIONS IN LINE WITH THE PARIS AGREEMENT



50% reduction of direct and indirect carbon emissions by 2030
30% reduction by 2024

COMPENSATING MORE THAN 100% OF OUR RESIDUAL EMISSIONS



200,000 tonnes of CO₂ equivalent
sequestered through the Olympic
Forest

USING OUR INFLUENCE TO ENCOURAGE OUR STAKEHOLDERS AND OLYMPIC FANS TO TAKE ACTION AGAINST CLIMATE CHANGE



Source: <https://olympics.com/ioc/sustainability/ioc-as-owner-of-the-olympic-games>

The ASAP Project

The ASAP project started in 2020 and will run until the end of 2022. It brings together six European Olympic Committees (from the Czech Republic – the initiator and coordinator of the project, Slovakia, Hungary, Finland, Germany and Denmark). The project was supported and co-funded by the IOC and the Erasmus+ programme.

As mentors and mentees of the programme, the Olympic Committees shared their experiences and examples of good sustainability practices from other European Olympic Committees, developing a systematic approach to the sustainable transformation of sports organisations with concrete proposals, guidelines and steps as part of the programme.

The OCS – ASF was introduced to the ASAP Project in 2022 and subsequently worked closely with the Czech Olympic Committee during the development of the Strategy. The OCS – ASF Sustainability Strategy thus adopts proven and effective practices of sustainable transition and adapts them to the Slovenian sport environment.



Alignment with the UN Sustainable Development Agenda (SDGs)

The 2030 Agenda for Sustainable Development, better known as the Sustainable Development Goals (UN SDGs), was adopted by the United Nations in 2015. The UN SDGs aim to foster global cooperation to achieve 17 ambitious goals, including reducing poverty, ensuring quality education, effectively combating climate change and other key global challenges.

As sustainable development involves complex and often interconnected areas, it is important that organisations speak the same language and pursue the same goals. With this in mind, the OCS – ASF Sustainability Strategy also addresses 8 of the 17 goals used to design its own activities and measures.

The selection of the objectives followed a thorough review of the existing activities and ambitions related to the sustainable transition of the OCS – ASF, meaning the OCS – ASF will pursue the following objectives by 2030:



OCS – ASF and Sustainability

OCS – ASF as an Organisation

The Olympic Committee of Slovenia (OCS) was established on 15 October 1991 with the signing of the Slovenian Olympic Charter. Three months later, on 5 February 1992, it was provisionally recognised by the IOC Executive Board, giving Slovenian athletes the opportunity and the right to compete at the Olympic Games with an independent team. Then, on 24 September 1993, the OCS was fully recognised during the 101st session of the IOC. The biggest organisational change came in 1994, when the OCS and the Association of Sports Federations of Slovenia merged to form today's organisation, the Olympic Committee of Slovenia – Association of Sports Federations.

The OCS – ASF is the main non-governmental sports organisation in Slovenia, bringing together national and municipal sports federations and other sports associations. Aware of its responsibility to further the development of Slovenian sport, the organisation is constantly adapting to the changes and demands that arise in the country and society during different periods. The numerous top achievements of Slovenian athletes and the highly active Slovenian population only prove that it has found a formula for success.

What do we do?

By taking into account its strategic objectives, the OCS – ASF takes action to ensure the development of Olympic values, competitive performance, the Sport For All movement, grassroots sport and business excellence. To this end, it carries out a wide range of activities at the local, regional, national and international level, on its own and in cooperation with its members.

The most well-known role of the OCS – ASF is to ensure the participation of the Slovenian national team in international events or games, which these days, with

the increase in the number of games, in itself requires significant investment. The OCS – ASF provides the best possible conditions for the Slovenian national team to prepare for and participate in the following major sporting events:

- The Summer and Winter Olympics,
- The Summer and Winter Youth Olympic Games,
- The European Games,
- The Mediterranean Games,
- The Summer and Winter European Youth Olympic Festival and
- The World Beach Games.

Athletes are constantly reminded of the importance of dual career paths, and many young athletes benefit from a scholarship and a tailored training programme. Top athletes can also find employment in public administration (the Police, Slovenian Army, Customs Administration).

In addition to the above-mentioned activities, the OCS – ASF carries out a number of sports and recreational, promotional and educational activities with the aim of spreading Olympic values and strengthening healthy attitudes towards regular physical activity among the entire population of Slovenia. For example, the Mini Olympics, the Olympic Camp and the Olympic Festival are aimed at younger children. At these events, children learn about Olympic values – fairness, respect, excellence, friendship – and learn about different sports in a playful way. The Active Day for Older People is aimed at promoting regular physical activity among the elderly. The European Week of Sport is also worth mentioning. In Slovenia, it is usually associated with a national holiday called the Day of Slovenian Sport, which is celebrated on 23 September. The European Week of Sport and the Day of Slovenian Sport are for everyone, regardless of age or any other factor or limitation. During this time, a number of sporting events and exercise sessions take place across Slovenia to promote healthy lifestyles and encourage regular physical activity. Educational events such as Athletes' Forums, Olympic Camps, Olympic Coaches' Forums and Medical Seminars are aimed at athletes, national team members, coaches and medical team members.

Since the adoption of the current Law on Sport (ZŠpo-1), the OCS – ASF is the only authorised body to provide training programmes related to recreation and sport for the elderly, which in turn gives individuals the opportunity to

obtain the title of Professional in Sport 1 or Professional in Sport 2. The training is carried out in cooperation with top experts in their respective fields.

The OCS – ASF is headquartered in Ljubljana (BTC City). In addition to its offices, the OCS – ASF also hosts the Slovenian Olympic Education Centre (SOIC). It hosts both in-house events – such as meetings of the various working bodies – and educational activities aimed at promoting sport and the Olympic Movement. These activities are aimed at the general public. Visitors can admire photographs and various exhibits, including replicas of all Slovenian Olympic medals from Rudolf Cvetek (Stockholm, 1912) onwards.

Through its channels and with the help of its public relations department, the OCS – ASF regularly informs its members and other interested parties about upcoming events or important topics related to sport and publishes the success stories of Slovenian athletes. It also occasionally produces various publications and books.

General information about the organisation

The OCS – ASF currently employs 33 people full-time. They work in three organisational units: the Secretariat, the Sector for Sports and the Marketing and Finance Sector. The Sector for Sports includes the Department for Top-level Sport, the Department for Sport for All and Grassroots Sport and the Department for Athletes and Olympic Values. The Marketing and Finance Sector includes the Marketing Department and the Accounting and Finance Department.

The officers of the OCS – ASF are the President, the four

Vice-Presidents, the Chair of the Supervisory Board and the Chair of the Disciplinary Board.

The highest body of the OCS – ASF is the General Assembly, which is composed of all representatives of the national sports federations (NSFs), a maximum of 30 representatives of local sports federations, six representatives of sports federations and associations, one individual founder (Miroslav Cerar), two active Olympic or former Olympic athletes appointed by the OCS – ASF Athletes' Commission, two former Olympic athletes appointed by the Slovenian Olympians' Club and one Slovenian representative in the IOC, if applicable.

The remaining bodies include the Supervisory Board, the Executive Board and the Disciplinary Board. The Supervisory Board has three members and two alternates. The Executive Board is composed of 25 members, namely 13 representatives of NSFs for Olympic sports, 8 representatives for Sport for All or NSFs for IOC-recognised sports and NSFs for non-Olympic sports, one individual co-founder of the OCS – ASF and one representative each from the OCS – ASF Athletes' Commission, the Slovenian Olympians' Club and the sponsors of the OCS. The meetings of the Executive Committee are chaired by the President of the OCS – ASF. The Disciplinary Board has three members and two alternates.

There are also 10 Commissions, two Expert Councils, two Committees, the Slovenian Olympic Academy (SOA) and 15 Regional Offices.



Financing

The sources of revenue for the OCS – ASF are more or less the same from year to year, while their level is somewhat variable on an annual basis. The main sources of revenue in 2022 were from sponsors, partners and the OCS – ASF's own activities (approximately 39%), funds from European projects (approximately 18%), funds from the Annual Sport Programme (ASP) (approximately 15%), funds from abroad, mainly from the IOC and the EOC (approximately 15%), and funds from the Sports Foundation (approximately 13%). A small percentage (around 0.5%) was accounted for by income from membership fees, funds from the Ministry of Health and donations from legal entities and individuals.

The current state of sustainable OCS – ASF activities

Although the term “sustainability” has been appearing more concretely in OCS – ASF documents only in the past few years, the Committee has always operated sustainably. As an ambassador of sport, it has always been an indispensable partner in ensuring a healthy society. It fostered and helped develop volunteering in sports, devoted itself to programmes for athletes with disabilities and spread and developed the idea of the Olympic Movement through the integration of sports, culture and education. In this way, the OCS – ASF in Slovenia helped create a way of life based on joy derived from physical exertion, on the educational value of looking good, on respect for the environment and fellow human beings and on general basic ethical principles.

The current sustainability orientation of the OCS – ASF is most clearly evident from the 2014–2023 OCS – ASF Strategy. The Mission and Values chapter explains that the OCS – ASF is the umbrella sports organization in the Republic of Slovenia, which connects and coordinates interests related to civil sports, enforces the values of the Olympic Movement and, in partnership with the state



Source: <https://olympics.com/ioc/sustainability/ioc-as-owner-of-the-olympic-games>

and the economy, directs and creates optimal conditions for the development of Slovenian sports.

Among other things, the introductory provisions of the highest legal act of OCS – ASF state that the OCS – ASF undertakes to protect the environment. The European Charter on Sport, the White Paper on Sport and the Olympic Charter are three documents that define responsible attitudes towards the environment by all stakeholders in sport.

In 2012, the OCS – ASF adopted the Environmental and Nature Conservation Code. Its central purpose is to preserve nature, raise awareness of the connection between sport and the environment, promote the use of nature-friendly and energy-saving materials, tools and facilities, limit excessive consumption and deterioration of drinking water and promote the use of renewable resources. The Code could certainly be said to have been one of the most visible steps leading to the creation of the OCS – ASF Sustainability Strategy.



The ambition of a sustainable transition

The OCS – ASF understands the sustainability transition as a necessary and inevitable change in the way it operates and helps shape the sporting environment and the impact it has on the general sporting public. It is our responsibility to introduce new ways of doing things in Slovenian sport that will develop it in a long-lasting and sustainable way while safeguarding nature and natural resources and ensuring the highest possible contribution to the quality of sport for present and future generations.

To ensure appropriate and effective change, we as an organisation need to clearly analyse our strengths, weaknesses, opportunities and pitfalls, identify our social, environmental and economic-management sustainability objectives and tailor a system of activities and actions to achieve each objective.

The key ambitions of the OCS – ASF sustainable transition include getting as close to our own carbon neutrality as possible and creating conditions for the sustainable transformation of sports facilities and sporting events in Slovenia. Even after the conclusion of the Strategy, the OCS – ASF will continue to act as the leading organisation for sustainability in sport, ensuring fair conditions for the development of sport through a series of follow-up steps.



Steps before developing the Strategy

As the sustainable transformation of sport has been on the agenda of the IOC and the European Olympic Committees (EOCs) for a long time, and as it is also one of the core development axes of our commercial and non-commercial partners, the systematisation of the sustainable activities of the OCS – ASF was the logical next step.

Since founding the organisation, we have been striving for the fair development of sport, equality and equity between athletes and the continuous improvement of conditions for physically handicapped athletes and para-athletes. Additionally, the OCS – ASF has also carried out a number of public initiatives. Yet, doing all these things does not necessarily lead to optimal returns.

Such a process requires a coordinated approach. Our main objectives were to develop an a suitable action plan and ways of implementing and controlling the strategic changes. In order to successfully achieve our goals, we have strengthened our ties with the IOC and have partnered with the Olympic Committees that have joined the ASAP Sport project.

Following the guidelines of the ASAP Sport project, we carried out a careful review between October 2022 and April 2023 of OCS – ASF activities and an analysis of the sustainability activities with key stakeholders.

In January 2023, the existing Commission for Sport and the Environment was replaced by the Commission for Sustainability in Sport, which will play an important role in monitoring the implementation of the Strategy and, in particular, helping to implement the objectives and actions set out in the Strategy and in communicating positive messages and initiatives. The first visible action taken by the Commission was to develop the Five Rules of Sustainability for Young Athletes, which were presented to the public at the European Youth Olympic Festival in Maribor under the slogan “Green Sports Hero, anyone can be one!”.

As of June 2023, the OCS – ASF has also formalised the post of Sustainability Officer, thus ensuring suitable human resources for launching the Strategy.

With the help of a team of external consultants, representatives of sponsors and the new leadership of the Commission for Sustainability in Sport, we developed an action plan to respond to the findings of the due diligence process and to prioritise activities that need to be implemented by 2030.



The foundations of the OCS – ASF Sustainability Strategy

The OCS – ASF and Slovenian Sport

As the umbrella organisation of the civic sports sphere in Slovenia, the OCS – ASF has a corresponding set of responsibilities. At the national and local level, it promotes the development of world-class sport and Sport For All, fostering interest in sport and the Olympic Movement among young people.

It also promotes the fight against the use of banned substances and processes, adopts and implements the World Anti-Doping Code and supports measures governing the healthcare and health of athletes. One of the central themes of its work is the elimination of unjustified discrimination in sport and the prevention of any form of violence in sport.

The OCS – ASF pursues an active policy aimed at adopting and amending legislation related to sport and cooperates with non-governmental, governmental, private and public institutions at all levels in order to ensure the successful functioning and development of sport in Slovenia and abroad. It promotes the integration of sports organisations into the OCS – ASF and mutual networking while carrying out its activities on a not-for-profit basis.

OCS – ASF Sustainable Transition Values

At the umbrella level and as part of its activities, the OCS – ASF must consistently maintain its autonomy and follow a clearly defined values system. As sustainability becomes one of the fundamental building blocks of the OCS – ASF's future development, it is important that similar principles and values also underpin changes related to social, environmental and governance responsibility.



In order to implement the Strategy's Action Plan thoroughly and effectively, the OCS – ASF will pursue the following values throughout the transition to sustainability:



1. Dedicated leadership

Changes in behaviour and business will require adjustments and a break from established habits. The OCS – ASF leadership will lead by example and strive to create conditions that encourage new, more sustainable practices.

2. Transparency in implementing the strategy

In order to provide key audiences with a clear view of the effectiveness of the strategy's implementation, all information on our progress will be presented comprehensively, clearly and publicly, when circumstances permit. The Sustainability Strategy sets out in advance the reporting system and the stakeholders responsible for carrying out the review.

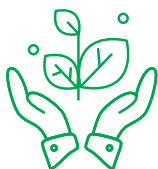


3. Inclusiveness and diversity in working groups

Tasks that will require the cooperation of different members, implementers or stakeholders of the sustainability strategy will bring together different professional or stakeholder perspectives and seek to develop common solutions or pathways to solutions that are realistically achievable and sustainable for both the OCS – ASF and its constituent organisations.

4. Commitment to the highest implementation standards

The Sustainable Transition Strategy is ambitious, giving implementers the responsibility to implement the Action Plan with determination and diligence. Respecting the set objectives and working towards their realisation will not only increase the quality of OCS – ASF activities but also represents one of the most important investments in the future of Slovenian sport.



5. Ethics and solidarity

All the changes envisaged in the Sustainability Strategy will be implemented with due care to ensure ethical action and respect for the principles of social solidarity.

ESG action and commitment to selected UN SDGs

There are many definitions of sustainability and sustainable development. The OCS – ASF Sustainable Development Strategy is based on the definition provided by the IOC in its 2016 Sustainable Development Strategy, which states that sustainable development is about making decisions to ensure the feasibility of sporting and non-sporting activities with the aim of maximising positive and minimising negative impacts in the social, economic and environmental spheres.

The OCS – ASF Sustainability Strategy comprehensively covers all three building blocks of “ESG” (E – environmental, S – social, G – governance) and focuses on the transformation of the working and business processes of the OCS – ASF, its impact on the in-house and external public and the effects it has on the environment, the atmosphere, nature and natural resources.

Activities and targets are aligned with the United Nations 2030 Agenda for Sustainable Development. All 18 goals of the OCS – ASF Sustainability Strategy are aligned with the eight areas covered by the UN Agenda. Alongside the broader Sustainable Development Agenda, the Sports for Climate Action Convention of the United Nations Framework Convention on Climate Change (UNFCCC) is also of particular importance to the OCS – ASF. The OCS – ASF is not yet an official signatory to the Convention but is working to meet the requirements to join the list of global sports organisations that have already signed up to the initiative as part of its implementation of the Sustainability Strategy.



OCS-ASF stakeholders

As an umbrella sports organisation, the OCS – ASF has many links with various internal and external stakeholders. These are the organisations and individuals we work with, either because our activities have an impact on them, or because we need their input and support. Adequate communication and a good relationship with them are some of the main foundations for successful cooperation. Knowing who the main stakeholders of the OCS – ASF are and how they work is of utmost importance, as it will greatly facilitate the implementation of the Strategy, since this will require the input of our stakeholders. Depending on the strength of the ties that the OCS – ASF has with its stakeholders, the latter are divided into three main groups:

The primary group (the strongest ties):

- National sports federations and their members,
- Municipal sports federations and other sports associations,
- Sponsors, partners and donors,
- OCS – ASF regional offices.

The secondary group (less stronger ties):

- Athletes and trainers,
- OCS – ASF committees and expert commissions and some of their members,
- Ministry of the Economy, Tourism and Sport,
- Ministry of Education,
- Faculty of Sport,
- The International Olympic Committee, European Olympic Committees, National Olympic Committees, Association of National Olympic Committees (ANOC), International Committee of the Mediterranean Games (ICMG),
- CNVOS – Centre for Information Service, Co-operation and Development of NGOs.

The tertiary group (the weakest ties):

- The Slovenian Tourist Board and the Slovenian Public Agency for the Promotion of Entrepreneurship, Internationalisation, Foreign Investment and Technology (SPIRIT),
- Ministry of Health and the National Institute of Public Health (NIJZ),
- Ministry of Defence,
- Ministry of Internal Affairs,
- Ministry of Finance
- Ministry of Public Administration,
- Chamber of Commerce and Industry of Slovenia (GZS).



The Sustainability Strategy Action Plan

The purpose of the OCS – ASF Sustainability Strategy is to set a clear direction for the sustainable development of the central organisation, its members and Slovenian sport. Comprising 18 objectives, the Action Plan aims to bring about sustainable changes in the functioning of the OCS – ASF and to create the conditions for raising the quality of world-class sport and Sport For All by protecting nature and natural resources. A successful transition will also ensure economic growth and development while having a positive impact on the environment and the sporting public.

The vision and mission of the OCS – ASF Sustainable Transition

At the operational level, the objectives and activities of the Strategy ensure that the OCS – ASF follows the direction dictated by the vision and mission of the sustainable transition. As a leading organisation, we are aware of our responsibility in terms of developing Slovenian sport. We strive to maintain the same level of activities through the achievements of our athletes. Our ambition is to become a sports organisation that follows sustainable practices at the international level, while at the same time setting an example that the Slovenian sporting public will want to follow.

Our Vision

To become a role model for sports organisations in Slovenia, the region and beyond and to set new standards in environmental protection, social responsibility and economic sustainability through its sports-related activities.

Our Mission

Understand the impact of our activities as an organisation on the natural and social environment and provide the resources and commitment to continuously reduce our negative environmental footprint while increasing our positive social footprint.

Responsibilities and action areas covered by the Sustainability Strategy

In the search for the best operational model for the organisation's sustainable development strategy, the OCS – ASF, together with the IOC's expert partners and the ASAP Sport project promoters, examined different implementation approaches as well as good practices related to the actual implementation of such strategies.

Following the IOC's working model, the OCS – ASF has retained three distinct spheres of responsibility. The IOC, acting globally as an organisation, as the leader of the Olympic Movement and as the owner of the Olympic Games, works in three domains to inspire, connect, lead and enable change.

The adaptation of the framework to fit the Slovenian national level separates the activities of the strategy into three environments or spheres of responsibility. In each sphere, the OCS – ASF has limited power and control over implementation, but at the same time it can achieve different effects with each sphere.



1. OCS – ASF as an Organisation

In this area, we foresee 44 actions that will improve our internal operations and make us a role model for the wider sports industry in Slovenia.

2. The OCS – ASF as the umbrella sports federation

We foresee 10 actions to enable our stakeholders to access sustainable transition resources more easily and efficiently and to act as a catalyst for sustainable development in sport.



3. The OCS – ASF as a promoter of Olympism and the Olympic Movement in Slovenia

We foresee 6 actions to reach out to key sporting audiences and, with the help of athletes, to raise awareness and motivate change at a personal level.

While the spheres of responsibility define the scope and the means of implementation of the actions listed in the OCS – ASF Sustainability Strategy Action Plan, the five areas of action structurally round it off.



1. Organisation and infrastructure

Activities relate to the sustainable transition of the organisation's business and to the sustainable construction, renovation and management of sports facilities and other sports infrastructure.

In this area, the OCS – ASF foresees 6 objectives:

- Resource efficiency in the workplace,
- Sustainable supply chain
- Sustainable mobility
- Promoting health and exercise
- Responsible marketing
- Ensuring the sustainable transition of sports infrastructure in Slovenia

2. Sustainability at events

The activities are related to sustainable development when organising and holding sporting events in Slovenia. In this area, the OCS – ASF foresees 2 objectives:

- Creating conditions for the facilitated implementation of sustainable measures at sporting events
- Transition to sustainable events within the OCS – ASF



3. Knowledge and networking

The activities are related to the networking of OCS – ASF stakeholders and to sharing knowledge and good practices among them. **In this area, the OCS – ASF foresees 5 objectives:**

- Drawing up guidelines and advice for the sustainable transition of OCS – ASF members
- Building the “Sustainability and Sport” knowledge base
- Renewing and strengthening the sponsor's commitment to promoting sustainable practices
- Preferred cooperation with sustainably-oriented sponsors
- Events aimed at promoting sustainability

4. Sport and the public

The activities relate to the responsibility of the OCS – ASF when it comes to public health and equitable social development. **In this area, the OCS – ASF foresees 3 objectives:**

- Implementing initiatives to promote public health and recreation
- Implementing awareness-raising initiatives and active participation on climate change
- Ensuring the equitable sports development of young people and vulnerable groups



5. Care for the Environment

Activities are linked to the protection of natural resources, the environment and the atmosphere. **In this area, the OCS – ASF foresees 2 objectives:**

- Approaching carbon neutrality at the OCS – ASF by 2030
- Establishing guidelines for sustainable communication in sport





Implementing the Strategy

Implementation, decision-making and management system

The recognition that sustainability must permeate the entire management system and be present throughout the organisation has led us to identify key principles for the implementation of the Sustainability Strategy and Action Plan. These principles aim to make the implementation process as efficient and easy as possible. The implementation of each of the actions outlined in the Action Plan will require the involvement of various internal and external stakeholders of the OCS – ASF; therefore, the decision-making and governance structure needs to be clear, agile and empowered for change.

Key principles for implementing the Sustainability Strategy:

- Commitment of the OCS – ASF leadership to the principles of sustainability and the continuous improvement in sustainability policy (see Appendix 1)
- A clear definition of roles and responsibilities
- Identifying financial, human and technical resources in annual action plans
- Inter-departmental cooperation and dialogue with stakeholders
- Assistance from external experts where necessary due to lack of knowledge and experience
- Transparent communication and reporting on progress, challenges and constraints

Roles and responsibilities

We want to introduce a three-tier model that will effectively navigate the complexity behind the changes, assuming that the work at all three levels is done with the necessary commitment. The structure is designed to enable compromises, which in turn allow for change without hampering day-to-day work or affecting the efficiency of the business. Responsibilities and accountabilities are delineated in accordance with the existing OCS – ASF structure. The decision-making level assigns responsibilities and allocates

resources. The implementation level ensures that the funds allocated are used in a meaningful way, with the aim of implementing the individual actions efficiently. The advisory level provides knowledge, guidance and implementation support.

The Decision-Making Level

The OCS-ASF Assembly:

- Adopts or endorses the strategy
- As part of its regular annual report, the OCS – ASF approves a report on the implementation of the Sustainability Strategy

The OCS-ASF Executive Committee:

- Prepares a draft strategy for adoption or approval by the General Assembly
- Adopts or endorses the Action Plan and any updates to the Strategy
- It annually identifies the foreseen actions, allocating the financial resources and other means needed for implementation
- It evaluates the effectiveness of the measures implemented

The Implementation Level

Sustainability Officer or other person or working group responsible for sustainability:

- It coordinates part or all of the activities necessary to implement each action
- It monitors the use of allocated funds
- It takes care of communication with key stakeholders
- It draws up or edits reports, which enable the monitoring and evaluation of the implementation

The Advisory Level

Commission for Sustainability in Sport:

- It provides technical assistance and strategic and operational advice to decision-makers and implementers
- It assists the Implementation Level in implementing the actions



Supporting, monitoring and measuring the effectiveness of the implementation

We plan to regularly review the Action Plan's performance to assess whether we are on track to achieve our objectives. The review will also help us to identify where improvements can be made and to identify any necessary changes and adjustments.

The Sustainability Officer or other person or working group responsible for sustainability must regularly monitor the implementation of the planned actions and ensure that they are carried out in accordance with the Action Plan.

Annual evaluation:

- Collecting information on the implementation of specific activities planned for the year
- Making any necessary changes or adjustments to further implement the strategy

Strategic evaluation:

- Carried out at the end of 2026
- Evaluating the impact of the activities on our organisation and stakeholders
- Reassessing the set targets and improving or adjusting them if necessary

Final evaluation:

- Carried out at the end of 2030
- Inclusion in the annual report of the OCS – ASF

Reporting on the Strategy

Information on the implementation of the strategy will be published on the website and other online communication channels of the OCS – ASF.

A formal brief report on the implementation of the Sustainability Strategy will be included in the regular annual report of the OCS – ASF at the end of each calendar year, from the end of 2024 onwards.



Appendices and Additional Documents

Appendix 1: The OCS – ASF Sustainability Policy

The Olympic Committee of Slovenia – Association of Sports Federations, which is responsible for the Olympic Movement and as the umbrella sports organization in Slovenia, is responsible for the careful and responsible development of sports. Following the Olympic principle of building a better world through sport, we accept the challenge of a sustainable transition in sport, which will also contribute to the broader sustainable transition within our society.

Responsibility for the future of sports, for sports development and fair conditions for future athletes is the foundation of our organisation. We are aware that in light of global environmental and social challenges, we must adapt our way of operating. Sustainability and sustainable operations are therefore becoming one of the key building blocks through which the OCS – ASF will actively influence its environment and society in general.

The International Olympic Committee has defined sustainability as a way to maximise positive effects on society, with minimal negative effects on the environment and natural resources. Following this seemingly simple guideline requires careful consideration and a coordinated set of activities. The OCS – ASF is aware of the urgent need for sustainable transition. We consequently started designing our own sustainable transition strategy in 2022.

The OCS – ASF Sustainability Strategy is a document that follows the Sustainable Development Agenda of the United Nations, the Guidelines of the International Olympic Committee and the ASAP Sport sustainable transition system for sports organisations. Its aim is to help our organization achieve 18 concrete objectives related to business organisation, sports infrastructure, sports events, connecting key stakeholders, cooperating with the public and

protecting the environment and natural resources.

Following the example of our European Olympic partners and in accordance with the guidelines of the IOC, we will implement valid measures on the way to 18 concrete objectives for the sustainable future of sport in Slovenia through five pillars of action and three spheres of responsibility.

We established a special position and a wider implementation group within the OCS – ASF for the effective implementation of the Strategy, which will be overseen by the newly established Commission for Sustainability in Sport.

We pledge to implement the strategy thoroughly and carefully and to communicate its results publicly and transparently. As with formulating the Strategy, all key stakeholders will be involved in the implementation and possible changes.

The OCS – ASF Executive Board, the OCS – ASF Secretariat. And the OCS – ASF department heads are all committed to the implementation of the Strategy.

Approved by the OCS – ASF Executive Board.

Place and date

Signature by the President

Franjo Bobinac
OCS – ASF President

