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Sustainability Strategy

Sustainability strategy

1. Executive summary *- compulsory*

2. Introduction

2.1 Justification - need for the strategy *- compulsory*

2.2 Vision & Mission *- compulsory*

2.3 Values *- compulsory*

3. Situational Analysis

3.1 Normative and Institutional framework

      3.1.1 International legal framework *– optional, but highly recommended*

      3.1.2 National legal framework *- compulsory*

3.2 International Standards

      3.2.1 UN Agenda 2030 *- compulsory*

      3.2.2 GRI Standards *- optional*

3.3 Context / Environment

      3.3.1 PESTEL analysis *- compulsory*

      3.3.2 SWOT analysis *- optional*

4. Policies *– all compulsory*

4.1 Human rights

4.2 Labour

4.3 Anti-corruption

4.4 Diversity & Inclusion

4.5 Accessibility

4.6 Environment

5. Goals and Objectives

5.1 Goals *- compulsory*

5.2 Objectives *– all compulsory*

      5.2.1 Design

      5.2.2 Contractors & Construction

      5.2.3 International Participants

      5.2.4 Transport

      5.2.5 Biodiversity

      5.2.6 Energy

      5.2.7 Water

      5.2.8 Pollution

      5.2.9 Carbon

      5.2.10 Sustainable Events Operations and Management

      5.2.11 Waste & Dismantlement

      5.2.12 Legacy

6. Conclusions *- compulsory*

Appendices *– compulsory*

1. Policies

2. Guidelines

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1. Executive summary
Please provide a one-page summary of the overall strategy.

2. Introduction
2.1 Justification - need for the strategy
Sustainability for events means taking action towards preserving our natural environment; promoting a healthy, inclusive society; and supporting a thriving economy.

Please briefly explain the need and the purpose of the strategy.

From a sustainability point of view, please answer the following questions:
- Why the need to organise an expo?
- What does the expo bring to the city/region/country?
- How can the expo contribute to UN 2030 Agenda?

2.2 Vision & Mission
Clearly define the mission and vision of your Expo that includes sustainability.
A vision statement focuses on tomorrow and what an organization wants to ultimately become. Your vision statement gives the company direction.
A mission statement focuses on today and what an organization does to achieve it. Your mission statement drives the company.
Please be specific to your contact/country.
For example:
Vision
To lead the way towards the conservation of biodiversity, or
A world where plants and trees tackle climate change
Mission
To drive sustainability throughout the expo industry by engaging with suppliers, stakeholders and visitors on impactful activities, or
To tackle climate change through the creation of innovative solutions using plants, or
To increase public awareness and educate the society on living green and sustainable lifestyle.

2.3 Values
Please briefly mention your "values".
For example:
We are committed to building trust with each and every one of our actions, with integrity, transparency, and respect for the individual and community.

3. Situational Analysis
3.1 Normative and Institutional framework
3.1.1 International legal framework
Please clearly mention which of the following you are compliant with by adding a "tick" in the column. Please also add any additional legal framework you are compliant with.

Please provide proof of compliance to the frameworks below in the Appendices[1].

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[1] These could be proof of subscriptions, confirmation of compliance, etc.

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International framework	Compliant?
Europe	
Rules on access and benefit-sharing arising from the use of genetic resources and associated traditional knowledge	
Protecting biodiversity from invasive alien species	
Bern Convention	✓
EU rules for the marketing of fruit plants	✓
Safe and effective fertilisers on the EU market	✓
Agricultural and food supply chain — unfair business-to-business trading practices	
Rules on producing and labelling organic products	
'Farm to fork' strategy for a fair, healthy and environmentally friendly food system	
Protection against plant pests	
Using sewage sludge in farming	
Fighting water pollution from agricultural nitrates	
Protection of groundwater against pollution	
WTO	
Agreement on trade in goods	
Agreement on trade-related aspects of intellectual property	
Bilateral	
Example: EU-China agreement on protection of geographical indications	
US	
Rules on producing and labelling organic products	
International frameworks	
International Treaty on Plant Genetic Resources for Food and Agriculture	
Protection of geographical indications — Geneva Act of the Lisbon Agreement	
Convention on Biological Diversity	✓
Convention on International Trade in Endangered Species of Wild Fauna and Flora	✓
Global Labeling Requirements for Genetically Modified Organisms	

3.1.2 National legal framework

Compliance with national laws and regulations is required for staging an Expo.
Please list and explain any national or sub-national laws, regulations, or programs with which this strategy requires alignment. These can be related to environmental or social impact.

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The explanation of those standards is necessary for knowledge exchange between Expo Organisers internationally.[2]

Often national policies provide baseline standard, but Expo Organisations are encouraged to be most forward-thinking in their country and set up standards higher than those required by the national law.

3.2 International Standards

3.2.1 UN Agenda 2030
Please clearly mention which SDGs[3] and relative targets your Expo is contributing to and how. Please do so by "ticking" the relative targets and mentioning any actions you will take.

Target	Contributing?	Justification (How?[4])
SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture		
Target 2.1		
Target 2.3		
Target 2.4		
Target 2.5		
Target 2.a		
SDG 5: Achieve gender equality and empower all women and girls		
Target 5.1	✓	*e.g. Implement a Diversity & Inclusion strategy – see Diversity & Inclusion Policy*
Target 5.a	✓	*e.g. Apply an equal and fair recruitment process – see Labour Policy*
Target 5.b		
Target 5.c		
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		
Target 8.3		
Target 8.4		
Target 8.5		
Target 8.6		
Target 8.7		
Target 8.8		
Target 8.9		
Target 8.a		
Target 8.b		
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		

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[2] A good example of explanation of national legal framework can be found in the Sustainability Strategy of Expo Dubai 2020, p2-4: https://www.expo2020dubai.com/-/media/expo2020/sustainability/expo2020-sustainability-strategy.pdf

[3] https://sdgs.un.org/goals

[4] Please note – it is necessary to indicate actions that can be verified and monitored by AIPH during the Expo lifecycle.

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Target 9.1		
Target 9.3		
Target 9.a		
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable		
Target 11.3		
Target 11.4		
Target 11.7		
Target 11.b		
SDG 12: Ensure sustainable consumption and production patterns		
Target 12.3		
Target 12.4		
Target 12.5		
Target 12.6		
Target 12.7		
Target 12.8		
Target 12.a		
Target 12.b		
SDG 13: Take urgent action to combat climate change and its impacts		
Target 13.2		
Target 13.3		
SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		
Target 15.5		
Target 15.6		
Target 15.7		
Target 15.8		
Target 15.9		
Target 15.a		
Target 15.c		
SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development		
Target 17.6		
Target 17.7		
Target 17.10		
Target 17.11		
Target 17.15		
Target 17.16		
Target 17.17		

3.2.2 Global Reporting Initiatives (GRI) Standards

The GRI (Global Reporting Initiative) is the independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts. GRI provides vital support to governments and market regulators in the development of sustainability reporting policies and regulations to stimulate corporate

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transparency and accountability. Around the world, more than 160 policies in over 60 countries and regions reference or require GRI for reporting.

They provide the world's most widely used standards for sustainability reporting – the GRI Standards[5].

Please clearly mention which ones you meet.

Please provide proof of compliance to the Standards below in the Appendices.

GRI Standard	Met	Justification
GRI 204: Procurement Practices		
GRI 205: Anti-corruption		
GRI 206: Anti-competitive Behaviour		
GRI 301: Materials		
GRI 302: Energy		
GRI 304: Biodiversity	✔	
GRI 305: Emissions	✔	
GRI 306: Waste		
GRI 308: Supplier Environmental Assessment	✔	
GRI 405: Diversity and Equal Opportunity	✔	
GRI 406: Non-discrimination		
GRI 408: Child Labour		
GRI 409: Forced or Compulsory Labour		
GRI 411: Rights of Indigenous Peoples		
GRI 413: Local Communities		
GRI 414: Supplier Social Assessment		
GRI 416: Customer Health and Safety		
GRI 417: Marketing and Labelling		

3.3 Context / Environment

3.3.1 PESTEL analysis
Six types of external factors are taken into consideration in the PESTEL analysis:

Political
Economic
Sociocultural
Technological
Environmental

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[5] You can download the standards here: https://www.globalreporting.org/standards/download-the-standards/

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Legal

A PESTEL analysis enables you to:
1. *identify relevant external factors to your Expo (by filling in the table below),*
2. *decide what impact those external factors may have on your Expo*
3. *work out the relative importance to your Expo of each of these external factors.*

*These are therefore not necessarily **only sustainability factors** but factors that might have an impact (positive or negative) on the sustainability of the Expo.*

You can then take this information and use it to design your sustainability strategy and implementation plan, especially when it comes to setting the goals and objectives.

The template below shows some typical factors to consider during a PESTEL analysis.

Political	Economic	Social	Technical	Environmental	Legal
● *Stability of government* ● *Trade regulations* ● *Labour regulations*	● *Economic growth* ● *Interest rates* ● *Exchange rates* ● *Inflation rate*	● *Population demographics* ● *Employ* ● *Education level* ● *Ethnicities*	● *Technology incentives* ● *State of technological change*	● *Waste disposal laws* ● *Environmental protection laws* ● *Energy consumption regulation* ● *Popular attitude towards the environment*	● *Employment regulations* ● *Health and safety Regulations*

The PESTEL analysis also helps inform the Opportunities and Threats cells of the SWOT analysis.

3.3.2 SWOT analysis
A SWOT involves identifying the Strengths and Weaknesses of the organisation (or internal to your environment), and Opportunities and Threats present in the environment that it operates in (or external).

It is a way of summarising the current state of an organisation in terms of sustainability and helping to devise a plan to address all four areas.

Please conduct the SWOT analysis for the sustainability of your Expo (i.e. considering environmental and social factors) by filling in the template below with the following steps:
Step 1 - List all strengths that exist now. Then in turn, list all weaknesses that exist now.
Step 2 - List all opportunities that exist in the future. Opportunities are potential future strengths. Then in turn, list all threats that exist in the future. Threats are potential future weaknesses.
Step 3 - Plan of action - Review your SWOT matrix with a view to creating an action plan to address each of the four areas.
In summary:

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- *Strengths need to be maintained, built upon or leveraged.*
- *Weaknesses need to be remedied or stopped.*
- *Opportunities need to be prioritised and optimised.*
- *Threats need to be countered or minimised.*

STRENGTHS	WEAKNESSES
●	●
OPPORTUNITIES	THREATS
●	●

4. Policies
Please mention and briefly explain any policies[6] you have in place or are currently developing for the expo. Policies are the guiding principles of the strategy.
AIPH suggests you develop the policies below. If you have different ones, please list and explain those too.

4.1 Human rights
All organisations have a responsibility to respect human rights. Enlightened ones recognise that it is not only the moral thing to do, but also the smart thing to do for their business. Your first step is to develop a human rights policy. This is the public expression of your company's commitment to respect internationally recognised human rights standards.

If you have a human rights policy, please briefly present it and attach it in the appendices.

If you are planning on developing one, please refer to the UN Global Compact Guide on How to Develop a Human Rights Policy.

If you are not planning on developing a human rights policy, AIPH suggests you commit to the UNGC principle 1 and 2 and explain how you are planning on upholding them.

4.2 Labour
Respect for workers' rights and compliance with labour standards are the foundation of decent work. Advancing decent work and raising the living standards of all workers across operations and supply chains require you to adopt sustainable, responsible and inclusive workplace practices, and for companies with supply chains to use their leverage with suppliers to contribute to the realization of decent work globally.
A Labour Policy should include: living wage[7], child labour and occupational health and safety.

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[6] These are similar or related policies that cover your potential social and environmental impact. For example, you might have a Code of Conduct instead of an Anti-Corruption Policy, or a specific Child Labour policy. If this is the case, please add a brief explanation in this section and attach the policy in the appendices.

[7] Although there is no universal definition, living wage can be defined as "the remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his dependents. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing and other essential needs including provision for unexpected

If you have a labour policy, please briefly present it here and attach it the appendices.

If you are planning on developing such a policy, please refer to the 'Labour Principles of the UN Global Compact – A Guide for Business'.

If you are not planning on developing a labour policy, AIPH suggests you commit to the UNGC principles 3, 4, 5 and 6 and explain how you are planning on upholding them.

4.3 Anti-corruption
If you have an anti-corruption policy, please briefly present it here and attach it the appendices.

If you are not planning on developing an anti-corruption policy, we suggest you sign the UNGC Anti-Corruption Call to Action and commit to apply, throughout the organisation and the running of the expo, principle 10 of the UNGC, Anti-corruption: "Businesses should work against corruption in all its forms, including extortion and bribery". Please also explain how you are planning on upholding principle 10.

If you have any anti-corruption certification, such as the ISO 37001, please provide a copy of the certificate.

4.4 Diversity & Inclusion
A Diversity & Inclusion[8] Policy is a fundamental policy critical to employee engagement. It is dedicated to encouraging a supportive and inclusive culture amongst the whole workforce. The aim is to ensure that all employees and job applicants are given equal opportunity and that your organisation is representative of all sections of society. Each employee will be respected and valued and able to give their best as a result.

If you have a diversity & inclusion policy, please briefly present it here and attach it the appendices.

If you do not have a policy already, please consider including the following sections:
- *The scope of the Diversity & Inclusion Policy (i.e. the commitment to ensuring an equitable, diverse and inclusive workplace).*
- *Who is responsible for the policy application and monitoring.*
- *Standards for recruitment, training and career development.*
- *A disability code of good practice.*

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events" (UN Global Compact). Please refer to the following reference sheet for guidance on how to achieve living wage: https://www.unglobalcompact.org/library/5887

[8] **Diversity** means that an organization employs a diverse team of people that's reflective of the society in which it exists and operates. In a workplace, diversity means that the workforce is made up of employees with different races, genders, career backgrounds, skills, sexual orientation, etc. Diversity is proven to make communities and workplaces more productive, tolerant and welcoming. **Inclusion** is the practice of providing all employees with equal access to opportunities and resources. Inclusion efforts in the workplace help to give traditionally marginalised groups, like those based on gender, race or even those with physical or mental disabilities, a means for them to feel equal in the workplace.

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- *The process for making complaints of discrimination in the workplace.*
- *How the company will monitor and assess the effectiveness of the policy and working best practices.*

4.5 Accessibility
If you have an accessibility policy, please briefly present it here and attach it in the appendices.

If you are planning on developing such a policy, please consider mentioning the following:
- *elevator or ramp access*
- *transportation routes to and from the venue*
- *accessible parking*
- *seating and personal space*
- *access for support persons*
- *access for service animals*
- *training for employees*
- *feedback processes*
- *any specifics in your pre-expo communications*
- *any additional feature including storage of medicine and special products, Quiet Rooms, first-aid centres and areas for service dogs.*

Please also consider obtaining the International Board of Sensory Accessibility (IBSA) certification to receive the "Sensory Accessible Event" certification.

4.6 Environment
An environmental policy is a statement about your environmental position and values. It serves to identify environmentally harmful practices and highlight more environmentally friendly ways of working. A good environmental policy demonstrates to your organisation and to the wider community a commitment to protect the environment in a responsible manner.

An environmental policy can also highlight cost savings, as well as more environmentally friendly ways of working. Be aware however, that the benefits are unlikely to materialise unless you put your environmental policy into practice. By setting up an action plan, you can set out the actions to be carried out to help your business meet its environmental objectives, when this will be done and the responsibilities of those involved.

The environmental policy should:
- *cover what the policy is intended to achieve*
- *mention who is responsible for implementing the environmental policy*
- *comply with environmental legislation and other requirements*
- *assess the environmental impact of all historic, current and likely future operations*
- *continually seek to improve environmental performance*
- *expect similar environmental standards from all suppliers and contractors*

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- *agree to commit to environmental principles and continual improvement at the highest level in your business*

If you have an environment policy, please briefly present it here and attach it the appendices.

If you do not have one, please refer and commit to UNGC principle 7, 8 and 9 and explain how you will be upholding them.

5. Goals and Objectives

5.1 Goals
Please include the overarching goals you would like to achieve with the Expo in terms of sustainability.

We suggest you align your goals to the 5 AIPH Sustainability Priorities (already inserted in the table below), applying them as the goals to be achieved with your Expo. You are free to amend them, define more specific goals as related to your context and to include additional goals.

ID	Sustainability Priorities / Goals	Key Performance Indicators[9][10]	Baseline (Year X)[11]	Target (Year X+)[12]
1	*Using plants and green spaces to support climate adaptation and resilience programmes in urban environments*	*E.g. % Expo green spaces dedicated to mitigate climate change*	20%	35%
2	*Promoting nature in cities and sustainable horticultural practices worldwide*	*E.g. N° of promotion/dissemination activities organised* *N° and type of activities promoting nature in the city*	*0* *5*	*30* *40*

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[9] Key Performance Indicators (KPIs) are the critical (key) indicators of progress toward an intended result. KPIs provides a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on what matters most.

[10] Please develop indicators that are SMART: Specific, Measurable, Achievable, Relevant and Time-Bound. A specific indicator will be narrowly defined and will describe exactly what needs to be measured. A measurable indicator is one which can be aligned with a specific numeric or ranked value to show improvement over time. Defining your indicators for milestones which are realistically achievable is key to success. Ensuring indicators are relevant provides for a consideration of the context in which the Expo is operating. Finally, time-bound indicators are those which include a date by which you expect to see the change, giving substance and life to the Expo as a whole.

[11] Baseline is a reference point that is used to analyse the current performance of a project: your starting point before you start working towards your sustainability goals. Please indicate the year your baseline has been taken: the start of construction (e.g. 2022).

[12] Managing the use of KPIs includes setting targets (the desired level of performance) and tracking progress against that target. Please indicate the year the target will be reached: the end of the Expo life cycle (e.g. 2026).

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3	*Adopting circular economy principles, reducing plastic waste and other forms of pollution, supporting efficient production and ethical supply chain management*			
4	*Promoting plant growing and green spaces for all, upholding fair and equitable practices across the horticultural value chain, diversity, and human rights*			
5	*Engaging, informing, and inspiring people to appreciate the importance of plants and the places where they grow, and to take action to protect and enhance their local environment through plant growing*			

5.2 Objectives
Please list the objectives that will allow you to achieve the goals mentioned above.

Please include your objectives for each of the sections below and fill in the respective tables.
For each of the section please make sure you also include objectives related to[13]:
1. *Innovation*
2. *Education, communications and engagement[14]*
3. *Knowledge sharing and reporting on achievements and lessons learned*
4. *Legacy*

You will need to include clear and measurable actions to achieve the objectives in the Implementation Plan.

Please mention any supporting documents you might already have, such as Sustainable Materials Guidelines, to support the achievement of your sustainable objectives in more than one category.

5.2.1 Design
Please explain and include your objectives related to the design phase of the Expo.

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[13] For more information on the four points please refer to Annex X of the Regulations

[14] Please make sure to insert action related to education and communication activities too. These will help you formulate the education plan and the communication & engagement plan.

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ID	Objective	Key Performance Indicators	Baseline	Target
1.1	*Design to use space and materials in an efficient manner*	*Integrated design approach with clear standards*	*N/A*	*Developed and used for the entire Expo*
1.2				

5.2.2 Contractors & Construction
Please explain and include your objectives related to:
- *Permanent infrastructure, temporary structures, signage and décor*
- *Materials to be used*
- *Landscaping and ecological management*

ID	Objective	Key Performance Indicators	Baseline	Target
2.1	*Use renewable and recyclable materials when building new structures*	*Certification for buildings by the Leadership in Energy and Environmental Design (LEED).*	*N/A*	*Platinum / Gold certification*
2.2				

5.2.3 International Participants
Please explain and include your objectives related to the involvement of international participants in your sustainability strategy.

ID	Objective	Key Performance Indicators	Baseline	Target
3.1	*Enable participants and facility managers to understand and contribute to responsible use of resources*	*Percentage of pavilions and buildings to have smart metering with digital feedback for energy and water consumption*	*0*	*80%*
3.2				

5.2.4 Transport
Please explain and include your objectives related to:
- *Transport and mobility*
- *Walkability: pedestrian-focused circulation on the Expo site encouraging a healthy, secure and walkable lifestyle*
- *Accessibility, including special needs*

ID	Objective	Key Performance Indicators	Baseline	Target
4.1	*Provide access to safe, affordable, accessible and sustainable transport systems*	*N° of electrified public transport*		
4.2	*Encourage alternative transport methods*	*GHG emission*	*10 ton*	*3 ton*

5.2.5 Biodiversity

The focus of this section is to protect the plant and animal varieties both within and outside the Expo areas, and to set requirements for the creation of enhanced biodiversity and ecology as a result of the Expo.

ID	Objective	Key Performance Indicators	Baseline	Target
5.1	*e.g. Ensure the enforcement of the international treaties on biodiversity conservation*	*N° of treaties enforced*	*N/A*	*3*
5.2				

5.2.6 Energy

Please explain and include your objectives to minimise the impact of energy consumption. Energy reduction and/or renewable energy production will also support the delivery of a (near) carbon-neutral Expo.
Please explain and include your objectives related to:
- *Passive design strategies (such as the use of natural ventilation and daylight, optimisation of building orientation, biophilic design that provides shading and evaporative cooling)*
- *Energy efficiency*
- *Renewable energy generation on-site and off-site*

Please detail any sustainable standards you might be following, such as the Standards for Building Efficiency, in order to reach your objectives.

ID	Objective	Key Performance Indicators	Baseline	Target
6.1	*e.g. Reduce energy consumption*	*Gigawatt/hour*	*150*	*90*
6.2				

5.2.7 Water

Please list and explain your objectives related to water consumption. Please include any information related to demand reduction and substitution, as well as water resource protection

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ID	Objective	Key Performance Indicators	Baseline	Target
7.1	*e.g. minimize water consumption*	*Million Litres/hour*	*50*	*15*
		% publicly accessible fixture and fitting with smart controls	*35%*	*90%*
7.2				

5.2.8 Pollution

Please list and explain any objectives aimed at ensuring that the potential adverse pollution impacts of hosting the Expo are mitigated.

Please cover noise, light, atmosphere and impact on surrounding neighbourhoods.

ID	Objective	Key Performance Indicators	Baseline	Target
8.1	*Minimise excessive lightening*	*High efficiency public realm lighting systems; Public open space lighting that incorporate automatic controls, sensors or other energy saving technologies*	*0*	*Fully functional before the opening and for the entire duration of the Expo*

5.2.9 Carbon[15]

Please list and explain any objectives aimed at ensuring that the potential adverse climatic impacts of hosting the Expo are mitigated. In setting your objectives, please consider:
1) *direct emissions (Scope 1)[16]*
2) *indirect emissions - owned (Scope 2)[17]*
3) *indirect emissions – not owned (Scope 3)[18]*

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[15] These objectives will necessarily be linked to the ones related to energy and pollution.

[16] Scope 1 emissions are direct emissions from the Expo-owned and controlled resources. In other words, emissions are released into the atmosphere as a direct result of a set of activities, at the Expo level. It is divided into four categories: stationary combustion (e.g. fuels, heating sources), mobile combustion (e.g. cars, trucks), fugitive emissions (e.g. refrigeration and air conditioning), and process emissions (e.g. production of CO_2 during cement manufacturing). All fuels that produce GHG emissions must be included in scope 1.

[17] Scope 2 emissions are indirect emissions from the generation of purchased energy, from a utility provider. In other words, all GHG emissions released in the atmosphere, from the consumption of purchased electricity, steam, heat and cooling.

[18] Scope 3 emissions are all indirect emissions - not included in scope 2 - that occur in the value chain of the reporting company, including both upstream and downstream emissions. In other words, emissions are linked to the company's operations.

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Please consider whether you could aim at hosting a carbon-neutral[19] event[20].
Hosting a carbon-neutral event presumes you take the following steps:
1) ***Measure****: the Expo needs to measure its total greenhouse gas emissions[21].*
2) ***Cut emissions****: after you identify hotspots in its carbon footprint, it can take steps to shrink those emissions.*
3) ***Offset****: the Expo can buy high-quality carbon offsets to cover the emissions that can't easily be eliminated.*
4) ***Communicate your impact:*** *create compelling communications about your event's sustainability commitment.*

Please also consider whether you can obtain the PAS 2060[22] certification – the internationally recognised standard for carbon neutrality.

ID	Objective	Key Performance Indicators	Baseline (e.g.) 2022	Target (e.g.) 2026
9.1	*e.g. minimise carbon emissions during the Expo timeline*	*greenhouse gas (GHG) reduction strategy*	*No strategy – to be developed*	*Full implementation*
		% of GHG reduced	*Site-wide carbon emissions in 2022*	*30% reduction*
9.2				

5.2.10 Sustainable Events Operations and Management
Please include your objectives related to the event operations and overall management, including but not limited to:
- *Food and catering on the Expo site*
- *Retail*
- *Ceremonies, shows and promotions*

ID	Objective	Key Performance Indicators	Baseline	Target
10.1	*Achieve ISO 20121 Sustainable Event Management certification*	*Certification awards*	*N/A*	*Achieved*
10.2	*Achieve Sustainable Events Standards*	*Certification awards*	*N/A*	*Platinum / Gold Sustainable Events Standards*

5.2.11 Waste & Dismantlement
Please clearly define how you are planning to:
- *Avoid/reduce waste*
- *Reuse waste*
- *Recycle waste*

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[19] Carbon neutrality means not adding new greenhouse gas (GHG) emissions to the atmosphere. Where emissions continue, they must be offset by absorbing an equivalent amount from the atmosphere, for example through carbon capture and reforestation that is supported by carbon credit schemes.

[20] For extensive recommendations on carbon reduction and offset please refer to the Global Carbon Project: https://www.globalcarbonproject.org/carbonneutral/index.htm

[21] Please refer to Greenhouse Gas Protocol (GGP) Tools, https://ghgprotocol.org/calculation-tools.

[22] https://www.nqa.com/en-gb/certification/standards/pas-2060

ID	Objective	Key Performance Indicators	Baseline	Target
11.1	*Minimize the quantity of waste to landfill*	*Metric Tons*	*Based on the amount of recyclable construction material (%)*	*Based on the amount of recyclable construction material (%)*
11.2				

5.2.12 Legacy
Please include your objectives related to dismantlement and legacy transition and in particular on:
- *Reuse and repurposing of materials, structures and other assets*
- *Landscape restoration*
- *Reporting*

ID	Objective	Key Performance Indicators	Baseline	Target
12.1	*Develop solutions in sustainability that are scalable and can be rolled out and implemented on a broad level, extending the benefits to the wider economy*	*Percentage of materials used in permanent construction retained for Legacy*	*0*	*90%*

6. Conclusions
Please briefly include next steps and links with the various implementation plans.

Appendices
Please include in this section your policies, guidelines or additional document that will contribute to the sustainability of your Expo.
1. Policies
2. Guidelines

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Implementation Plan

Implementation Plan

1. Introduction

1.1 Objectives *- compulsory*

1.2 Assumptions and Constraints

      1.2.1 Assumptions *- compulsory*

      1.2.2 Constraints *- compulsory*

1.3 Risks Assessment *- compulsory*

2. Governance & Stakeholders Management

2.1 Management Overview *- compulsory*

2.2 Stakeholders' Analysis *- compulsory*

3. Implementation Schedule

3.1 Actions *– compulsory*

3.2 Milestones e Deliverables *- compulsory*

3.3 RACI Matrix *- compulsory*

3.4 Gantt *- compulsory*

4. Budget *– compulsory*

5. Monitoring and Evaluation *- compulsory*

5.1 Performance Monitoring *- compulsory*

5.2 Issues and Change Management *- optional*

6. Documentation *- optional*

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1. Introduction

1.1 Objective

Once you have completed your Sustainability Strategy, it is time to create a sustainability plan to implement the Strategy, where you define the stakeholders, actions and timeframes.

Please briefly mention the aim of the implementation plan, the years it will cover and the responsible people for its implementation.

1.2 Assumptions and Constraints

1.2.1 Assumptions

Assumptions are factors that are considered to be true, real, or certain without empirical proof or demonstration. Assumptions are made to support a decision or answer a question when all of the desired facts are not available.

Therefore, we often must make assumptions to support the decisions that are necessary to keep the project moving forward. However, if a decision based on an assumption is made, it also important to track the assumption because losing track of it can easily lead to schedule and/or budget overruns.

To formulate the assumptions please answer the following questions:

- *What am I taking for granted?*
- *Am I assuming something I shouldn't?*
- *How can I determine whether this assumption is accurate?*

Assumptions can fall under the following categories:

- *Resources: people, facilities and materials required*
- *Finances*
- *Delivery*
- *Scheduling*
- *Methodology*

ID	Assumption	Date Made	Validated: Yes/No
1	*Compliance with the national legal framework*	*February 2022*	*No*

1.2.2 Constraints

Constraints are limitations: anything that limits your options in achieving your objectives (in terms of scope, schedule, budget). Please fill in the table below with the major constraints you identify.

ID	Constraint	Active: Yes/No
1	*No sustainable transport system in place*	*No*

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1.3 Risk Assessment

The risk management process is a proactive and systematic approach, which aims at keeping the event under control as well as at decreasing its uncertainty level. Managing risks means minimising the consequences of adverse events (threats), but also maximizing the effects of positive events (opportunities).

Please apply risk management to risks you could encounter which are sustainability related.

Please fill in the risk register below[1].

ID	Risk description	Impact description	Impact level	Probability level	Preventive action	Mitigation action	Risk owner	Follow up[2]
	Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	What can be done to lower or eliminate the impact or probability?	only if needed, please focus on finding a preventive action	Who's responsible?	
1	*Renewable and recyclable construction materials are not affordable*	*The Expo will have a high environmental impact – which will also negatively affect the Expo reputation*	*high*	*low*	*Procurement guidelines & plan*	*N/A*	*Construction manager (with oversight of Sustainability manager)*	

2. Governance & Stakeholders Management

2.1 Management Overview

Please identify roles and responsibilities for the delivery of the strategy.

We advise you create a sustainability unit and appoint the necessary staff to ensure effective implementation of the sustainability strategy. Please also insert an organigram of said sustainability unit and where it sits within the overall organisation.

If you do not have a sustainability unit, please clarify where the staff in charge of sustainability sits and who they report to.

Role	Responsibility
e.g. Head of Sustainability	
Sustainability Officer	

2.2 Stakeholder Analysis

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[1] Please consider filling in the risk register on a separate Word document.
[2] Please fill in this column once the preventive or mitigation action have been carried out

Please conduct a stakeholder analysis to ensure you involve all internal and external stakeholders appropriately in the implementation of your sustainability strategy. We suggest you use the template below if you do not already have your own.

To support stakeholders' identification, the following questions can be used as a guideline:

- Who are the potential beneficiaries?
- Who will be adversely affected?
- Who has existing rights?
- Who is likely to be voiceless?
- Who is likely to mobilise resistance?
- Who is responsible for the intended plans?
- Who has the money, skills, or key information?
- Whose behaviour has to change for success to be reached?

Stakeholders can be categorised in 5 different ways:

Unaware. In this first level, stakeholders are unaware of the Expo sustainability objectives and any potential impacts they have on them.

Resistant. Stakeholders in this category are aware of the Expo sustainability objectives and are resistant to the change.

Neutral. Neutral stakeholders are aware of the Expo sustainability objectives but are neither resistant to or supportive of them.

Supportive. These stakeholders are aware of the Expo sustainability objectives and their potential impact and are supportive of the change.

Leading. Stakeholders in this category are aware of the Expo sustainability objectives and are actively working to ensure their success. These stakeholders may be termed 'change champions'.

Please fill in the table below to conduct your stakeholder assessment. Please identify all your stakeholders and the category they belong to. Within the grid, the current (C) and desired (D) engagement status of each stakeholder is added.

Please make sure to update the table below in case the stakeholders move from C to D thanks to your work.

Stakeholder	Unaware	Resistant	Neutral	Supporting	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	

3. Implementation Schedule

3.1 Actions

For each objective listed in the strategy, please include clear actions that will allow you to achieve said objective.

Objective ID[3]	Action ID	Action
1.1	1.1.1	Develop procurement plan
	1.1.2	Define bidding specifications
		Launch bidding procedure

3.2 Milestones e deliverables[4]

Please list and describe the Expo Milestones and Deliverables. If possible, define a Milestone/Deliverable deadline and a responsible person.

Milestone / Deliverable	Quality criteria	Deadline / date	Responsible
e.g. pavilion construction	*Compliance with: Sustainable Materials Guidelines; Standards for Building Efficiency*		*Head of Sustainability & Head of Construction*
e.g. expo opening			

3.3 RACI matrix[5]

The RACI:

- *Assists work teams with clearly charting roles and responsibilities*
- *Increases productivity through well-defined accountability*
- *Establishes "consults" and "informs", resulting in better communication*
- *Reduces duplication of efforts*
- *Eliminates misunderstandings while it encourages teamwork*

For each action, please identify who is Responsible, Accountable[6], who needs to be Consulted or Informed and complete the RACI matrix below. Please insert in the heading any key stakeholder identified in the Management Overview and Stakeholder Analysis.

Action ID	Action	Head of Sustainability	Sustainability Officer	Stakeholder 1	Stakeholder 2
e.g. 1.1.1		*R*	*C*	*I*	*I*
1.1.2		*A*	*R*	*C*	*C*

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[3] These numbers refer to the numbering of the objectives in the strategy.

[4] Please make sure to clearly identify these in the Gantt chart too.

[5] A RACI matrix chart explicitly identifies and communicates the various roles and assignments – and organises all the responsibilities into a chart.

[6] Rule #1 on RACI charting insists that only one person can be accountable for actions or decisions

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3.4 Gantt

Please include a Gantt chart or diagram to clearly show a timeline for the implementation of all actions as defined in your Sustainability Strategy. We suggest you use the attached template if you do not already have your own/a PM software already in use.

4. Budget

The overall Expo budget might not include specific lines related to Expo sustainability. However, there must be estimates on budgets related to specific objectives/actions on sustainability. Please include the overall budget for the Expo detailing the budget allocated to sustainability objectives / actions.

5. Monitoring and Evaluation

After creating monitoring indicators – as you have done in the strategy for the goals and the objectives – it is time to decide on methods for gathering data and how often various data will be recorded to track indicators.

The next element of the M&E plan is a section on roles and responsibilities. It is important to decide from the early planning stages who is responsible for collecting the data for each indicator.

The data collected will inform the Education Plan, the Communication and Engagement plan and all sustainability reports templates. Please also note that this information will be key for the final evaluation of the Expo.

Indicator	Data Source(s)	Timing	Data Manager
% of GHG reduction	*Transport emission data*	*Every 6 months*	*Sustainability Expert*

5.1 Performance Monitoring

Establish early on the progress to make towards the target on a yearly/biyearly basis by completing the table below[7]. Please reference all the indicators (linked to the objectives) defined in the Sustainability Strategy.

Indicator	Baseline	Year 1	Year 2	Year 3	Lifetime target	% of target achieved[8]
% of GHG reduction	*Site-wide carbon emissions in 2022*	*5%*	*8%*	*17%*	*30% reduction*	*100%*

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[7] Please add as many columns as you need to cover the years of the Expo life cycle.
[8] To be filled in at the end of the Expo life cycle.

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5.2 Issues and change management

Please use the attached Issue and Change Request Log if you already do not have one.

6. Documentation

Please insert here any templates used or additional documentation needed for the event, including:

- *Plans on how you will work with all contractors (e.g. checklists for each contractor to ensure accessibility, diversity etc)*
- *Checklists for the work of international participants (e.g. you ensure international participants follow the same set principles in design, construction and operation)*

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Sustainability Communication and Engagement Plan

Sustainability Communications and Engagement plan

1. Aim *- compulsory*

2. Implementation Plan

      2.1 Actions *– compulsory*

      2.2 Gantt *– compulsory*

3. Evaluation *– compulsory*

1. Aim

A World/International Horticultural Expo has the potential to engage, inform and inspire large numbers of people across all ages and cultures.

A communications plan is a detailed plan (from beginning to end) for delivering any strategic message to a target audience to drive a positive business result. Your Sustainability Communications plan should emphasise the approaches you will take to deliver the Expo's Sustainability message throughout different communication channels.

A special part of the overall Communications plan should be dedicated to Sustainability Communications.
In order to create a communications plan, you need to consider the following basic questions:
   What's the purpose of communication?
   Who is the target of communication?
   What's the message that's going to be communicated?
   How is the message going to be communicated?
   How will the message be distributed?

Sustainability communications and engagement should promote the Expo Sustainability message among:

- Expo visitors, with a plan developed to address every visitor target group
- Citizens and nationals of your city and country
- International audience

Sustainability communications and engagement should use the following communication and media channels:
  * *Expo-owned digital channels (website, mobile app, Expo TV/radio, etc)*
  * *Social media*
  * *National and international print and online media*
  * *National and international broadcasters, film and animation studios*

Please briefly summarise the aim of your Sustainability communication & engagement plan.

2. Implementation Plan
2.1 Actions
Please clearly report any actions[1] related to Sustainability Communications identified in the implementation plan and fill in the table below.

If you are planning additional activities, please add them in the table below.

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[1] Please refer to the action mentioned in the implementation plan.

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Objective	Action	Purpose	Responsible/ Accountable	Method	Message	Target audience	Target audience numbers	Timeline (how often, when)
7.1- Minimise carbon emissions during the Expo timeline	7.1.6 Production of a key achievements & lesson learned brief	Communicate the Expo's best practices in terms of minimisation of carbon emissions	Head of Sustainability (R) Sustainability Officer (A)	Publication	"Minimising carbon emissions is possible. Every event should do it"	General public & sustainability experts	200 copies	1 publication at the end of the Expo life cycle (2027)
	7.1.7 Presentation of a key achievements & lesson learned brief	Communicate the Expo's best practices in terms of minimisation of carbon emissions	Head of Sustainability (R) Sustainability Officer (A)	Online event	"Minimising carbon emissions is possible. Every event should do it"	General public & sustainability experts	50	1 online event (2027)

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2.2 Gantt

Please include a Gantt chart or diagram to clearly show a timeline for the implementation of all actions. We suggest you use the attached template if you do not already have your own/a PM software already in use.

3. Evaluation

For each action undertook, please fill in the table below:

Action	Dates	Number of audience members reached	Overall comments: - what went well - what could be improved
7.1.6 Production of a key achievements & lesson learned brief	*Production: March – June 2022* *Published on 15th June 2022*	*120 copies distributed*	*Target audience could have included academics.*

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Sustainability
Education Plan

Sustainability education plan

1. Aim *- compulsory*

2. Implementation Plan

      2.1 Actions *– compulsory*

      2.2 Gantt *– compulsory*

3. Evaluation *– compulsory*

1. Aim

A World/International Horticultural Expo has the potential to engage, inform and inspire large numbers of people across all ages and cultures.

An education plan is a planning tool that will guide all the educational actions you will take during the Expo lifecycle. Your education plan should emphasise the importance and value of the Expo experience in reinforcing learning and awareness about sustainability.

A special part of the overall Education plan should be dedicated to Sustainability awareness. Educational programs should address all stakeholders involved in the Expo, and promote sustainability awareness among:

- Expo visitors, with a plan developed to address every visitor target group
- Expo construction and facility management personnel
- Expo staff, including staff of international participants
- Expo volunteers

Please briefly summarise the aim of your Sustainability education plan.

2. Implementation Plan
2.1 Actions
Please clearly report any actions[1] related to sustainability education identified in the implementation plan and fill in the table below.

If you are planning additional activities, please add them in the table below.

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[1] Please refer to the action mentioned in the implementation plan.

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Objective	Action	Purpose	Responsible/ Accountable	Method	Message	Target audience	Target audience numbers	Timeline (how often, when)
Target segment: Expo visitors								
9.1 - Minimise carbon emissions during the Expo timeline	9.1.1 Best practices workshops	Engagement & knowledge sharing with students who could apply some of the best practices	Head of Sustainability & Education Officer	Expo tours & presentation	"Follow these easy steps to minimise your carbon emissions"	Schools & Universities	800	4 event per year: 8 events
Target segment: Expo construction and facility management personnel								
11.1 Minimise the quantity of waste to landfill	11.1.1 Distribution of best practices fact sheet	Engagement & knowledge sharing with all construction and facility management personnel	Head of Sustainability & Head of Construction	Distribution and quick brief before the start of construction	"Everyone is involved in minimising waste"	All construction and facility management personnel	1500	At staff meetings before the start of construction
Target segment: Expo staff, including staff of international participants								
10.2 Achieve Sustainable Events Standards	10.2.1 Trainings and workshops on the steps to achieve	Engagement & knowledge sharing with all staff	Sustainability Officer and Head of HR	Trainings	"We are all involved and responsible for achieving	All staff	300	3 trainings before the Expo opening

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	the standards				*the standards"*			
Target segment: Expo volunteers								
10.2 Achieve Sustainable Events Standards	*10.2.2 Trainings and workshops on the steps to achieve the*	*Engagement & knowledge sharing with all volunteers*	*Sustainability Officer and Head of HR*	*Trainings*	*"We are all involved and responsible for achieving the standards"*	*All volunteers*	*200*	*3 trainings before the Expo opening*

![AIPH logo]

2.2 Gantt

Please include a Gantt chart or diagram to clearly show a timeline for the implementation of all actions. We suggest you use the attached template if you do not already have your own/a PM software already in use.

3. Evaluation

For each action undertook, please fill in the table below:

Action	Dates	Number of audience members reached	Overall comments: - what went well - what could be improved
9.1.1 Best practices workshops	*14th May 2020* *7th June 2021* *9th October 2021*	*400*	*Less workshops held because of lack of dedicated staff.*