



**United Nations**  
Framework Convention on  
Climate Change



# Sustainability Strategic Plan

**2024–2030**

**The Olympic Committee of Israel**



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## Opening Remarks - President and CEO of the Olympic Committee of Israel

Over the past decade, the International Olympic Committee (IOC), under the leadership of President Thomas Bach, has committed itself to harnessing the power of the largest and most influential sports organization in the world—and of its 206 National Olympic Committees—as a lever for global social change and for building a better world.

From this perspective, we recognize the significant influence that sports leadership has within communities in Israel—through children in afternoon activities and their families, sports federations and teams, athletes and sports personalities, Olympic squads, and regional and national competitions across 32 branches of sport. Together, these frameworks have the potential to drive meaningful social change if we know how to harness this influence.

Environmental challenges, together with social and economic considerations, have increasingly affected our lives in recent years, above all through global warming and climate change worldwide. These developments affect us as global citizens and also have a profound impact on high-performance sport in both training and competition.

At the Olympic Committee of Israel, we have chosen to move from observation to action and take an active leadership role in sustainability. As a first step, on January 1, 2024, we signed the Sports for Climate Action Framework shared by the UN and the IOC, committing ourselves to advancing this vision. To support this effort, we established a Sustainability Commission chaired by Professor Adi Wolfson, a leading expert in the field. Its members play key roles in advancing the climate vision in Israel, and we are proud they have joined this new path for Israeli sport.

Signing the convention alone is not enough. A strategic plan—shared with our partners in Israeli sport—and its careful implementation are essential to ensure the adoption of the necessary tools, guidelines, and professional recommendations.

These are complex and challenging times in the State of Israel, particularly after 7.10. Yet even as we confront immediate realities, we must remember that we live in a dynamic, industrial, and technological world where preserving quality of life—globally and personally—remains essential. The global struggle for sustainability must therefore become part of our awareness and our daily lives.

Through responsible leadership and collective action, we can help lead processes that will leave a better and safer world for the next generations.

Join us and the Israeli sports community, and together we will lead this change.



**Yael Arad**

President, Olympic Committee of Israel



**Gilad Lustig**

CEO, Olympic Committee of Israel



## Opening Remarks - Chair of the NOC Sustainability Commission

The deterioration in the state of the natural environment, resulting from human activity alongside the widening economic and social gaps within and between societies, obliges each and every one of us to adopt new ways of thinking and acting. Sport, which is one of the most popular social activities in the world, has also an impact on the natural and human environment and is also affected by environmental changes. Therefore, sport can serve as an agent of change that promotes sustainability. The weight of this responsibility lies jointly on social, environmental, and economic aspects.

Recently, various sports organizations around the world, including the International Olympic Committee, have presented a vision for advancing sustainability in sport, along with an action plan to achieve the United Nations Sustainable Development Goals. The Olympic Committee of Israel has also decided to lead a comprehensive program to promote sustainability in sport in Israel, in order to raise awareness of the issue, inspire sports organizations, athletes, and sports fans, and drive meaningful change. To this end, the Olympic Committee of Israel has decided to integrate a sustainability strategy into the organization's core activities in Israel; to lead and assist sports bodies in Israel in implementing sustainability principles; and to engage the broader public through wide-ranging environmental initiatives.

I am proud to serve as Chair of the Sustainability Commission at the Olympic Committee of Israel. I thank the President of the Olympic Committee of Israel, Yael Arad, and the CEO, Gili Lustig, for the initiative, responsibility, and commitment to advance the issue of sustainability in sport and to join the local and global effort in this field. I also thank Yarden Har Lev, Head of Education and Olympic Solidarity at the Olympic Committee of Israel, for advancing the program and its activities. I am confident that together we will be able to lead the change and inspire all citizens of Israel to follow.

**Professor Adi Wolfson**

## Introduction

The Olympic Movement has long sought to build a better world through the promotion of sport, culture, and education, based on three central values: excellence, friendship, and respect. In recent years, as the global community has increasingly recognized the significant social, economic, and environmental challenges we face, and as issues of social justice, economic equality, and climate change have come to the forefront, the IOC has decided to integrate the concept of sustainability—encompassing these three dimensions—into its decision-making and implementation processes, as one of the guiding principles of its activities. All of this is intended to maximize the positive impact of its actions and to mitigate their negative effects. Accordingly, the IOC decided to adopt the UN's climate objectives and to join its Sport for Climate initiative.

## Sustainability

The growth of the world's population and the rise in standards of living have intensified the interactions between the human environment and the natural environment. These interactions are reflected in the extraction of material and energy resources from nature, the production of countless materials and products made by humans—most of them synthetic and unfamiliar to ecological systems and even harmful to them—and their disposal back into nature in the form of waste, wastewater, and emissions into the air, as well as greenhouse gas emissions.

Over the years, these processes have caused far-reaching changes, fundamentally altering natural systems and leading to an ecological transition characterized by significant damage and even disruption to the functioning of ecological systems, including both their living and non-living components, while also impairing their ability to provide ecosystem services. This ecological transition manifests in three major ongoing crises: the “pollution crisis”, referring to the release of numerous pollutants into the natural environment; the “biodiversity crisis”, referring to the accelerated depletion of biological diversity; and the “climate crisis”, resulting from widespread, frequent, and extreme climate changes. Today, this ecological transition is considered the greatest threat to the continued existence of life on Earth. As such, the ecological crisis also threatens the well-being and survival of humanity itself. The understanding that addressing environmental change requires simultaneously responding to the social needs of human beings—namely issues of social justice and welfare—as well as economic aspects, led to the development and formulation of the sustainability model.

Sustainability is defined as the ability of nature to sustain processes and for those processes to persist stably over time, while balancing environmental, social, and economic considerations (Figure 1). In practice, this means maintaining equilibrium between nature's ability to continue sustaining natural systems (ecosystems, life cycles, food chains, and the like) and supporting life on Earth over time, and the development and needs of a particular population (human or otherwise) that depends on these processes. In simple terms, it means living prosperous lives today without depriving future generations of the right to live at least under the same conditions that we enjoy.

The sustainability model, which emerged in the 1970s, has since served as the foundation for various United Nations action programs on environmental issues. These range from “Agenda 21”, presented at the Rio Earth Summit in 1992,

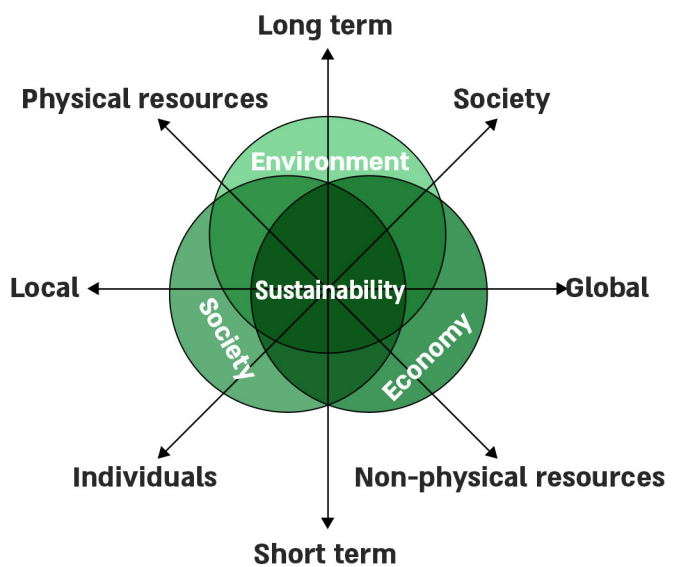


Figure 1: The Different Dimensions of Sustainability



to the “2030 Agenda for Sustainable Development”, adopted in 2015. Agenda 21 sought, for the first time, to establish a new global framework for the twenty-first century. It placed on the international agenda a commitment to advancing sustainable development, based on the responsible and equitable use of natural resources and on the recognition that these resources are finite. It also emphasized the principle of intergenerational justice. Agenda 21 highlighted the connection between environmental protection and cooperative action among governments, civil society organizations, and businesses. Above all, it addressed not only the ways environmental conditions affect human life, but also the ways in which human activity affects the environment. The 2030 Agenda, in turn, proposes a new global framework often described as “humanity’s to-do list”. This agenda includes a comprehensive plan of action comprising seventeen goals to be implemented in order to promote sustainable global development by 2030 – the Sustainable Development Goals (SDGs) – along with 169 specific targets (Table 1). The guiding principle underlying the seventeen goals is “to leave no one behind”, with the aim of ensuring quality of life, human well-being, and prosperity for all across a wide range of areas.



## Table No. 1: United Nations Sustainable Development Goals

1	Eradication of poverty in all its forms and in all places.
2	Eradication of hunger, and improvement of the nutritional security of all populations.
3	Promotion of health and quality of life for people of all ages.
4	Ensuring quality and equitable education and promoting opportunities for learning for the entire population at all ages.
5	Striving for gender equality and the empowerment of women and girls.
6	Ensuring availability of water resources and sanitation infrastructures and their management in a sustainable manner.
7	Ensuring supply of energy to the entire population in a reliable manner and at an affordable price for every person.
8	Promoting economic growth in a continuous and sustainable manner, and ensuring appropriate employment for all members of the population.
9	Development of resilient and high-quality infrastructure and encouragement of innovation and entrepreneurship.
10	Reduction of inequality between countries and within them.
11	Promotion of the urban environment, so that cities and settlements will be safe, resilient, and inclusive of all groups in society.
12	Promotion of sustainable consumption and production patterns.
13	Taking immediate steps to combat climate change and its impacts.
14	Life below water: conservation and sustainable use of oceans, seas, and marine resources.
15	Life on land: protection and responsible use of them. Rehabilitation of terrestrial habitats.
16	Promotion of peace-seeking societies that advance social inclusion for the purposes of sustainable development.
17	Strengthening cooperation to advance the goals.

The various goals that make up Agenda 2030 are directly or indirectly related to the type and quantity of natural resources in the natural environment and those utilized by humanity, as well as to the variety of synthetic materials and their emissions into the environment. In addition, from a social perspective, they address the economic and social gaps that arise between countries and societies, and within them, as a result of the unequal distribution of natural resources and the damage to the natural environment.

## Sustainability and the Olympic Committee of Israel

The ongoing challenge between development and progress and the preservation and protection of the environment, which has accompanied the development of all countries around the world, has also existed in Israel over the years. It has led to the establishment of institutional and non-institutional frameworks operating in the field of environmental protection, alongside the development of environmental regulation and the promotion of civic action in this area. The environmental conditions and the challenges related to natural resources in the State of Israel are unique, and have often led to the development of innovative and groundbreaking solutions, for example in desalination, wastewater treatment, drip irrigation, forestry, and energy. Due to its geographical location, the climate crisis is expected to have more extreme impacts on the State of Israel.

According to the Israeli Meteorological Service, “the average temperature in Israel increased by approximately 1.4°C from 1950 to 2017 and is expected to continue rising by about another 1°C by 2050, with the increase particularly noticeable during the summer season”. In addition, “it appears that under the severe scenario, the average temperature in Israel is expected to continue rising by about 4°C by the end of the current century”, and “the rate of warming may reach an increase of 5°C in minimum summer temperatures, according to the severe scenario”. All of these have also led to a worsening in precipitation indicators.

These data require the State of Israel to prepare for both local and global changes and the risks they pose, and to act toward changes in ways of thinking and behavior at the personal, local, and national levels. Within this context, the sports sector must also adopt both the risks and the opportunities that the ecological–climate crisis presents to society, and become a central player in raising awareness and preparing for dealing with the crisis. Therefore, in preparation for the Olympic Games in Paris 2024, the Olympic Committee of Israel decided to promote a national sustainability program in sports, based on several dimensions and directions, as well as initiatives and projects that create a direct connection between sporting activity and Olympic values, environmental protection, and the promotion of social justice alongside meaningful impact.

### Stakeholders

The development and implementation of a sustainability strategy require cooperation with various stakeholders, both internal and external, who operate directly and indirectly with the Olympic Committee of Israel (Figure 2). Mapping the stakeholders will enable the transfer of knowledge, peer learning, and the creation of collaborations, through which it will be possible to advance the goals and objectives of the strategic program and ensure its implementation. The direct and immediate partners of the Olympic Committee of Israel are its employees and members, the federations, the teams, and the Olympic athletes. Alongside them are also the International Olympic Committee, other national Olympic committees, and parallel sports organizations worldwide. An additional circle of stakeholders includes entities that contribute to the National Olympic Committee and the various federations, as well as sponsors of teams and athletes, and suppliers that provide the Olympic Committee and federations with products and services, for example in the fields of sporting events or public relations. Another circle relates to government ministries involved in sports and sustainability, particularly the Ministry of Culture and Sport, the Ministry of Education, and the Ministry of Environmental Protection, as well as national and local authorities and various environmental and social organizations in Israel. Finally, the activities of the Olympic Committee of Israel influence, in the outer circle, many athletes and the general public, and have an impact on national and global media.

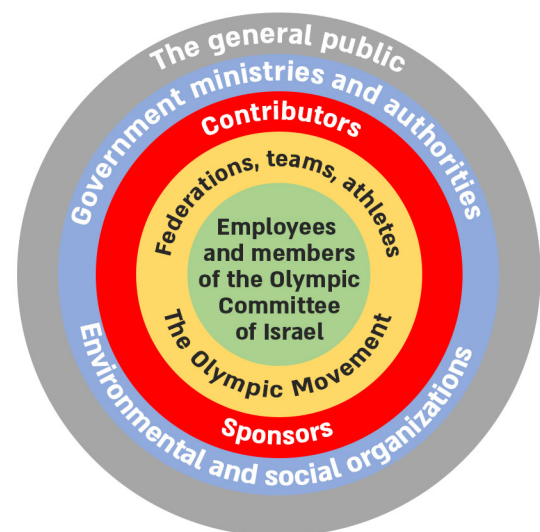


Figure 2: Key Stakeholders Map

## SWOT Analysis

The preparation of a strategic plan requires an analysis of risks and opportunities, as well as the internal and external risks of the organization. One of the central models in this field is the SWOT model, which enables a systematic assessment of an organization's or company's strengths and weaknesses—namely, the internal factors that distinguish the organization and provide it with a relative advantage or prevent it from creating such an advantage—together with the opportunities or threats associated with decision-making, that is, external factors that can be leveraged or that may endanger the strategy. Among the advantages of SWOT analysis is its ability to allow clear distinctions between external factors that are beyond the organization's control (such as economic and political factors, new technologies, or competition) and internal factors in which each organization can bring its specific capabilities. The main indicators of the SWOT analysis are presented in Table No. 2.

**Table No. 2: SWOT Analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>● Supporting the preparation and success of Olympic athletes</li> <li>● Economic savings</li> <li>● Being a national and international leader</li> <li>● Supporting the protection of the natural environment and public health</li> <li>● Promoting equality and fairness and reducing disparities</li> <li>● Increasing exposure to the general public</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>● Difficulties in recruiting individual sports federations</li> <li>● Harm to the preparation and success of Olympic athletes</li> <li>● Damage to sports infrastructure</li> <li>● Allocation of additional budgets</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>● Positioning the Olympic Committee of Israel as a positive organization that promotes innovative ways of thinking</li> <li>● Inspiring the general public</li> <li>● Changing ways of thinking and action</li> <li>● Creating new partnerships</li> <li>● Securing new budgets</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>● Forming ties with sponsors from polluting entities</li> <li>● Investment in polluting companies</li> <li>● During times of crisis, there is a tendency to push environmental issues aside</li> <li>● Operating in polluting countries or those that severely violate human rights, and similar contexts</li> </ul>

## Sustainability and Sport

Sport, in its many and diverse forms, connects people on a local, national, and global level, and inspires billions of people around the world. Therefore, it has a significant impact on human awareness and behavior. The shared values embodied in sport can serve as a powerful foundation for promoting sustainability values. Moreover, it is now clear that while sports activities and sporting events consume resources and generate various emissions into the environment, they are also affected by environmental pollution and climate change.

The environmental impact of the sports sector is associated with a wide range of areas, primarily through the use of resources in training and sporting events: energy, water, food, plastic, and more, as well as the emission of wastewater, waste, air pollutants, and greenhouse gases. In addition, travel to training sessions and events by athletes and fans, as well as the construction of various sports infrastructures, has a significant environmental footprint. Therefore, the efficient and responsible use of resources in the planning, development, management, and operation of sports infrastructure and activities can serve as a key lever for changing habits and promoting the principles of sustainability. At the same time, due to its broad social influence and its ability to reach a wide range of people across different geographic areas and diverse social backgrounds, the sports sector can be a central actor and even serve as a strategic tool in leading changes in ways of thinking and promoting sustainable development. Moreover, the connection between physical and mental health that sport offers and the health of the planet, can be a central factor in driving behavioral and lifestyle change, and athletes and teams can serve as role models for their supporters.

Recently, more and more sports organizations and sports bodies around the world have taken various measures to reduce their environmental impact, both directly and indirectly, while simultaneously promoting principles of social justice, based on the United Nations Sustainable Development Goals. In 2016, the Executive Board of the IOC approved a strategic sustainability plan for 2030, which addresses the three main areas of responsibility of the IOC: the organization's own operations, the Olympic Games, and the Olympic Movement. The plan focuses on five key areas: infrastructure and sporting events, resource management, mobility, workforce, and climate. The IOC has committed to implementing the sustainability model with full transparency, in compliance with legal requirements and beyond, and to continuously improve performance through: integrating sustainability principles and practices into events and implementing a sustainability management system; setting goals and targets in the five focus areas for each four-year Olympic cycle, which will drive innovation and define best practices while sharing knowledge; ensuring that policies are clear to key actors within the Olympic Movement and encouraging them to act as sustainability ambassadors in their work; and cooperating with all stakeholders connected to the Olympic Movement in order to implement sustainable solutions.

In addition, the IOC has recently joined the United Nations in calling on all sports organizations worldwide to sign the Sports for Climate Action Framework, in order to strengthen the role of the sports sector in addressing climate change. This initiative provides sports organizations with an operational framework for ongoing and continuous action against the climate crisis, through mutual support such as peer learning, sharing methods and action plans, developing new tools, and more.



The initiative operates to achieve two main objectives:

1. Presenting a clear pathway for the global sports community to promote actions to mitigate the climate crisis, through commitments and collaborations and in accordance with accepted and effective standards, including measurement, reduction measures, and reporting of greenhouse gas emissions, in line with the UN Paris Climate Agreement. All of this as part of an effort to reduce greenhouse gas emissions in order to mitigate the climate crisis and prepare for coping with climate change.
2. Using sport as a unifying tool to create solidarity among the citizens of the world and to promote actions aimed at mitigating the climate crisis.

The Sports for Climate Action Framework is designed to enable sports clubs, sports organizations, and various stakeholders to address climate change through a set of principles that create an operational framework, according to the following areas:

1. Implementing systematic efforts to promote sustainability.
2. Reducing the impact of the climate crisis.
3. Educating for action to address the climate crisis.
4. Promoting responsible and sustainable consumption.
5. Promoting communication and awareness for climate action through the media.

## Strategic Plan

The sustainability strategy of the Olympic Committee of Israel outlines the roadmap for organizational change and broader transformation, integrating environmental, social, and economic considerations.

### Vision

To lead the field of sustainability in Israeli sport and to promote environmental and social responsibility and commitment in the country, as well as to raise awareness and inspire sports organizations, athletes, and sports enthusiasts, in order to drive changes in ways of thinking and action.

### Overall Objective

Continuous improvement of the performance of the sports sector in the field of sustainability, and the development of sports infrastructure alongside the promotion of sustainable sports education.

### Key Areas and Directions of Action

The activities of the Olympic Committee of Israel in the field of sustainability will focus on three main areas of influence, which complement one another, and the actions within them will be carried out simultaneously:

1. The activities of the Olympic Committee of Israel itself, in Israel and as part of the Olympic Movement – to set a personal example and integrate the sustainability strategy into the core operations of the Olympic Committee of Israel, from the management of the committee and its institutions and procurement, through the organization of events, and up to cooperation with the International Olympic Committee and the Olympic Movement.
2. The activities of the Olympic Committee of Israel vis-à-vis federations, clubs, and athletes – to inspire, lead, and support sports organizations in Israel in implementing sustainability principles, starting with knowledge sharing and providing guidelines and examples, through training and peer learning, and up to creating connections and partnerships to support the implementation of the strategy.
3. The activities of the Olympic Committee of Israel vis-à-vis the general public – to engage the broader public in changing ways of thinking and behavior and to promote more sustainable practices through awareness and education.

### The activities will be carried out in several main directions:

1. Efficient management of resources in infrastructure, events, and ongoing operations – Sports activity involves the use of various material and energy resources and generates emissions to the environment. Therefore, it requires efficient resource management in the ongoing operation of training and sporting events, alongside the implementation of green building principles and environmentally and socially responsible management and operation of sports organizations and facilities in the areas of water, food, energy, transportation, and more.
2. Education and awareness – Education and awareness are two key tools for exposing the activities of the Olympic Committee of Israel in the field of sustainability among athletes and the general public, and for leading changes at the national level. Such change can achieve two important goals: a positive contribution to the image of the Olympic Committee of Israel as a leading and innovative organization, alongside the promotion of sustainability among a broad audience of athletes and sports fans. Moreover, many athletes serve as role models for the general public and can act as agents of change in promoting sustainability principles in sport.
3. Visibility and transparency – Exposure of sustainability-related activities of the International Olympic Committee and the Olympic Committee of Israel, as well as those of various sports organizations and athletes, to all stakeholders.
4. Monitoring and control – Tracking the progress of the implementation of the program, including ongoing data collection and annual evaluation of goals, targets, and indicators, and updating them as necessary.

## Multi-Year Action Plan

### Objectives, Targets, Responsibilities and Timeline (2024–2030)

Tables 3–5 present the main actions that should be advanced across the various areas in order to successfully implement the sustainability strategy of the Olympic Committee of Israel.

Table No. 3: Promoting Sustainability in Sport – Internal Activities of the Olympic Committee of Israel

Activity	Objective	Tools	Responsibility	Timeline
<b>Preparation of a plan for efficient resource management at the Olympic Committee headquarters and within the Olympic experience – reducing consumption of all types of resources (electricity, waste, water, etc.) and minimizing the environmental footprint</b>	Mapping resources and emissions, identifying barriers, and setting reduction targets. Preparing a multi-year plan with quantitative targets.	Life cycle analysis and calculators; e.g., practices of Forum 15	The Good Energy Initiative with the assistance of the accounting department	Q2 2024
	Implementation of the plan		The Olympic Committee of Israel	According to program milestones
<b>Preparation of a plan to encourage transition to sustainable transportation</b>	Mapping travel patterns of employees and members of the Olympic Committee of Israel	Employee questionnaire	The Good Energy Initiative and Head of Science	Q2 2024
<b>Preparation of a principles document for green procurement</b>	Mapping and characterizing tenders, procurement, and supply chain suppliers; examining alternatives;	Coordinating document of Forum 15	Chair of the Sustainability Commission with an economist	Q2 2024
	Implementation of the plan		Procurement Commission	According to program milestones
<b>Development of practices for sustainable events: reducing food waste, promoting healthy food, reducing single-use items, transitioning to digital advertising, and integrating special populations in</b>	Mapping events in terms of resources and setting reduction targets	Practices of Forum 15 (example)	Sustainability Commission and Head of Science	Q3 2024
	Implementation of the plan		Olympic Committee of Israel, sports federations and clubs	According to program milestones
<b>Signing the Sports for Climate Action Framework of the UN and the IOC</b>	Mapping carbon emissions and preparing a reduction and offset plan with quantitative targets;		President of the Olympic Committee of Israel and Chair of the Sustainability Commission	Q1 2024
	Implementation of the plan		The Olympic Committee of Israel	According to program milestones
<b>Implementation of a strategic plan in the field of gender</b>			Chair of the Gender Equality Commission and Head of the Education	According to program milestones



Activity	Objective	Tools	Responsibility	Timeline
<b>Preparation of a sustainability training framework for organization employees and members of the Olympic Committee of Israel</b>	Exposure to the strategic initiative and engagement of employees through training sessions, expert lectures, social activities around sustainability goals, digital newsletters with updates, etc. At least 2 lectures; at least 30 participants		Head of Education and Head of Science	Q3 2024
<b>Preparation of a strategic document regarding sponsors</b>	Assessment of the sustainability models of various sponsors		Head of Marketing and Business Development	Q2 2024
<b>Review of the investment portfolio through a sustainability lens</b>	Assessment of sustainability models of investment bodies and presentation of alternatives for redirecting investments	See Clean Money Forum	CEO of the Olympic Committee of Israel with assistance of an economist	
<b>Establishing cooperation with the government and non-governmental organizations</b>	Mapping relevant stakeholders and creating partnerships		Head of Executive Office	Q3 2024
<b>Preparation of a plan for ambitious green construction and a sustainable building for the new Olympic Committee headquarters</b>		See guidelines of the Ministry of Environmental Protection	CEO of the Olympic Committee of Israel and the	Q3 2024

Table No. 4: Promoting Sustainability in Sport – Activities with Federations, Teams, and Athletes

Activity	Objective	Responsibility	Timeline
<b>Preparation of a sustainability training framework in sport</b>	Exposure to the strategic process and engagement of federations, teams, and athletes	Head of Education and Government Relations Manager	Q3 2024
<b>Development of a tool for assessing sustainability practices in sport: resource management, travel, reduction of greenhouse gas emissions, etc., and setting priorities</b>		Sustainability Commission, The Good Energy Initiative and Head of Science	Q2 2024
<b>Development of sustainability practices in sport for sharing with federations and teams, adapted to different types of sports</b>	Preparation of approximately two practices per year, adapted to different sports types	Sustainability Commission with the assistance of the Government Relations Manager	2024-2030
<b>Promoting the preparation and implementation of a sustainability plan in federations and teams</b>	1-2 federations per year	Government Relations Manager	2024-2030, according to program milestones

Table No. 5: Promoting Sustainability in Sport through Education and Outreach

Activity	Objective	Responsibility	Timeline
<b>Preparation of an educational program on sustainability in sport, including the creation of partnerships with environmental organizations and the education system</b>	Raising awareness of the connection between sustainability and sport and of related activities in Olympic sport in Israel and worldwide	Head of Education	Q3 2024
<b>Preparation of a communication and public relations plan on sustainability in sport in Israel</b>	Raising awareness of the activities of the Olympic Committee of Israel, federations, teams, and athletes	Head of Marketing and Business Development and Head of Education	Q2 2024
<b>Development of an initiative to engage Olympic athletes as opinion leaders</b>	Identification and recruitment of at least 2 athletes from different sports disciplines; digital exposure	Head of Marketing and Business Development, Head of Education and Athletes' Commission	Q3 2024
<b>Preparation and implementation of a volunteer initiative involving Olympic athletes in the community</b>	Identification and recruitment of at least 2 athletes from different sports disciplines; digital exposure	Head of Education and Athletes' Commission	Q2 2024

# Sustainability Strategic Plan



United Nations  
Framework Convention on  
Climate Change

