

# **IMPACT & SUSTAINABILITY PLAN**

July 2025



# TABLE OF CONTENTS

- Introduction**.....6
- About LA28**.....7
  - Mission.....7
  - Vision.....7
  - Values.....8
  - Delivery Timeline.....9
  - Stakeholders.....9
  - Games Venue Plan & Sports Program.....10
- Plan Architecture**.....12
  - Material Topics.....12
  - Strategic Framework.....13
  - Impact & Sustainability Working Groups.....14
- Commitments**.....16
- Economic Empowerment**.....17
  - Opportunity.....17
  - Strategic Objectives.....18
- Youth Sports**.....24
  - Opportunity.....24
  - Strategic Objectives.....25
- Healthy Environment**.....30
  - Opportunity.....30
  - Strategic Objectives.....31
- Governance**.....45
- Compliance & Ethics**.....46
  - Approach.....46
  - Business Ethics & Anti-Corruption.....46
  - Human Rights.....46
  - Accessibility.....47
  - Supply Chain Management.....47

- Sustainability Management System**.....48
  - ISO 20121 Certification.....48
  - SMS Roles & Responsibilities.....48
- Governance Structure**.....49
  - Organizational Chart.....49
  - Governance Oversight.....49
  - Governance Portfolio Forums.....49
- Appendix**.....50
- About This Plan**.....51
  - Purpose.....51
  - International Standard Integration.....51
  - Reporting Framework.....51
- References**.....52
  - Stakeholder List.....53
- Endnotes**.....61



# A MESSAGE FROM OUR CEO

As we look ahead to the 2028 Olympic and Paralympic Games, I am filled with excitement and gratitude for the incredible work underway. It's inspiring to witness how much passion and dedication is fueling this endeavor, and I can already see how the commitment of our team members and partners will transform not only our city, but the world of sport. The planning, the vision, the people—it's all coming together, and we are moving forward with purpose. One of the core principles that will guide us through this journey is unity. More than just a global sporting event, the LA28 Games will be an opportunity to bring together communities from all walks of life. We believe in the unifying power of sport and its ability to bridge divides, foster connection and inspire collective purpose.

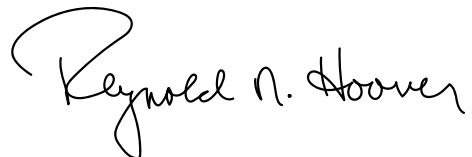
But the LA28 Games are more than a celebration of athletic achievement – they are also a model of resilience, from athletes reaching the pinnacle of their sport to a region scarred by wildfires rising stronger to welcome the world in 2028. In honor of the resilience that drives the Games, and our community, I'm excited to announce that LA28 will launch the LA28 Resilience Champions Initiative, a program designed to invest in a more resilient Los Angeles while showcasing scalable models and best practices that can inspire global action.

*Our Impact and Sustainability Plan* is a key part of making this vision a reality. Through this Plan, we will ensure that the Games leave a positive, long-term legacy for our city, our region and the world, from elevating local businesses and small businesses to expanding access to a healthy environment for those most vulnerable in our community. But we cannot do this alone. LA28 is a massive undertaking that requires collaboration at every level. It's about teaming up with partners in government, community organizations and the private sector. It's about engaging with people who call this city home, and those who will come to experience it for the first time. Together, we will ensure that these Games are a unifying moment in time that transforms how we think about cities, sports and each other.

We are at the beginning of an extraordinary journey, and I am grateful to be on this path with all of you. The work ahead is ambitious, but I know we are up to the challenge. Together, we will create something special that will not only inspire the world in 2028 but will continue to benefit the Los Angeles community for generations to come.

Together, we can all be resilience champions.

**Reynold Hoover**  
**Chief Executive Officer, LA28**





## Erik Aldridge | Vice President, Impact

The 2028 Olympic and Paralympic Games will showcase world-class athleticism and celebrate the rich cultures that define our city and communities. From the neighborhoods across our region to the businesses, art, food and people that make this city what it is, Los Angeles is a place where the world comes together and is a global epicenter for sports and live events. LA28 is leaning into this landscape, ensuring that our Games reflect the voices, experiences and aspirations of our vibrant communities. This commitment is woven into the fabric of our planning, and we're not waiting until 2028 to make it happen.

We have already taken concrete steps to ensure that the Games be a positive force within our city – now and in the future. Programs like PlayLA, designed to provide quality and affordable access to youth sports, are well underway, and we didn't wait for Paris 2024 to end before jumpstarting partnerships with the local business community and fostering collaborations with workforce development leaders.

Our proactive approach reflects Los Angeles, a region that has long been a leader in innovation, creativity and global connections. We recognize that the success of the Games will be defined by how we all come together as a region, and it is our responsibility as an Organizing Committee to engage with the community in meaningful ways.

Through thoughtful partnerships, innovation and forward-thinking initiatives, we are building the foundation for a prosperous legacy for all. This *Impact and Sustainability Plan* lays out our successes to-date and our efforts to come – serving as a roadmap for access and shared opportunity.



We recognize that the success of the Games will be defined by how we all come together as a region, and it is our responsibility as an Organizing Committee to engage with the community in meaningful ways.



## Becky Dale | Vice President, Sustainability

With the 2028 Olympic and Paralympic Games drawing nearer, we are energized and excited by the opportunity to drive sustainability forward in the world of sport. The Paris 2024 Games raised the bar for sustainability in sport and we are committed to building on this legacy. Our vision for LA28 is one where the environmental footprint is not only minimized – but where the Games actively contribute to a healthier community.

Bringing the Games back to Los Angeles offers a natural advantage, as we can lean on what is already here to deliver an event with a reduced footprint – from existing world-class venues to a thriving ecosystem of cleantech startups to ambitious environmental policies. The City of Los Angeles and the State of California have impressive track records of sustainability leadership, and our Games will leverage these strengths while catalyzing additional progress across the community.

Through unique initiatives like our LA28 Resilience Champions Fund, LA28 will support local, grassroots solutions to environmental challenges. By investing locally, we aim to provide lasting benefits to the people of Los Angeles, ensuring that the Games leave a positive legacy for years to come.

But let me be clear: this *Impact and Sustainability Plan* is not the finish line – we are just at the start. While the groundwork has been laid, there is still much work to do between now and 2028. We are eager to take action, operationalize our goals and make our vision a reality. As we continue the planning process, we will be transparent about our progress, share updates on our efforts and invite collaboration from all corners of the community. Together, we will create a model for future Games.



“ Our vision for LA28 is one where the environmental footprint is not only minimized – but where the Games actively contribute to a healthier community. ”



# INTRODUCTION

## About LA28

In the summer of 2028, Los Angeles will welcome the world for an unparalleled Olympic and Paralympic Games experience. Every day, people come to Los Angeles from every corner of the globe to pursue their wildest dreams, and, in three years, over 15,000 elite athletes will join that chase. These will be the Nation's Games hosted in Los Angeles, for the world.

The 2028 Games will mark Los Angeles' third time hosting the Olympics – previously hosted in 1984 and 1932 – and first time hosting the Paralympics. A creative epicenter known as the storytelling capital of the globe, Los Angeles is built for live, large-scale events – from the GRAMMYS and the Academy Awards to the FIFA World Cup and the Super Bowl. With the region's abundance of existing, world-class stadiums and arenas ready to host the Games today, athletes at the 2028 Games will have access to exceptional fields of play and fans will enjoy unbeatable spectating.

LA28 – the body responsible for delivering the 2028 Games – will leverage the region's existing infrastructure and rich history of sports and live entertainment to execute a more sustainable and fiscally responsible mega-event. LA28 is a privately funded, nonprofit organization with revenue from corporate partners, licensing agreements, hospitality and ticketing programs, and contributions from the International Olympic Committee (IOC).

In January 2025, the Los Angeles region was significantly impacted by destructive wildfires in the Pacific Palisades and Altadena. Despite the devastation, Angelenos have come together in the wake of this tragedy. Los Angeles is defined by the strength of its communities and the unity of neighbors helping neighbors in the most difficult of times. As the city begins to rebuild, LA28 will work to support the Los Angeles community by using resilience as a lens for creating opportunities for Angelenos

of all identities, backgrounds and abilities to participate in and benefit from the Games.

As the biggest stage in sports and human achievement, the Olympics and Paralympics have the power to strengthen connections, inspire action and drive long-lasting change. LA28 will deliver a Games that meets the moment – with targeted programs to catalyze economic growth, an investment of up to \$160 million to elevate local youth sports, and a Games Venue Plan that, for the first time since 1948, avoids the environmental impacts of new, permanent sports venue construction. The LA28 Games will capture and reflect the region's spirit of limitless possibility, ultimate creativity, innovation, optimism, resilience and community. Everyone can be part of the LA28 story, and Los Angeles is excited to welcome a new generation of fans into the Olympic and Paralympic Movement.

## MISSION

**Create an unparalleled Olympic and Paralympic Games experience for athletes, fans, partners, our community and our people.**

## VISION

**Collectively create what's next, by harnessing sport, community, and the power of co-creation.**



## Values

### OPTIMISM

An innovative Games designed with the future of the Movement, Los Angeles, the culture of sports and entertainment and the world in mind.

### INCLUSION

A Games that welcomes the world by reflecting and including the breadth and depth of Los Angeles's communities and culture from the inside out.

### INTEGRITY

A transparent and mission-driven Games that delivers on commitments and does the right thing even when it's hard.

### CO-CREATION

Actively seeking out organizations, institutions, partners, resources and people to collaboratively deliver a Games that benefits everyone involved.

### EXCELLENCE

Holding ourselves to the highest expectations and standards in how we do business and how we execute the Games.

### BOLDNESS

Challenging conventions and expectations in service of what's best for our Games, our stakeholders, our communities and our people.

# BY THE NUMBERS

**30** \_\_\_\_\_ Days of Operation

**206** \_\_\_\_\_ National Olympic Committees

**183** \_\_\_\_\_ National Paralympic Committees

**11,200+** \_\_\_\_\_ Olympic Athletes

**4,480** \_\_\_\_\_ Paralympic Athletes

**50+** \_\_\_\_\_ Olympic and Paralympic Sports

**11,000+** \_\_\_\_\_ Hours of Content Produced by the Olympic Broadcast Services [OBS]

**49** \_\_\_\_\_ Competition Venues Across Southern California

**10 -15M+** \_\_\_\_\_ Ticketed Fans

**~5 Billion** \_\_\_\_\_ Fans Will Watch the Games Around the World

## Delivery Timeline

While Games competitions won't kickoff until 2028, planning and preparation efforts have been underway since Los Angeles was awarded the bid in 2017. The lifecycle of the Games may be broken down into three distinct phases:

- 1. Preparation:** Precedes the Games and includes operational planning, human resources development, the design and build of temporary venues and legacy planning and delivery.
- 2. Activation:** Starts a few months before the Games and includes test events, opening and closing ceremonies, Olympic and Paralympic competitions, cultural and educational activities and the disassembly of temporary venues.
- 3. Post-Games Legacy:** Follows the Games and includes long-term economic, social and environmental transformation.

## Stakeholders

Organizing the Games is a complex operation involving private, public, international and domestic stakeholders. Successful delivery will require close coordination between LA28 – the nonprofit organization responsible for Games execution – and the International Olympic Committee (IOC) and International Paralympic Committee (IPC) – the nonprofit organizations responsible for the Olympic Movement and Paralympic Movement, respectively. In the lead-up to the Games, these core institutions will collaborate with a broad range of additional stakeholder groups and delivery partners, including:

- **Athletes, National Olympic Committees and National Paralympic Committees**
- **International Federations**
- **Olympic and Paralympic Families and Dignitaries**
- **Commercial Partners**
- **Workforce**
- **Olympic Broadcasting Services and Rights Holding Broadcasters**
- **Press**
- **Spectators**
- **Fans/Extended Audience**
- **Local Community**
- **Government Partners**
- **Venue Partners**
- **Transportation Partners**



## Games Venue Plan & Sports Program

LA28 will leverage the region's world-renowned venues to offer the best possible experience for athletes and fans – while supporting the Games' commitment to sustainability and fiscal responsibility. The current [Games Venue Plan](#), identifies the existing stadiums and arenas in the Los Angeles and Oklahoma City regions<sup>1</sup> – as well as the temporary sites – that will host Olympic and Paralympic sporting events in 2028.



With a total of 351 medal events, 10,500 Olympians will compete across 36 core sports. Additionally, up to 700 more athletes will take part in the five new sports proposed by LA28 – Baseball/Softball, Lacrosse, Cricket, Flag Football and Squash.

For the first time in Games history, LA28 will host the highest number of female Olympians ever, with over 100 more women than men. All team sports will have at least the same number of women’s team as men’s team. Out of the 351 events, there are 161 women’s events, 165 men’s events and 25 mixed events.

The City of Los Angeles will host the Paralympic Games for the first time in its history. The LA28 Paralympic venue plan is strategically designed for the needs of athletes and the respective sport’s field of play requirements, matching the 560 events with accessibility top of mind.

With every competition venue within a 35-mile radius, the venue plan maximizes the use of premier venues within the Los Angeles area, reduces the overall number of standalone sites and minimizes travel times for athletes staying in the Paralympic Village. As a result, for the first time since Rio 2016, Paralympians across every sport will have the opportunity to be housed together at the Olympic and Paralympic Village, which will be based at the University of California, Los Angeles (UCLA).

## Olympic Sport Program

<b>AQUATICS</b>	<b>ARCHERY</b>	<b>ATHLETICS</b>	<b>BADMINTON</b>
<b>BASEBALL</b>	<b>BASKETBALL</b>	<b>BOXING</b>	<b>CANOE</b>
<b>CRICKET</b>	<b>CYCLING</b>	<b>EQUESTRIAN</b>	<b>FENCING</b>
<b>FLAG FOOTBALL</b>	<b>FOOTBALL</b>	<b>GOLF</b>	<b>GYMNASTICS</b>
<b>HANDBALL</b>	<b>HOCKEY</b>	<b>JUDO</b>	<b>LACROSSE</b>
<b>MODERN PENTATHLON</b>	<b>ROWING</b>	<b>RUGBY</b>	<b>SAILING</b>
<b>SHOOTING</b>	<b>SKATEBOARDING</b>	<b>SOFTBALL</b>	<b>SPORT CLIMBING</b>
<b>SQUASH</b>	<b>SURFING</b>	<b>TABLE TENNIS</b>	<b>TAEKWONDO</b>
<b>TENNIS</b>	<b>TRIATHLON</b>	<b>VOLLEYBALL</b>	<b>WEIGHTLIFTING</b>
<b>WRESTLING</b>			

## Paralympic Sport Program

<b>PARA ARCHERY</b>	<b>PARA ATHLETICS</b>	<b>PARA BADMINTON</b>	<b>BLIND FOOTBALL</b>
<b>BOCCIA</b>	<b>PARA CANOE</b>	<b>PARA CLIMBING</b>	<b>PARA CYCLING</b>
<b>PARA EQUESTRIAN</b>	<b>GOALBALL</b>	<b>PARA JUDO</b>	<b>PARA POWERLIFTING</b>
<b>PARA ROWING</b>	<b>SHOOTING PARA SPORT</b>	<b>SITTING VOLLEYBALL</b>	<b>PARA SWIMMING</b>
<b>PARA TABLE TENNIS</b>	<b>PARA TAEKWONDO</b>	<b>PARA TRIATHLON</b>	<b>WHEELCHAIR BASKETBALL</b>
<b>WHEELCHAIR FENCING</b>		<b>WHEELCHAIR RUGBY</b>	<b>WHEELCHAIR TENNIS</b>

# Plan Architecture

## Material Topics

Hosting the Games in and around Los Angeles will have major implications for the local population, infrastructure and service providers. It will involve the employment and training of thousands of workers, the transportation of hundreds of thousands of fans and the protection of human health and safety throughout the event. The scale of the Games presents significant opportunities for all those involved, but it also carries significant risks.

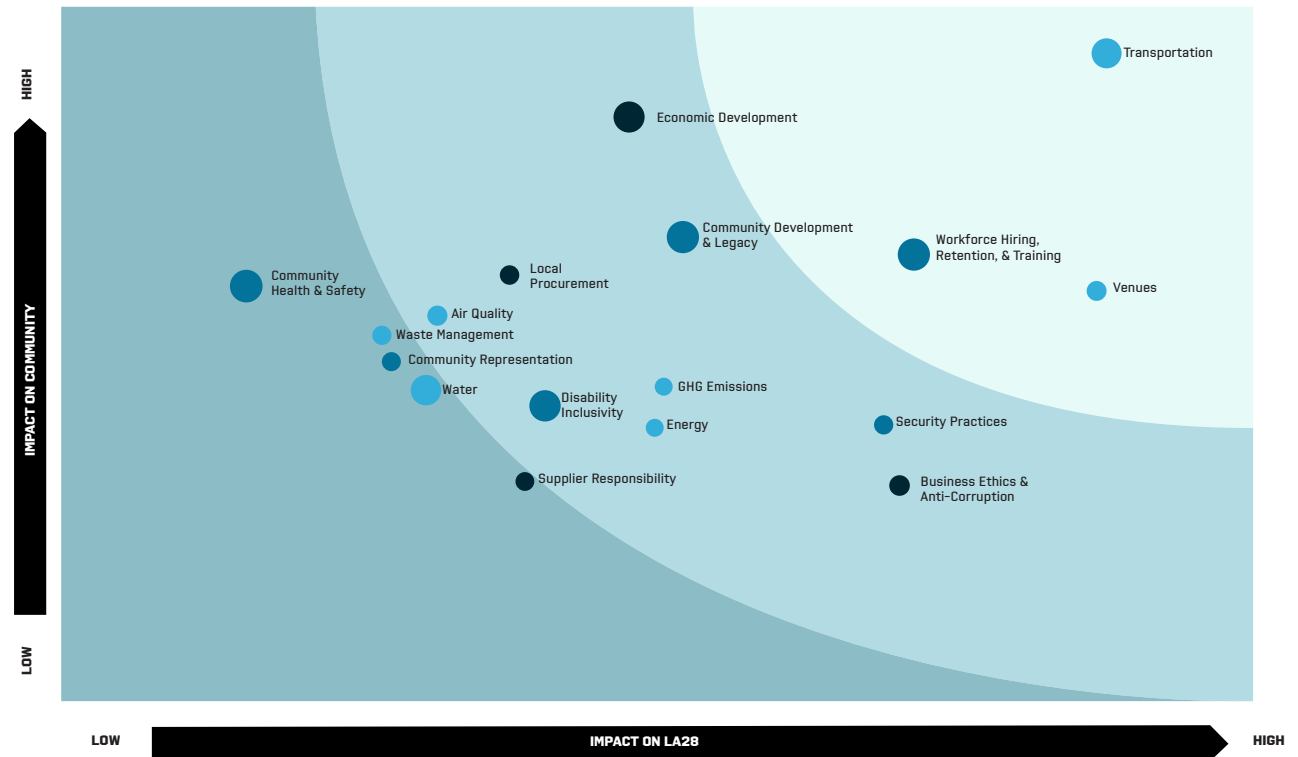
As a precursor to developing the *Impact and Sustainability Plan*, LA28 conducted a comprehensive materiality assessment to better understand this landscape. The assessment set out to surface the risk and opportunity areas of the highest impact to LA28 and the greater Los Angeles community – thereby ensuring that the Plan focus on the impact and sustainability topics that are most relevant.

To determine LA28’s material issues, a list of economic, social and environmental topics was developed based on international framework guidance, peer benchmarking, media scans, regulatory landscape analysis, executive interview insights and community sentiment research. Topics were then evaluated according to three dimensions:

- 1. Impact on LA28:** Impacts on LA28’s success from a Games delivery perspective.
- 2. Impact on Community:** Impacts on the broader economy, community and environment.
- 3. Impact on Stakeholders:** Impacts on key LA28 stakeholder groups and likelihood to influence stakeholder decisions.

Stakeholder engagement served as a critical component of the assessment, as it was essential to understand expectations from a wide range of groups given the Games’ expansive reach, public nature and deep roots within the community. Over 400 internal and external stakeholders participated in the exercise via one-on-one interviews and digital surveys – providing data around each topic’s *likelihood of impact* and *magnitude of impact*. LA28 integrated stakeholder feedback and desktop research into a scoring index, through which 17 topics were identified as material.

## Materiality Matrix



### KEY

- Economic Topic
- Environmental Topic
- Social Topic

**Importance to Stakeholders**

- High
- Medium
- Low

## Strategic Framework

The *Impact and Sustainability Plan*, detailed in the subsequent sections of this document, is based on materiality assessment results. It functions as the strategic framework by which LA28 will address its material topics – mitigating potential risks and expanding access to potential benefits. Designed to serve Angelenos of all communities, backgrounds and abilities, the Plan is organized around three commitments.

### *LA28 aims to expand access to:*

- 1. Economic Empowerment:** Driving shared economic development across the region.
- 2. Youth Sports:** Making it possible for more kids to play and compete, regardless of background.
- 3. Healthy Environment:** Accelerating local sustainability investment and practices.

Underpinning LA28's commitments is a foundation of **Responsible Governance** (see [Governance](#)). LA28 will execute a sustainability management system (SMS) (see [Governance: Sustainability Management System](#)) to embed impact and sustainability efforts across its operational footprint – and implement policies and procedures that uphold applicable regulatory requirements, as well as the specific obligations associated with staging and hosting the Games.



## Impact & Sustainability Working Groups

LA28's impact and sustainability approach has been shaped by engagement with key advisory committees, as well as the local community. In 2023, LA28 convened three external Working Groups to gather expertise and guidance for Games planning around community business and procurement, local hire and workforce development and sustainability. The Working Groups - comprised of a broad set of regional stakeholders ranging from community-based and labor organizations to academic institutions – meet on a quarterly basis.

- **Community Business & Procurement Working Group:** Includes representatives from Asian Business Association, Fair Trade Los Angeles, LAX Coastal Chamber of Commerce, Los Angeles Area Chamber of Commerce, Los Angeles Business Council, Los Angeles County Economic Development Corporation, Los Angeles County Department of Economic Opportunity Office of Small Business, Los Angeles County Federation of Labor, Los Angeles Sports and Entertainment Commission, Los Angeles Urban League, South Los Angeles Transit Empowerment Zone, Valley Economic Alliance, Valley Industry and Commerce Association and Women's Business Enterprise Council – West.
- **Local Hire & Workforce Development Working Group:** Includes representatives from Arts for LA, Brotherhood Crusade, Cal State University Office of the Chancellor, Community Build, Disability Community Resource Center, Diversability, Hispanas Organized for Political Equality, Los Angeles Conservation Corps, LA Works,

Los Angeles / Orange Counties Building and Construction Trades Council, Los Angeles Regional Consortium, San Fernando Valley Chamber of Commerce, Service Employees International Union Local 721 and South Bay Workforce Investment Board.

- **Sustainability Working Group:** Includes representatives from Climate Resolve, Heal the Bay, IBEW Local 11, Liberty Hill Foundation, Los Angeles Cleantech Incubator, Neighborhood Council Sustainability Alliance, Pacoima Beautiful, Players for the Planet, San Gabriel Band of Mission Indians Gabrieleno/Tongva, Teamsters Local 396, TreePeople, UCLA Office of Sustainability and USC Office of Sustainability.

LA28's Impact and Sustainability Working Groups are also joined by representatives from City of Los Angeles Bureau of Contract Administration, City of Los Angeles Economic & Workforce Development Department, City of Los Angeles Personnel Department, City of Los Angeles Mayor's Small Business Cabinet, City of Los Angeles Mayor's Office of Energy & Sustainability, City of Los Angeles Sanitation & Environment Department, City of Los Angeles Board of Public Works, City of Los Angeles Office of Procurement and City of Los Angeles Youth Development Department.

Following the publication of this Plan, Working Groups will continue to advise LA28 on the implementation and refinement of its impact and sustainability commitments. As needed, LA28 will bring together industry leading organizations to advise on specific subjects related to the Plan's focus areas.

Individuals or organizations not directly involved in the Working Groups but interested in learning more about LA28's initiatives and activities leading up to the Games are encouraged to contact LA28 directly at [community@la28.org](mailto:community@la28.org).



## LA28 Volunteer Program

Originally launched at the 1948 London Olympic Games, the Olympic and Paralympic volunteer program is the heartbeat of the Games. Volunteers gain invaluable skills and experiences, while promoting the Olympic and Paralympic Spirit and fostering community engagement within the host city.

With the Games as a catalyst, the volunteer program has historically strengthened the host city and communities around it, often launching Olympic neighbor organizations and positively impacting a variety of initiatives near Games competition venues. Volunteers are essential to the Olympic and Paralympic Movement, with more than 30,000 volunteers supporting each Games; in 1984, more than 30,000 volunteers participated and most recently in Paris in 2024, over 35,000 volunteered.

LA28 will engage LA's culture of helpers, through the uniting power of volunteerism and the global platform of sport. The volunteer program will build on LA28's legacy, bringing neighbors together to help neighbors and in 2028, will provide an exceptional Games experience when LA28 welcomes the world to LA, the state of California and the nation.

## SPOTLIGHT:

### LA28 Partner Advisory Council

In February 2025, LA28 launched its Partner Advisory Council, a semi-annual forum bringing together senior executives from LA28 commercial partners with LA28 leaders to exchange ideas, share best practices and lend expertise on the road to 2028. The inaugural forum, titled "Sport for Purpose," featured presentations on LA28's impact and sustainability strategies and invited partners to leverage their own expertise on topics ranging from climate to circular economy to advise LA28 on its sustainability initiatives. Deloitte, LA28's Official Professional Services Partner, then facilitated a series of brainstorming sessions to identify new opportunities for LA28 and partners to collaborate on impact and sustainability initiatives both in the lead-up to and during the Games. The half-day session seeded several ideas for cross-partner collaboration and kicked off a busy 3+ years of developing more sustainable solutions with LA28's partners.





# COMMITMENTS

LA28 aims to expand access to:

## ECONOMIC EMPOWERMENT

Driving shared economic development across the region

### Material Topics<sup>2</sup>

- Community Representation
- Economic Development
- Local Procurement
- Workforce Hiring, Retention & Training

### Opportunity

The Olympic and Paralympic Games are a moment to shine – for both competing athletes and surrounding communities. Already renowned as one of the world’s greatest tourist destinations, Los Angeles draws 50 million visitors each year to admire its natural environments and experience its reputation as the entertainment capital of the globe. Spending by these visitors helps spur the local economy, and the Games will serve to amplify this impact by attracting nearly 15 million spectators in 2028 – while showcasing the best of Los Angeles on the screens of over 5 billion fans around the world.

Beyond the economic benefits of Games-related tourism, planning and delivery efforts leading up to 2028 will open direct and indirect opportunities for small and local businesses and drive job creation across the sports and live events sector. Moreover, sustainable infrastructure projects built independently of the Games, like enhancing Los Angeles

Metro’s light rail network and the Los Angeles International Airport “Automated People Mover” system, should be accelerated to be operational by 2028, and these projects will lead to added economic benefit without financially impacting the Games themselves. Projects undertaken in collaboration with elected officials, civic and private business leaders will aim to address some of the region’s long-standing challenges, and create pathways for economic opportunity.

By collaborating with public and private delivery partners across the region, LA28 will leverage these opportunities to uplift neighborhoods and empower future leaders. In total, the range of economic opportunities associated with hosting the Games in Los Angeles will have a substantial economic impact, aiming to generate an estimated multi-billion dollar increase in regional output and creating thousands of local jobs. These coordinated efforts have been informed by key recommendations from the City of Los Angeles Mayor’s Small Business Cabinet, which include continuing and expanding external-based working groups, supporting and contributing to existing business outreach and programs and utilizing Regional Alliance Marketplace for Procurement (RAMP) to post contract opportunities.

LA28’s dedicated Impact Team, with guidance from its external-based Community Business & Procurement Working Group and Local Hire Working Group, is developing initiatives to support economic inroads for local and small

businesses to ensure that they have access to the requisite skills, training and connections to pursue Games-related contracts. Internally, LA28’s People Management Team is building a workplace that reflects these values where representation is celebrated, learning is fostered and employees are highly engaged to deliver an exceptional Olympic and Paralympic Games.

LA28 will use the Games as an opportunity to drive economic growth to impact a lasting economic legacy, outlined in the Strategic Objectives on the following page.



## Strategic Objectives

LA28 aims to expand access to Economic Empowerment by pursuing four Strategic Objectives. Within each Strategic Objective, initiatives strive to drive action and key performance indicators (KPIs) will serve as signposts for success.

1A

### Business Pathways

Team up with public and private organizations to prepare small and local businesses for direct and indirect contracts and other revenue opportunities associated with the Games and other major events in the region.

1B

### Community Business and Procurement

Create opportunities for small and local businesses to participate in Games planning and delivery.

1C

### Workforce Pathways

Collaborate on skill-building opportunities for community members through professional development programs, local partnerships, and career pipelines for teens, young adults and transitional workers.

1D

### Local Hiring

Promote hiring, retention and training efforts around a local workforce while advocating for community-based hiring in the sports and live events industries.



### 1A Business Pathways

**Team up with public and private organizations to prepare small and local businesses for direct and indirect contracts and other revenue opportunities associated with the Games and other major events in the region.**

#### Partnering with Business Development Programs

LA28 and its delivery partners will tap into an expansive network of suppliers to support production and delivery efforts. As Games planning advances, hundreds of contract opportunities will be made available across logistics, hospitality, tourism, transportation and other event-related industries. Beyond these LA28-specific contracts, LA28's goal is for the entire region to benefit from the Games, presenting a tremendous opportunity for small and local businesses to capitalize on indirect revenue generation as well.

To prepare small and local businesses to earn transformative contracts with the Games, as well as other major sporting events leading up to and following 2028, and fully capitalize on these opportunities, LA28 is collaborating with publicly and privately led regional business development programs to support targeted resources that will accelerate their capacity to grow and connect with global value chains. Designed to address the challenges facing small businesses, resources include programs like technical assistance procurement matchmaking events that connect small business subcontractors with large primary suppliers.

LA28 is collaborating closely with community stakeholders and community-based programs (see [Appendix: Stakeholder List](#)), to help expand the number of contract-ready suppliers for LA28 contracts. In the lead-up to the Games, LA28 will continually track progress towards its goals to inform outreach and communication strategies.



## SPOTLIGHT:

### Los Angeles Sports & Entertainment Procurement Summits

In 2024, the Los Angeles Supplier Diversity Council hosted its first Sports & Entertainment Procurement Summit at the Los Angeles Convention Center, with LA28 serving on the organizing committee and participating in the major events panel discussion. The summit brought together 3,000 attendees and focused on delivering sector-specific guidance to community-based businesses. It promoted opportunities, provided procurement education, connected vendor networks with major private and public industry stakeholders in Los Angeles and served as a unique opportunity for business owners and entrepreneurs to learn how to position their organizations for contracting opportunities with the 2026 FIFA World Cup, 2027 Super Bowl, 2027 NBA All-Star Game and 2028 Olympic and Paralympic Games. LA28 will leverage future Los Angeles Sports & Entertainment summits and similar events to amplify Games-related opportunities.

## Economic Empowerment • Strategic Objective 1B

### 1B Community Business and Procurement

Create opportunities for small and local<sup>3</sup> businesses to participate in Games planning and delivery.

#### Formalizing a Commitment to Community Business and Procurement



Target 75% of addressable spend in the Greater Los Angeles Area<sup>4</sup>.



Target 25% of addressable spend with small businesses.

LA28 has set transparent targets for ensuring its addressable spend provides maximum benefit to small businesses and the Greater Los Angeles area economy. LA28 is committed to building a supply base reflective of the composition of the Los Angeles economy – and encouraging Games partners at all levels to recognize, understand and prioritize community businesses during their procurement processes.

To support this aim, LA28 has launched a Community Business Supplier Program designed to engage and onboard local and small businesses. The program will be guided by an organization-wide policy – anchored by clear governance structures, operational processes, strategic tiered supplier management and targeted spend.

In addition to the 75% local and 25% small business spend targets, LA28 will focus on

strategies to maximize participation of hyperlocal business based in the City of Los Angeles, and microbusinesses with ten or fewer employees (25 or fewer in manufacturing).

Outreach and communication campaigns will be rolled out in collaboration with the City of Los Angeles, the County of Los Angeles, nonprofit business development organizations and local chambers to drive program awareness. LA28 will track and report the number of sourcing events that local and small suppliers participate in, as well as the number of contracts awarded to those groups.

LA28 has also implemented strong contract terms and reporting requirements for prime contractors to support its target achievement for small and local spend. Suppliers will track their tiered small and local spend, and the contract terms stipulate that non-compliance may result in corrective action or reconsideration of contracts.

#### Leveraging a Strategic Procurement Plan

LA28's small and local spend targets will be supported by the *LA28 Procurement Plan*, set to be finalized in 2026. The Plan will include:

- A spend taxonomy to provide the small and local business community advance awareness of spend categories.
- Inclusive procurement policies to maximize participation of small and local businesses, such as bid preferences, laddering opportunities, contract unbundling and streamlining requirements for small firms.

- Strategies to maximize subcontracting beyond the existing policies and reporting requirements for primes.

LA28 will also utilize regional procurement resources to amplify its Community Business Supplier Program, including targeted business development initiatives (see [1A: Business Pathways](#)) and tools like the Regional Alliance Marketplace for Procurement (RAMP). RAMP is a centralized online procurement portal operated by the City of Los Angeles that supports transparent and inclusive viewing of opportunities from regional partners. Over the next three years, LA28 will post and track Games contract opportunities on RAMP, and conduct additional outreach through email distributions to partner organizations and directly to supplier lists like SupplierOne, NMSDC and AECOM Hunt.

#### Policy to Action: *LA28 Responsible Sourcing Code*

The [LA28 Responsible Sourcing Code](#) will support LA28's commitment to community procurement across all spend categories.

The Code will drive LA28 procurement decisions through 2028, serving to support local and small business enterprises by allowing them to see minimum standards for engagement – and providing the structure by which LA28 will review and grade bidders based on their commitments to impact and sustainability [see [Governance: Supply Chain Management](#)].

### 1C Workforce Pathways

Collaborate on skill-building opportunities for community members through professional development programs, local partnerships, and career pipelines for teens, young adults and transitional workers.

#### Ensuring Workers are Trained and Ready

Delivery of the Games – and all that surrounds the global mega-event – will require the skills, ingenuity and commitment of a local and talented workforce spanning numerous sectors and professions. The Games will support direct job creation, represented by employment opportunities to execute the main functions of the event, as well as indirect job creation, represented by the prospect of employment opportunities resulting from an increased demand for products and services due to the Games, particularly in relation to tourism.

LA28 is benchmarking previous Games and other large-scale events in the region to quantify these opportunities – and identify partner programs that will equip local jobseekers with the qualifications and skillsets to meet the moment.

LA28 has already started to collaborate with regional academic partners on building workforce pipelines for local two-year and four-year college students. The LA28 Career Pathways Program, activated in 2023, leverages workshops, career fairs and campus interviews to shine a light on career pathways in the sports and live events

industries, especially among underrepresented groups. Participating schools and coalitions currently include the California State University (CSU) Office of the Chancellor, Student Affairs, Equity and Belonging – and the five Los Angeles County CSU campuses (CSU Dominguez Hills, CSU Long Beach, CSU Los Angeles, CSU Northridge and Cal Poly Pomona), which represent over 140,000 students. In addition, LA28 is collaborating with the Los Angeles Regional Consortium (LARC), which consists of 19 community colleges and technical trade schools which represent nearly 200,000 students.

In the coming years, the Games will expand engagement with corporate, academic, labor and community-based organizations so individuals across the region have access to the connections and know-how to take advantage of the opportunities afforded by the Games – while gaining transferable skills that will serve them beyond 2028.



### Athlete Fellow Project Management Upskilling Program

As part of its workforce development efforts, LA28 offers a targeted initiative for retired Games athletes: the LA28 Olympian/Paralympian Athlete Fellowship Program. The program includes two salaried six-month rotations within LA28's operation and delivery teams whereby Athlete Fellows gain technical tools, professional experience and networking opportunities within the sports and live events industries. In 2024, LA28 developed a Project Management Upskilling Program for current and former Athlete Fellows to further support their development and expand LA28's pool of qualified project managers. Participating Fellows received specific training from internal and external experts to become Certified Associates of Project Management [CAPM].

### 1D Local Hiring

Promote hiring, retention and training efforts around a local workforce while advocating for community-based hiring in the sports and live events industries.

#### Tapping Into Workforce Pathway Programs

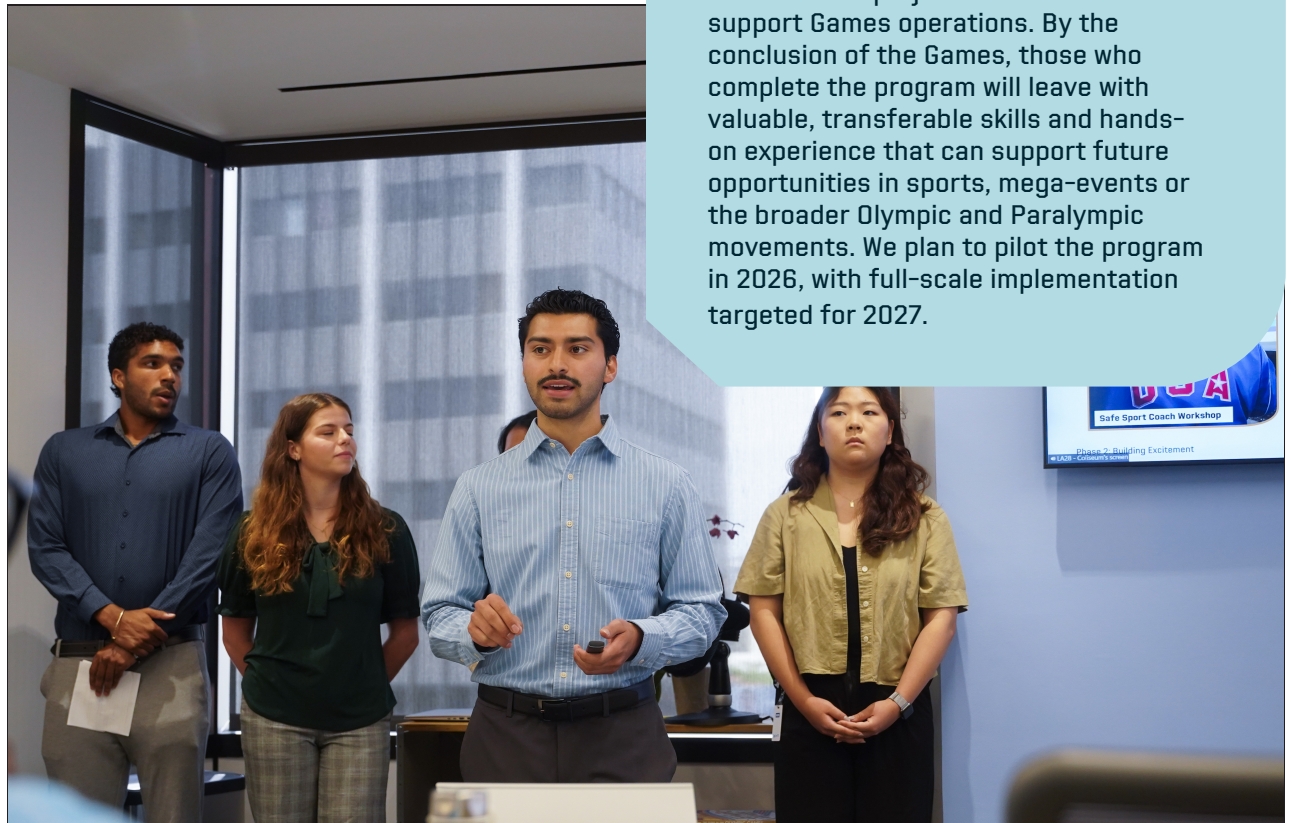
LA28's hiring approach embodies the Games' commitment to community-centered growth. Over the next three years, LA28 will track, support and tap into the talent pools generated through its regional workforce pathway programs – including collaborations with workforce development organizations focused on local talent as well as ongoing partnerships with Cal State University (CSU) and Los Angeles Regional Consortium (LARC) (see [1C: Workforce Pathways](#)).

LA28 will also cultivate organizational talent through its internship pipeline. Launched in 2021, the LA28 Internship Program integrates a new intern cohort into LA28 planning and delivery operations each year. Interns participate in a variety of career development programs, including Executive Roundtables, where members of LA28's leadership team dedicate time and resources to discussing their career trajectories and providing insight on how interns can improve their future candidacies in the sports and live events sector.

Through targeted talent acquisition and development strategies, LA28 is building a workplace that fosters thriving careers and attracts individuals from different backgrounds and cultures – one that represents the diversity of the region and the footprint of the Games.

#### Value Chain Engagement

LA28 expects its corporate sponsors and delivery partners to share its commitment to community-centered growth and is engaging with organizations across its value chain in the pursuit of hiring initiatives and development programs that positively impact the local workforce.



## SPOTLIGHT:

### Career Accelerator Program

LA28 will launch a Career Accelerator Program as part of our commitment to developing local community talent while creating a pipeline to fill a variety of operational roles leading up to and during Games time. Interested applicants will have the opportunity to apply for a highly sought-after role, and those selected will participate in a tailored academy led by LA28's experienced event professionals. Following a multi-week development experience, participants will transition into full-time project roles at LA28 to support Games operations. By the conclusion of the Games, those who complete the program will leave with valuable, transferable skills and hands-on experience that can support future opportunities in sports, mega-events or the broader Olympic and Paralympic movements. We plan to pilot the program in 2026, with full-scale implementation targeted for 2027.

## SPOTLIGHT:

# Career Pathways

The Career Pathways program is a workforce development initiative designed for local teens and young adults interested in careers in sports and live events. The engagements shine a light on career pathways into the industry. The program consists of panels, interactive workshops, career fairs and campus interviews at two-year and four-year colleges and universities in Los Angeles County. LA28 is focusing its outreach efforts on campuses in the Los Angeles region including the five Cal State University [CSU] system campuses based in Los Angeles County and Los Angeles Regional Consortium [LARC] of Community Colleges. The first event was held on the campus of Cal State University Dominguez Hills in 2023.



### PANELISTS



Jarvis Smith  
Manager, Festivals  
(GoldenVoice)



Barbara Maningat  
Director, Creative Services  
(LA Galaxy)



Abel Sun  
Senior Manager,  
Sports Consulting  
(Deloitte)



# CAREER PATHWAYS

PRESENTED BY  
**Deloitte.**

LA28 aims to expand access to:

## YOUTH SPORTS

Making it possible for more kids to play and compete, regardless of background

### Material Topics<sup>5</sup>

- Community Development
- Community Health & Safety
- Community Representation
- Disability Inclusivity

### Opportunity

The Olympic and Paralympic Games showcase the pinnacle of sport, convening the best athletes in the world to compete on the largest global stage. But the benefit of sport is not reserved for elite competition. Every kid deserves to experience the joy of sport as playing and competing prepares young people with skills and values that they will carry for life.

Sports teach teamwork, hard work, persistence and perseverance, as well as how to win, how to lose and how to endure. While their transformative power is clear, a 2022 report<sup>6</sup> conducted by the LA84 Foundation about youth in Los Angeles points to a broad-based crisis around youth health and sports participation after the pandemic, highlighted by some staggering numbers:

- 1 in 5 children are physically inactive;
- 50% of children are less active since the start of the pandemic; and,
- 1 in 3 adults state that there are not enough sports and play opportunities for children.

The report also illuminates underlying inequities across these figures, indicating that the ability to return to organized sports post-pandemic is largely influenced by household income.

Aiming to address these inequities, LA28's Impact Team is collaborating with public and private partners to support more youth sports programming across the region – while reducing barriers to entry that stem from socioeconomic status, race, gender and physical ability.

On the journey to 2028, LA28 will leverage the power of the Olympic and Paralympic Movement and build on progress already achieved to expand access to sports by collaborating on youth enrollments in programs, investing in community-centered programs and imparting skills and Olympic and Paralympic Values that will endure beyond 2028.



## Strategic Objectives

LA28 aims to expand access to Youth Sports by pursuing three Strategic Objectives. Within each Strategic Objective, initiatives strive to drive action and key performance indicators (KPIs) will serve as signposts for success.

### 2A Accessible Youth Sports Programming

Support quality and geographically dispersed youth sports and adaptive sports programming that expands access to kids from low-income communities.

### 2B Olympic and Paralympic Sport Exposure

Leverage the power of the Olympic and Paralympic Games to inspire participation in a greater breadth of sports and expand opportunities for kids to explore and discover their passions.

### 2C Coach Development




Advance the development and training of youth sports coaches and administrators to bolster the creation of safe physical and emotional spaces for kids in sports.



**2A Accessible Youth Sports Programming**

Support quality and geographically dispersed youth sports and adaptive sports programming that expands access to kids from low-income communities.

**Investing in PlayLA's and Youth Sports**

-  **LA28 will invest up to \$160 million in PlayLA to drive youth sports access across Los Angeles.**
-  **LA28 will support 2 million in program enrollments in youth sports through PlayLA and other youth sports partnerships.**
-  **100% of the City of Los Angeles' recreation centers and aquatics centers will offer low to no-cost youth sports programming.**

LA28 is teaming up with community organizations to make sports more readily accessible for kids across the region, including adaptive sports in the lead-up to Los Angeles' first Paralympic Games. [PlayLA](#) – a citywide youth sports initiative – is the primary driver of these efforts.

Since its launch in 2018, PlayLA has demonstrated the transformative power of sport by expanding access to youth sport programming across the City of Los Angeles as a part of LA28's pre-Games legacy.

With support from the International Olympic Committee (IOC), LA28 is investing up to \$160 million in PlayLA ahead of 2028, which has the potential to mark the single largest private investment in youth sports in California's history.

PlayLA offers Los Angeles youth of all abilities from kindergarten through grade 12 the opportunity to access quality and affordable sports from their neighborhood recreation centers and aquatic centers, ranging from swimming to soccer to skateboarding and adaptive youth sports clinics. Run by the City of Los Angeles Department of Recreation and Parks (RAP), the program expects to exceed 1.5 million program enrollments by 2028.

In July 2025, PlayLA hit two incredible milestones - the youth sports program celebrated one million program enrollments since its inception in 2018, and the 2024-2025 youth sports season had the most program enrollments in a single year to date.



**PlayLA Year-by-Year Enrollment**

PlayLA provides programming, coaches and facilities for participants at recreation centers and aquatic centers in neighborhoods classified as low income by the U.S. Department of Housing and Urban Development, and additional RAP sites offer program registration waivers to qualifying families. By 2028, 100% of the City of Los Angeles' eligible recreation centers and aquatic centers will offer low to no-cost youth sports programming.



Program Year <sup>7</sup>	Total <sup>8</sup>
2018-2021	277,018
2021-2022	90,132
2022-2023	176,596
2023-2024	228,312
2024-2025	248,925
<b>TOTAL</b>	<b>1,020,983</b>

## Supporting Gender Equity through Targeted Programs



At least 50% of PlayLA and other LA28 youth sports programs will be girls by 2028.

LA28 will continue to work with its partners, including all corporate sponsors, to drive gender equity in youth sports, supporting initiatives like YMCA's Girls Empowerment Day (see [Spotlight: YMCA Girls Empowerment Partnership](#)) and the [Girls Play Los Angeles \(GPLA\) program](#), which focuses on girls' sports development in disadvantaged neighborhoods. GPLA strives to get and keep girls involved in sports and healthy lifestyles, while making friends, building self-esteem and having fun. The GPLA program is subsidized so that all girls can participate, regardless of economic inequalities and cultural barriers.

## Driving Opportunities through Adaptive Sports

LA28 is also supporting the development and tracking of adaptive sports opportunities.

PlayLA's adaptive sports initiative offers young people with disabilities access to a variety of adaptive sports programming and equipment at no cost (see [Spotlight: Blind and Visually Impaired Soccer Clinics](#)). A first-of-its-kind program for the City of Los Angeles Recreation and Parks Department, it aims to remove barriers to participation by providing families who have kids with a disability the opportunity to discover a sport they are passionate about and can pursue. Sports available currently include:

- Adaptive Archery
- Adaptive Skateboarding
- Adaptive Swimming
- Goalball
- Para Canoe
- Para Surfin
- Sitting Volleyball
- Wheelchair Basketball
- Wheelchair Tennis

## SPOTLIGHT:

### YMCA Girls Empowerment Partnership

LA28 and the YMCA of Metropolitan Los Angeles have teamed up to celebrate International Women's Day through the annual Girls Empowerment Day. The event convenes over 4,000 middle school girls from across the Los Angeles area to compete in sport activities, learn new skills and connect with Olympians and Paralympians. To further inspire and eliminate barriers to participation, LA28 has gifted more than \$500,000 worth of sportswear and sports gear to participating girls in the program through the LA28 Gift of Sport initiative.



## SPOTLIGHT:

### Blind and Visually Impaired Soccer Clinics

The U.S. Association of Blind Athletes is partnering with PlayLA's adaptive youth sports program to offer free blind and visually impaired soccer clinics, designed for blind and visually impaired youth ages 5 to 17 of all skill levels. The program includes blind soccer fundamentals, drills, game play and communication by coaches and members of the USA Blind Soccer Men's National Team.



### 2B Olympic and Paralympic Sport Exposure

Leverage the power of the Olympic and Paralympic Games to inspire participation in a greater breadth of sports and expand opportunities for kids to explore and discover their passions.

#### Joining Forces with Olympic and Paralympic Athletes

In addition to expanding neighborhood sports programming, LA28 is creating opportunities for local youth to meet and engage with Olympians and Paralympians – generating awareness and excitement around traditional and nontraditional sports alike.

In 2028, the Olympics will host the largest sport program in its history with 36 confirmed sports, ranging from gymnastics to flag football, while the Paralympics will host 23 sports, including wheelchair basketball and para climbing.

In the lead-up to the Games, current athletes and retired Olympians and Paralympians will join forces with community organizations – serving in coaching, motivational and mentorship roles for programs like PlayLA (see [2A: Accessible Youth Sports Programming](#)) and making appearances during activations like LA28's Day of Sport.

LA28's Day of Sport is a chance for kids across Los Angeles and beyond to take part in a scaled-down version of the Olympic and Paralympic Games in their own neighborhood and school. The program champions the seven Olympic and Paralympic values of

determination, inspiration, courage, friendship, excellence, respect and equality – and gives participants the opportunity to create their own torch relay and parade of nations. The first Day of Sport was held in June 2023, engaging over 1,000 kids.

#### SPOTLIGHT:

##### Adaptive Archery Clinic

LA28 is collaborating with PlayLA to provide nontraditional sport options to local youth, including activities like surfing, judo, badminton and adaptive archery. PlayLA's adaptive archery clinics are coached by Paralympic gold medalist Kevin Mather – a five-time world record holder. The clinics, which are specialized for youth with disabilities ages 5 to 17, introduce beginners to adaptive archery and build fundamental skills.



#### SPOTLIGHT:

##### Los Angeles Marathon - Olympians & Paralympians Cheer for Students Run LA

Students Run LA (SRLA) is a Los Angeles nonprofit that helps underserved middle school and high school students experience the benefits of goal-setting and improved health by training for and competing in the Los Angeles Marathon. SRLA's impact on youth extends beyond participating in the Marathon, as students who complete the training and event are more likely to make healthier food choices, exercise regularly, graduate high school and attend college. Since 2020, LA28 has donated more than \$500,000 in running kits (singlets and shorts) to the 3,000 plus teens who annually participate in the Los Angeles Marathon. In addition, LA28 has organized the participation of Olympians, Paralympians and LA28 employees in SRLA's *Run Them In* program, which encourages SRLA racers to finish the last 4.2 miles of the course by hosting a dedicated cheering section.



### 2C Coach Development

Advance the development and training of youth sports coaches and administrators to bolster the creation of safe physical and emotional spaces for kids in sports.

#### Delivering Training to Fuel Playmakers

Foundational to LA28's youth sports legacy is the development of a robust pipeline of coaches and administrators. By collaborating on coach and administrator training with PlayLA and other youth sports organizations, LA28 aims to drive the activation of more and higher quality youth sports programs with the goal of ensuring that sports can continue to serve as a safe physical and emotional space for young people across the community. LA28 is establishing a target for the total number of coaches to be trained by 2028 and will provide further details in LA28's *Impact & Sustainability Pre-Games Report*.

Targeted programs like PlaySafe LA are already supporting this aim. Backed by LA28 and the U.S. Center for SafeSport, PlaySafe LA provides training around RAP procedures for recognizing and responding to abuse and misconduct – strengthening abuse awareness and prevention to protect Los Angeles youth.

#### SPOTLIGHT: Nike Coach Summit

In 2024, LA28 partnered with Nike and the Center for Healing and Justice through Sport [CHJS] to host 350 coaches and leaders from 35 Nike grantees and more than 100 Los Angeles-based youth sports organizations in Inglewood, California for the Nike Coach Summit. Attendees participated in a five-hour coach training focused on opportunities to create a sense of belonging for all youth, especially girls, in sport. As a follow up to the coach training, leaders from each of the participating organizations will convene for an additional stakeholder session to explore how to collectively work together to further advance sport equity in Los Angeles, and the world, in the lead-up to the 2028 Games.



LA28 aims to expand access to:

# HEALTHY ENVIRONMENT

Accelerating local sustainability investment and practices

## Material Topics<sup>9</sup>

- Air Quality
- Energy
- GHG Emissions
- Transportation
- Venues
- Waste Management
- Water

## Opportunity

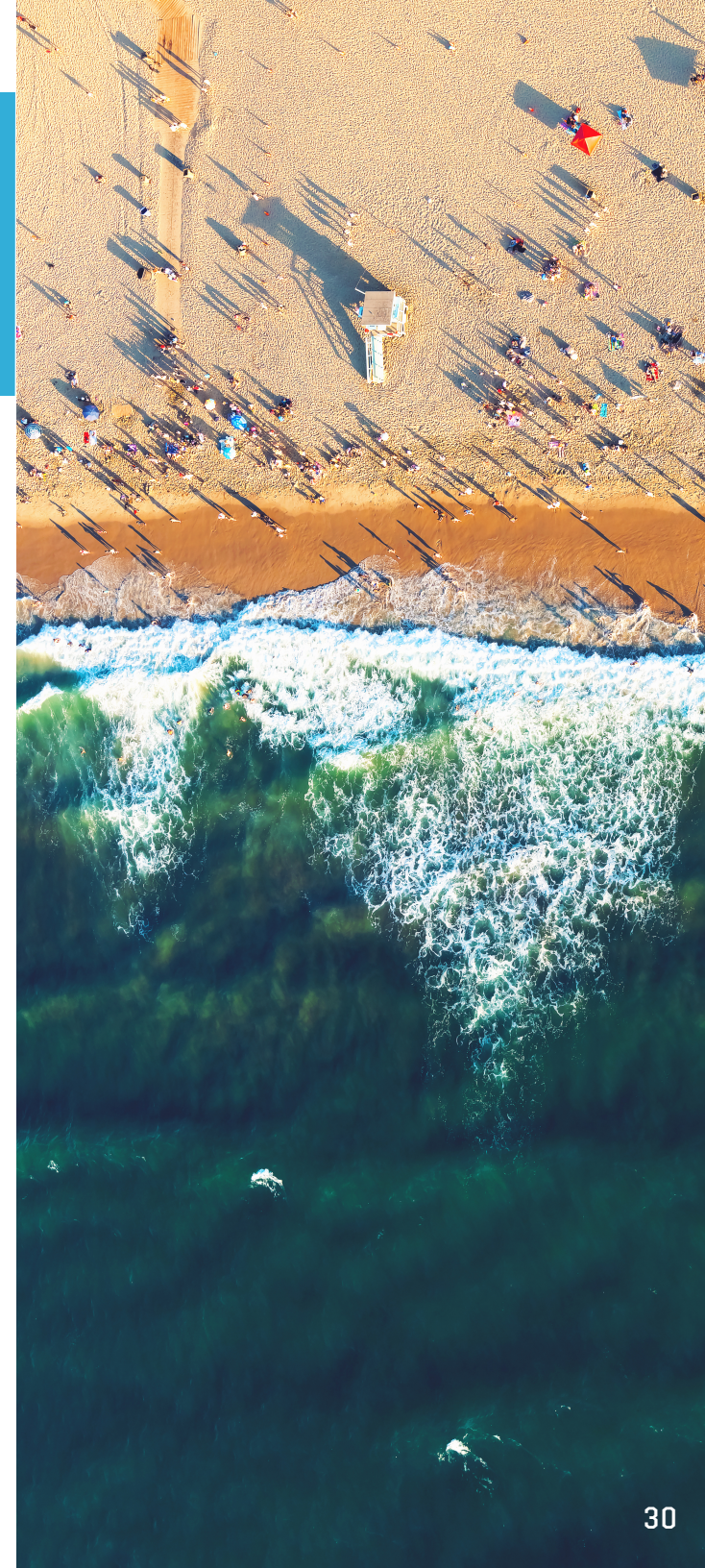
The adverse impacts of extreme weather events on communities are becoming more evident, from strengthening storms to intensifying heatwaves to more frequent wildfires. These events also affect sport at all levels, from kids participating in youth leagues to Olympians and Paralympians competing in the Games. The Los Angeles region recognizes the importance of solving these challenges right here at home. The 2025 tragic wildfires that devastated the Palisades and Altadena communities amplified the urgent need to address a range of environmental challenges and strengthen resilience to protect the health and safety of our communities and the future of sport.

Los Angeles has a long history of environmental leadership and, in the wake of the wildfires, will continue to advance sustainable and resilient solutions for generations to come. The city has made significant progress towards its

sustainability plan, focusing on securing clean air and water, improving community resilience and expanding access to healthy food and open space. Angelenos increasingly use decarbonized electricity, electric vehicle charging stations, locally generated solar energy and expanded public transportation due to this progress. But there is still more work to do. The region remains committed to a sustainability trajectory that prioritizes the needs and opportunities of low-income communities, to ensure that efforts fulfill the promise of a more resilient society for everyone.

The 2028 Games aims to support this trajectory by bringing millions of people together through shared purpose and inspiring cross-collaboration to accelerate the region's sustainable and resilient transformation. LA28 will lean on California's existing venues and infrastructure, environmental policies and practices, future-minded culture, institutions and human capital. LA28 will use these values as a foundation and improve local systems by forging new partnerships to drive long-term change.

LA28's dedicated Sustainability Team, with guidance from its external-based Sustainability Working Group, is spearheading the Games' environmental approach. Policies and programs will work in tandem to deliver a sustainability agenda that may serve as a transferable model for future mega-events – meeting the demands of the Games while supporting broader regional commitments and durable, positive change.



## Strategic Objectives

LA28 aims to expand access to a Healthy Environment by pursuing three Strategic Objectives. Within each Strategic Objective, initiatives strive to drive action and key performance indicators (KPIs) will serve as signposts for success.

3A

### Radical Reuse

Support the circular economy by maximizing use of existing venues and infrastructure, embedding circular design principles, adopting responsible purchasing policies and implementing waste minimization and management practices.

3B

### Resilience

Minimize carbon emissions by leveraging clean energy and transportation systems while building capacity to adapt to the changing environment.

3C

### Natural Resource Stewardship

Preserve the region's natural environment through responsible resource planning and consumption.



## SPOTLIGHT:

# LA28 Resilience Champions Initiative

In recognition of the resilience that drives the Games, LA28 will launch the LA28 Resilience Champions Initiative, a program to invest in a more resilient Los Angeles while demonstrating models and best practices that can help drive global action. The LA28 Resilience Champions Initiative will deploy a range of tools – from grantmaking to volunteerism to educational campaigns – to pursue positive impacts across focus areas tied to the land, water and sun that make the Games possible:

### Focus Areas:

- **Wildfire Resilience and Nature Restoration:** Coming out of the devastating 2025 wildfires, LA28 will support projects that help build greater wildfire resilience and restore nature, such as planting fire resilient native plants or pursuing bio-remediation.
- **Ocean Protection:** With the Pacific Ocean as the iconic backdrop to sports like Sailing and Beach Volleyball, LA28 will support replicable solutions that enhance ocean health, such as beach cleanups or kelp restoration.
- **Cooling Solutions:** In the lead-up to welcoming the world in the height of summer, LA28 will support projects that help keep Los Angeles cool, such as native tree planting or shade structures.

LA28 Resilience Champions will be anchored by the LA28 Resilience Champions Fund, which will provide grants to local nonprofits to support projects across all three focus areas. The Fund will launch by early 2026 to ensure that projects begin well before the Games. LA28 will announce additional elements of the initiative in the lead up to 2028 and provide a comprehensive update in the *Impact and Sustainability Pre-Games Report*.

LA28 Resilience Champions will deepen collaboration between LA28, local nonprofit organizations, local government and LA28's commercial partners, leveraging the Games to increase investment in building a more resilient Los Angeles. Through these collective efforts, LA28 aims to leave behind a positive legacy that benefits Angelenos long after the Games.

3A Radical Reuse

Support the circular economy by maximizing use of existing venues and infrastructure, embedding circular design principles, adopting responsible purchasing policies, and implementing waste minimization and management practices.

Designing Out Waste through a More Sustainable Venue Plan



LA28 will be the first recent Games to build no new permanent sports venues.

The most sustainable venue is the one you don't have to build.

LA28's sustainability approach is centered upon the radical reuse of Los Angeles' existing world-class sports facilities and universities. LA28 will be the first Games since 1948 to build no new permanent sports venues, leaning on the region's current and developing infrastructure to avoid the environmental footprint resulting from permanent construction and cut costs.

2028 will mark Los Angeles' third time hosting the Olympics and first time hosting the Paralympics – and the region's historic venues, serving as centers of Games activity in 1932 and 1984, will take their position on the world stage once again.

While previous editions of the Games have also incorporated existing venues into their plans, Olympic and Paralympic Villages have generally been built from the ground up – largely due to the challenge of finding housing availability for 15,000 participating athletes, officials and trainers in a central location to Games competitions.

Departing from this model, LA28 will not build a new village but will host its Olympic and Paralympic Village at the University of California, Los Angeles (UCLA) – leveraging UCLA's centrally-located residence, dining, medical and training facilities to mitigate the environmental impacts of a newly constructed development (see [Spotlight: Sustainability in Practice at the Olympic and Paralympic Village](#)).



Games Venue Plan Updates

In alignment with the International Olympic Committee's [IOC] [Olympic Agenda 2020+5](#) – which calls on organizers to reduce the complexity and cost of the Games and make use of existing facilities that may be outside the region of the host city – in 2024, LA28 announced updates to its [Games Venue Plan](#). LA28 has incorporated several additional stadiums and arenas into the Plan, and since the bid, nine disciplines have been moved from a temporary venue to a permanent venue, with a total of 77% sport sessions [75% of Olympic sport sessions and 83% of Paralympic sports sessions] set to take place at existing venues, minimizing the need for temporary venues. Environmental assessments are in progress across LA28's portfolio of permanent venues to measure current environmental practices and identify efficiency upgrades to further enhance their sustainability performance – surfacing opportunities for technology retrofits and system optimization ahead of 2028 [see [3C: Natural Resource Stewardship](#)].

## Embedding Circularity into Temporary Infrastructure and Overlay



**At least 90% of materials used for temporary infrastructure and overlay at competition venues will be reused or recycled post-Games.**

While Los Angeles' built environment is uniquely suited for the Games, LA28 will also rely on temporary sites to accommodate sports like Water Polo and Beach Volleyball.

LA28 is developing the *LA28 Temporary Infrastructure and Overlay Strategy* to ensure that temporary venues and overlay materials – ranging from spectator seating to concession stands – are designed for efficiency and reuse.

The Strategy will prioritize the use of rental equipment and builds designed for disassembly and repurposing post-Games. LA28 will also leverage environmental product declarations (EPDs) and evaluate innovative construction materials like low-carbon concrete to further minimize the embodied carbon associated with temporary infrastructure. Build and procurement decisions will follow an established hierarchy:

1. Optimize designs and production processes to reduce resource demand and facilitate material reuse;
2. Select rentals, leases, and buy-back options; and,
3. Prioritize materials with the following attributes:
  - Recycled (and recyclable) content;
  - Reclaimed/repurposed content;
  - Third-party environmental certification; and,
  - Lower embodied carbon (see [3B: Resilience](#))

A robust resale and community donation program will be developed ahead of the Games and activated in 2028 to facilitate the reuse of materials – from temporary venue components to select sport equipment – that are not returned to the rental circuit following the Games, with low-income communities prioritized to receive donations. Details around the community donation program will be shared in LA28's *Impact and Sustainability Pre-Games Report*.

### Policy to Action: LA28 Responsible Sourcing Code

The [LA28 Responsible Sourcing Code](#) will support LA28's commitment to radical reuse across its temporary venue and overlay footprint as well as all other procurement categories, prioritizing suppliers that:

- Design products, processes and systems to minimize excess and reduce total lifecycle environmental impact;
- Prioritize local materials;
- Responsibly handle, treat and dispose of waste materials; and,
- Repurpose or reuse existing products to maximize usable life.

All suppliers, including sub-contractors, licensees and commercial partners, must comply with the Code. Compliance mechanisms will be built into supplier onboarding processes, while ongoing training and education will be rolled out for LA28 employees and delivery partners to ensure that the Code is fully integrated into Games procurement activities [see [Governance: Supply Chain Management](#)].

## SPOTLIGHT:

### Reusable Cups at LA28 Olympic Handover Celebration

The LA28 Olympic Handover Celebration, marking the transition of the Olympic Games from Paris to Los Angeles, featured a star-studded concert in Long Beach, CA. Performances from iconic Los Angeles-based artists like Snoop Dogg, Dr. Dre, Billie Eilish and the Red Hot Chili Peppers took place on the beach in Belmont Shores. To reduce the consumption of single-use plastic at the event, LA28 launched a water refill and reusable cup initiative, which prevented 6,505 single-use cups from entering the waste stream and achieved a 98% reusable cup return rate. This pilot not only directly reduced the environmental impact of the Handover Celebration but also provided key learnings that LA28 will leverage to design reusable cups programs for the 2028 Games.



## Minimizing & Diverting Waste Across Games Operations

The Paris 2024 Games set a new standard around waste minimization and management by integrating circular economy principles throughout the Games lifecycle. In conjunction with the *LA28 Temporary Infrastructure and Overlay Strategy*, which is focused on the design and disassembly of temporary infrastructure, LA28 is developing a waste minimization and diversion plan. The plan will leverage previous material footprints calculated by Paris 2024 to help identify and map second-life opportunities in advance of the Games. Additionally, the plan will serve as a resource for all departments during and after the Games by establishing requirements around resource recovery across every aspect of operations, creating a hierarchy to:

1. Reduce resources via thoughtful design and product selection;
2. Reuse resources by returning them to the rental circuit, reselling them, or donating them post-event via a community donation program;
3. Recycle or compost resources at local facilities<sup>10</sup>; and,
4. Send materials to landfills as a last resort.

Plan implementation will be anchored by workforce engagement programs, the activation of clearly-labeled recycling, compost and landfill receptacles within the Games perimeter, and education for facilities teams that considers language barriers and other accessibility factors to increase system effectiveness. In close collaboration with local municipal agencies, a public engagement campaign will be conducted during the Games to help guide stakeholders on how to properly dispose of their waste.

Additionally, LA28 has established baseline goals to maximize resource recovery related to the delivery of the Games' food and beverage program:

- 100% of concessions beverage containers will be reusable, recyclable, or compostable in local facilities.<sup>11</sup>
- 100% of Los Angeles area venues will utilize free hydration stations, encouraging spectators to bring in reusable bottles.
- 100% of Los Angeles area venues will activate food waste composting programs.
- 100% of Los Angeles area venues will activate food donation programs.

The *LA28 Food Vision* will detail how these baseline requirements will be applied and managed for catering services at competition venues and non-competition venues like the Olympic and Paralympic Village. The Vision will also outline LA28's strategy to minimize single-use products throughout the Games' food and beverage operations, including a target to drive the use of reusable beverage containers. Where plastic beverage bottles are made available for purchase, LA28 will prioritize 100% recycled PET.

Through the implementation of its waste minimization and diversion plan and Food Vision, LA28 aims to reduce waste at the source, limit the distribution of single-use products and encourage the use of reusable, recyclable or compostable alternatives, helping to support the City of Los Angeles' broader zero-waste commitments<sup>12</sup>.

## SPOTLIGHT:

### Cisco Circular Design Principles

In 2024, LA28 announced Cisco as the Official Network Equipment Partner for the LA28 Olympic and Paralympic Games. This partnership not only builds on Cisco's long-standing history of providing secure connectivity through its industry-leading networking infrastructure for the Olympic and Paralympic Games but also highlights the company's strong commitment to the circular transformation of its products.

Cisco's circular economy strategy starts with its Circular Design Principles, which are categorized into five focus areas: material use; standardization and modularization; packaging and accessories; smart energy consumption; and disassembly. Cisco has a goal that 100% of new products and packaging will incorporate Circular Design Principles by 2025<sup>13</sup>. LA28 will leverage Cisco's team of sustainability experts to prioritize products designed with these principles when procuring network equipment to reduce the associated environmental impact. Additionally, LA28 and Cisco will work together to maximize the reuse, or recycling of Cisco equipment after the LA28 Games. Through this collaboration, LA28 and Cisco can demonstrate how to deliver the Olympic and Paralympic Games more sustainably by incorporating the principles of circularity throughout the planning, procurement and decommissioning stages of the LA28 Games.



Official Network Equipment Partner



**SPOTLIGHT:**

# Inglewood Dome Sustainable Building Design

A key element of LA28's sustainability strategy is hosting events at existing, world-class sports parks that exemplify sustainable building design. The new Arena located in Inglewood is the latest local sports venue to raise the bar for sustainability and will play host to LA28 events like basketball.

In addition to becoming the first professional sports venue in the world to achieve Platinum certification under LEED BD+C v4/4.1, the arena is one of the few venues to go all-electric, eliminating the use of natural gas onsite. This decision is part of an ongoing commitment by the venue to reduce energy-related emissions and improve environmental health.

The venue also utilized innovative technologies during construction to minimize its environmental impact, such as injecting captured CO<sub>2</sub> into the concrete mix. During this process, CO<sub>2</sub> reacts with the calcium in the cement to form calcium carbonate, increasing the strength of the concrete and reducing the amount of cement needed during construction, further reducing the environmental impact of the build.

Additionally, the venue also features one of the largest dual-plumbing systems in Los Angeles County, utilizing recycled water for irrigation, cooling towers, toilets and urinals. A naturally ventilated lobby and terrace reduce the need for energy-based heating and cooling.

Beyond these design features, the venue is committed to reducing its environmental impact during operation. It employs a building management system that enables data-driven decisions regarding energy and water use, has a comprehensive waste reduction program, and has developed a first/last mile transit program to facilitate alternative transportation options for fans.

## SPOTLIGHT:

# Sustainability in Practice at the Olympic and Paralympic Village

The UCLA campus will host LA28's Olympic and Paralympic Athletes' Village, allowing LA28 to avoid the environmental footprint traditionally associated with constructing a new village and providing Games athletes with access to UCLA's sustainably designed, state-of-the-art facilities. With a [comprehensive sustainability plan](#) and 64 LEED buildings and renovations, the UCLA campus serves as a living laboratory for environmental stewardship and sustainability. UCLA's campus and landscape are recognized as one of the most beautiful in the nation, and was recently honored with an award from American Society of Landscape Architects (ASLA) for its focus on climate resilience and biodiversity in the campus Landscape Plan.

UCLA has committed to achieve 100% clean purchased electricity by 2025 and aims to divert 90% of its municipal solid waste from the landfill through a comprehensive zero-waste strategy. The campus eliminated the sale and free distribution of single-use plastic bottles and replaced all single-use plastic foodware items with reusable or locally compostable alternatives at its dining facilities. UCLA has also developed green event guidelines for sustainable events on campus. Together, these policies provide a strong foundation for LA28 to minimize the carbon and waste footprint associated with operating the Olympic and Paralympic Village.




UCLA's award-winning dining is consistently ranked No. 1 among American college dining programs. As part of the [UC Policy on Sustainable Practices](#), UCLA Dining Services is committed to reaching or exceeding a minimum of 25% sustainable food and beverage purchases by 2025. Sustainable purchases include plant-based products, organic fruits and vegetables, and Fair Trade, Seafood Watch and Rainforest Alliance certified products. Dining collaborates with researchers through the Semel Healthy Campus Initiative Center (Semel HCI) on topics ranging from nutrition to the carbon footprint of food. UCLA also has food recovery programs that aim to fight food waste and hunger by recovering perishable food that would otherwise go to waste from the dining halls, restaurants and other local establishments and distributing it to students, homeless shelters and other Los Angeles communities in need.

UCLA's sustainable transportation program leverages targeted benefit programs to incentivize transit, walking and biking, and with the completion of the D Line extension project in 2027, the campus will soon be connected to the region's rail network. With trains running every 10 minutes, the D Line extension will be a faster, easier way to travel between UCLA and downtown Los Angeles, supporting the Games' transit-first transportation plan, helping to enable a lower carbon footprint for the Games and leaving a positive legacy beyond 2028 [see [3B: Resilience](#)].

### 3B Resilience

Minimize carbon emissions by leveraging clean energy and transportation systems while building capacity to adapt to the changing environment.

#### Connecting Carbon Management to Community Solutions

-  **LA28 will reduce its carbon footprint for operations and construction by at least 10% compared to the Paris 2024 Games.**
-  **LA28 will create a LA28 Resilience Champions Fund to invest in local resilience solutions.**
-  **No new permanent venues will be built for LA28, reducing carbon emissions generated by construction.**

The Paris Olympic and Paralympic Games exceeded its goal to reduce carbon emissions by 50% versus recent editions of the Games, thereby setting a new standard for decarbonization in sports. LA28 will apply best practices – from renewable energy use, to reducing embodied carbon in temporary structures, to vehicle electrification – to build on the successes achieved in Paris.

As an overall framework for carbon management and reduction, LA28 commits to reducing its carbon footprint for Games operations and construction by at least 10% relative to the Paris 2024 Games.<sup>14</sup>

Given LA28's expanded sport program, which adds five net new sports across the Olympics and Paralympics, meeting this target equates to an 18% reduction per sport and requires LA28 to find efficiencies beyond those achieved in Paris. LA28 will develop and refine a projected carbon footprint and reduction plan as our operational planning progresses in the lead up to the Games. Throughout the planning process, we will work to identify additional opportunities to reduce emissions beyond our initial target.

To help uncover these efficiencies, LA28 is adopting an internal carbon price. The carbon price will complement LA28's carbon reduction target and operational goals for clean energy and transportation – serving to create a strong financial incentive for carbon reduction across planning and delivery efforts while enabling creative abatement strategies. Funds generated through this initiative will go towards the LA28 Resilience Champions Fund that is set to invest in Los Angeles-based solutions supporting resilience, as one element of LA28 Resilience Champions Initiative (see [Spotlight: LA28 Resilience Champions Initiative](#)). Through the LA28 Resilience Champions Fund, LA28 will focus on investments that directly benefit surrounding communities, in lieu of purchasing international carbon offsets. LA28 will release additional details on the Fund in the coming months, including the formation of an advisory panel of local experts to advise on Fund design and grantee selection and the selection of a nonprofit partner to administer the fund.

Another significant area of focus is travel to and from the host city, which represented roughly half of Paris 2024's carbon footprint. While the Paris Games benefitted from many attendees leveraging the European rail network for low-carbon long-haul travel, LA28 expects a greater percentage of its attendees to arrive by plane given the region's less extensive rail network. Due to this difference in infrastructure, LA28 expects to have higher emissions from travel than Paris 2024. To address this portion of the carbon footprint, LA28 is exploring opportunities to leverage sustainable aviation fuel (SAF) to reduce emissions from air travel. For example, in 2024, Delta Air Lines, Founding Partner and Official Airline of LA28, covered the cost of SAF to reduce the emissions impact of the LA28 Olympic Flag Flight to transfer the Olympic flag from Paris to Los Angeles.

In addition to this *Impact and Sustainability Plan*, LA28 will release an *Impact and Sustainability Pre-Games Report*, which will include a projected carbon footprint for Scope 1, 2 and 3 emission sources, and an update on expected performance relative to the established carbon target for operations and construction. Actual performance data will be reported in the *Post-Games Impact and Sustainability Report*.

## Powering Venues with Renewable Energy



**100% of purchased electricity for venues will be renewable<sup>15</sup>.**

To reduce emissions associated with energy use, LA28 will work to minimize the use of temporary power during the Games – and purchase 100% renewable electricity for its venues. Where LA28 does need to supplement the grid, the Games will maximize the use of lower-carbon temporary power technologies, such as batteries and solar, to the extent feasible. Energy efficient technologies and conservation practices, such as LED lighting and building management systems, will also be utilized in an effort to reduce overall energy consumption at venues (see 3C: [Natural Resource Stewardship](#)). LA28’s energy strategy will be informed by a comprehensive energy assessment to forecast grid power demands and identify the gaps to be filled by temporary power during the Games.

Strategy development is underway in partnership with the Games Energy Council (GEC) – a coalition including leaders from local utilities, the City of Los Angeles, nonprofits and LA28. The GEC will bring all Games energy stakeholders together to collaborate and streamline energy processes and create pathways for effective decision making. LA28 and the GEC are committed to working together to advance priorities of renewable energy, sustainability and positive community impact while delivering the solutions required to meet the Games’ energy needs.



## Prioritizing Low-Carbon Transportation



**LA28 will host a Transit-First Games.**



**100% of buses in the Games Enhanced Transit System will aim to be zero- or near-zero emission<sup>16</sup>.**



**No spectator parking will be available at or near most Los Angeles area venues.**

Los Angeles, a city known as the car capital of the world, is now investing more in mass transit and green mobility than any other American municipality, including installing 90,000 EV chargers and fully electrifying its LA Department of Transportation bus yards by 2028<sup>17</sup>. Since 2022, over 19,000 EV charging stations have been installed throughout the city, ranking Los Angeles as the city with the most EV charging stations in the country. Additionally, over 750 zero-emission heavy duty trucks were registered with the Port of Los Angeles, advancing the goal of having all trucks serving the Port be zero emission by 2035. These combined efforts support Los Angeles' continued leadership in pursuing cleaner air through transportation electrification<sup>18</sup>.

LA28 is helping to accelerate this transformation through its coordinated transportation planning efforts, for which sustainability serves as a guiding principle. LA28's focus on more sustainable transportation aims to serve multiple purposes – aiding mobility during the Games, mitigating carbon emissions and negative air quality impacts and leaving a legacy for the community.

LA28 will host a transit-first Games, encouraging spectators and workforce to leave their cars behind by creating a seamless transit experience. Due to LA28's designation as a National Special Security Event, there will be no public parking at or near most Games venues in Los Angeles. In partnership with the Los Angeles County Metropolitan Transport Authority (Metro), the Southern California Regional Rail Authority (Metrolink), and regional and municipal operators,

LA28 will rely on a combination of existing and enhanced public transit to move LA28's estimated 500,000 peak daily spectators and workforce between sites. The Games Enhanced Transit System, which will consist of borrowed buses brought in to supplement existing public transit, will aim to use 100% zero- or near-zero emission buses. The Games Route Network (GRN) will optimize routing between Games venues to allow for reliable and consistent travel for Games vehicles. These efforts can help reduce miles driven, idle time and fuel consumption, which can help lower LA28's carbon footprint. A digital strategy will be rolled out to provide transportation information in advance of the Games via LA28's integrated ticketing and transportation platform, with messaging encouraging the use of public transportation versus personal vehicles for both Games events and non-event travel throughout the city. LA28 will aim to encourage spectators to participate in active transportation modes, such as walking and biking, to reach venues and transportation mobility hubs. Through these efforts, LA28 will leverage the unique moment of the Games to promote car-free travel, with an aspiration to drive behavior change beyond 2028.

LA28 will utilize a closed fleet of buses, vans and cars to transport athletes and other accredited Games stakeholders (e.g., media, broadcasters, officials, International Olympic Committee and International Paralympic Committee members) between accommodations and venues. Demand-responsive and pre-scheduled booking technology will facilitate the use of shared vehicles to reduce vehicle miles traveled and improve efficiency. LA28 aims to maximize use of zero-emission vehicles wherever feasible and will develop a zero-emission vehicles target specific to its fleet ahead of the release of LA28's *Impact and Sustainability Pre-Games Report*. In partnership with the Games Energy Council Transportation Electrification Working Group, LA28 is identifying existing and planned charging infrastructure in an effort to both expedite installations pre-Games and develop a charging strategy for the LA28 fleet.

LA28's focus on clean transportation will also extend to its trucking and logistics footprint. The Games will engage with its logistics partners to integrate the use of zero-emission delivery vehicles and deploy an anti-idling policy across Games sites. Additionally, LA28 will work to reduce vehicle miles traveled through supply chain optimization.

## SPOTLIGHT:

### Transportation Investment to Reconnect Communities

Since its bid for the Olympic and Paralympic Games, LA28 has seen the Games as an opportunity to drive investment in the region's multimodal transportation infrastructure.

To support this ambition, the Games Mobility Executives [GME] identified 15 surface transportation priority projects to improve the regional transportation system ahead of the Games. In 2024, Metro secured a \$139 million "Reconnecting Communities and Neighborhoods" grant from the US Department of Transportation to support a subset of these projects.

Supported projects – which include bus-only lanes, bus corridor improvements, bike share stations and mobility hubs – will improve connectivity and reliability with public transit and provide active transportation solutions. When completed, these upgrades will create a lasting legacy of mobility enhancements with the potential to directly benefit one million Angelenos.

## Transportation Demand Management

Building on the region's extensive experience executing transportation plans for events ranging from the Superbowl to the Academy Awards, the Games will implement Transportation Demand Management (TDM) systems to reduce vehicle congestion on roadways. LA28's TDM efforts will be informed by a regional travel demand assessment that overlays proposed routes, Games vehicles, venue locations and event schedules. Potential impacts on surrounding communities – especially those identified as disadvantaged communities (DACs) through CalEnviroScreen, the California Environmental Protection Agency's Environmental Health Screening Tool – will inform planning with the goal to reduce harmful emissions.

Games transportation planning is informed by LA28's Games Mobility Executives (GME). The GME is comprised of leadership from key city and regional transportation agencies who are responsible for public transport services and systems that will be used for the Games, including the California Department of Transportation (Caltrans), Metro, the City of Los Angeles Department of Transportation (LADOT), the City of Los Angeles Mayor's Office of Infrastructure, Metrolink and the Southern California Association of Governments (SCAG).

By convening the GME, LA28 is supporting long-term enhancements to the region's transportation infrastructure, operations, and systems – inspiring

regional collaboration that will drive public transit ridership, fleet electrification, and improve projects to benefit the community.

## Adapting to Extreme Weather

In addition to mitigating carbon emissions, LA28 will focus on resilience and building capacity to adapt to the challenges driven by extreme weather activities like intensifying storms, wildfires and heat waves. Given that the Games will take place in the height of Summer, LA28 will develop a *Heat Mitigation Plan* to prepare for the likelihood of high temperatures and aid in increasing the safety of athletes, workforce and spectators by leveraging solutions like shade structures and hydration stations. LA28 will collaborate closely with the City of Los Angeles to develop the Plan and to integrate resilience efforts already underway, such as the Los Angeles Department of Water and Power (LADWP) initiative to install or refurbish 200 drinking water stations city-wide in advance of the Games.

LA28 is also supporting [ShadeLA](#), a new county-wide shade campaign launched by the University of Southern California (USC) and the University of California Los Angeles (UCLA). The campaign aims to reduce outdoor heat exposure by expanding tree canopy, increasing shaded public spaces and implementing cutting-edge solutions to create a more resilient Los Angeles ahead of the Games.

Alongside these efforts, LA28 will invest in local resilience solutions through the LA28 Resilience Champions Fund, aiming to create a legacy impact that lives on beyond the Games.

## SPOTLIGHT:

### Venue Solar Arrays

LA28 is committed to purchasing 100% renewable electricity for its venues – but as a first option, LA28 will leverage onsite renewables to meet Games demand at the source. Given the Los Angeles region's long-term leadership in solar energy, many venues within LA28's portfolio already have rooftop solar panels. The Downtown Sports Park provides multiple examples – the Downtown Arena, which will host gymnastics, was an early adopter when it installed 1,727 rooftop solar panels in 2008. A decade later, the LA Convention Center – which will host multiple sport disciplines – unveiled a 2.21 MW rooftop solar installation, at the time the largest solar array on a municipally-owned convention center. These onsite solar arrays will directly contribute to the renewable power needs of the Games in 2028, helping to reduce LA28's carbon emissions and support grid resiliency.





## SPOTLIGHT:

# LACI Clean Energy Partnership

The Los Angeles Cleantech Incubator (LACI), a nonprofit organization focused on creating an inclusive sustainable economy for the people of the Los Angeles region, launched the public-private Clean Energy Partnership to support the region's transition to 100% clean energy in the lead-up to the Games. The Partnership—which is Co-Chaired by the CEO of LACI and the Chair of the California Energy Commission, and includes local governments, state regulators, utilities, startups and industry leaders—released its [Clean Energy 2028 Roadmap](#), outlining three objectives to be achieved in Los Angeles County in advance of the Games:

1. Accelerate the electrification of the region's built environment and reduce an additional 29% of GHG emissions in buildings;
2. Deploy 1298 MW of clean, responsive distributed generation to power the electrification of regional homes and transportation, including the development of a virtual power plant that provides responsive distributive energy; and,
3. Develop a smart, modernized local distribution grid to increase community resilience and enable innovative clean technologies.

Through these efforts, the Partnership aims to increase energy affordability and access to clean technologies and jobs. LACI's Clean Energy Partnership highlights the power of the Games to accelerate climate solutions in the greater Los Angeles region.

### 3C Natural Resource Stewardship

Preserve the region's natural environment through responsible resource planning and consumption.

#### Creating Systems to Reduce the Impact of LA28's Operations and Venues



**LA28 will earn ISO 20121, the leading certification for sustainable event management.**



**LA28 will develop venue sustainability guidelines and provide training on best practices at 100% of venues.**

Underpinning LA28's commitments to radical reuse and resilience is respect for the natural resources that define the Los Angeles region. As a recent signatory of the [Sports for Nature Framework](#), LA28 is committed to progressing action for nature across sports, in alignment with the Framework's principles:

- Principle 1: Protect nature and avoid damage to natural habitats and species
- Principle 2: Restore and regenerate nature wherever possible
- Principle 3: Understand and reduce risks to nature in supply chains
- Principle 4: Educate and inspire positive action for nature across and beyond sport

The *LA28 Games Venue Plan* inherently reduces disruptions to the natural environment by leveraging existing venues rather than building new permanent structures. Many of LA28's venues have already made significant progress towards incorporating sustainability best practices into their operations, with systems in place to responsibly manage resources like energy and water. LA28 will catalyze further enhancements to its portfolio of permanent venues by conducting assessments to benchmark their current environmental initiatives – and exploring opportunities to drive additional resource efficiencies ahead of 2028.

LA28 will also conduct targeted assessments to study the biodiversity landscapes of LA28's temporary venue sites. The natural environment will be considered in all instances where temporary venues are constructed, informing construction delivery practices to minimize impacts on areas of sensitivity such as the Sepulveda Basin. Where opportunities exist to enhance the region's biodiversity, LA28 will leverage its LA28 Resilience Champions Fund to invest in nature-based solutions that also improve ecosystem health (see [3B: Resilience](#)).

LA28's focus on measurement and continual improvement across key resource categories will be reinforced by its sustainability management system (SMS), which is being rolled out in alignment with ISO 20121, the leading international standard for sustainable event management (see: [Sustainability Management System](#)). LA28 is committed to engaging key stakeholders in its SMS – ranging from internal teams to venue partners – and achieving ISO 20121 certification ahead of the Games.

To ensure responsible resource management during the Games, LA28 will deploy the *LA28 Venue Sustainability Guidelines* at all venues, detailing operating principles around sustainable procurement, energy conservation, water conservation, waste management and impacts on the natural environment. All venues will be required to report energy, waste and water metrics during the Games in order to accurately measure impact. To promote the exchange of sustainability best practices among venues, LA28 will also host a Venue Sustainability Summit in 2025, bringing together venue operators and local experts to share insights on sustainable operations and to learn about available resources (e.g., utility rebates) to support sustainability projects. Through the Summit, LA28 aims to inspire and equip venues to adopt new sustainable operations best practices that will endure beyond 2028.

Together with the LA Department of Water and Power (LADWP), LA28 has established a Games Water Council focused on ensuring safe and reliable water supply and services, as well as encouraging water use efficiency and conservation efforts throughout the 2028 Games. To capture the impact of these efforts, LA28 will measure and report a comprehensive water footprint for the Games. Alongside these efforts, LA28 will work closely with the International Olympic Committee (IOC) to conduct a pre-Games water usage analysis, aimed at identifying and evaluating strategic opportunities to reduce water usage for specific sports.

## Reducing Resource Consumption Across LA28's Supply Chain



100% of suppliers participating in Requests For Proposals (RFPs) will be screened by the **LA28 Responsible Sourcing Code**.

LA28's suppliers are critical partners on its sustainability journey.

Adopted in 2024, the [LA28 Responsible Sourcing Code](#) sets minimum environmental requirements that all suppliers must meet to win business with LA28. The Code supports LA28's commitment to natural resource stewardship by awarding higher scores to suppliers who demonstrate actions that preserve natural resources, reduce waste and minimize carbon emissions. Additionally, the Code accounts for commodity-specific requirements for key commodities that may have a greater impact on natural resources, including:

- Wood
- Synthetics
- Metals and Ores
- Agriculture, Aquaculture, and Livestock

## SPOTLIGHT:

### Carson Sports Park Water Conservation

The Carson Sports Park – set to host LA28 events including Rugby and Tennis – is already demonstrating leadership in environmental stewardship – with a particular focus on water conservation.

The Sports Park has irrigated its fields and landscaping with recycled water since 2003 through an ongoing partnership with the West Basin Municipal Water District [WBWMD]. WBWMD operates a water recycling treatment facility in the City of El Segundo that produces 40 million gallons of usable water per day and reduces the amount of treated sewage dumped into the Santa Monica Bay by 5 tons a day<sup>19</sup>. At the Sports Park, recycled water is the main water source for field and landscape irrigation, displacing roughly 15 million gallons of potable water use annually.

In addition to sourcing recycled water, the Sports Park has created an environment that requires less water to begin with – utilizing drought tolerant plants and ground covers like mulch to prevent evaporation. Its watering system integrates efficiency equipment like sensors and drip tubing irrigation, and watering levels are based on daily weather reports and the needs of specific plants.





# GOVERNANCE

# COMPLIANCE & ETHICS

## Material Topics<sup>20</sup>

- Business Ethics & Anti-Corruption
- Community Health & Safety
- Disability Inclusivity
- Security Practices
- Supplier Responsibility

## Approach

Compliance with internal and external requirements is critical to the successful delivery of the Games. LA28 is building out policies and procedures to uphold regulatory requirements related to ethical business practices, human rights and civil rights.

## Business Ethics & Anti-Corruption

The *LA28 Code of Conduct and Ethics*, in effect since the organizing committee's inception in 2018, establishes and communicates LA28's values. The Code serves to promote:

- Honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest;
- Compliance with laws, regulations, rules, policies and procedures set forth by LA28, the International Olympic Committee (IOC), the U.S. Olympic & Paralympic Committee, International Paralympic Committee (IPC) and governmental authorities; and,
- Accountability for adherence to the *Code of Conduct and Ethics*.

The Code governs LA28 employees, officers, directors, agents, independent contractors, consultants, significant volunteers, advisors and other representatives. These stakeholders also abide by the *LA28 Anti-Corruption Policy*, which promotes an organizational culture of the highest integrity while maintaining compliance with applicable federal, state, local and foreign statutes and regulations relating to bribery and corruption, including U.S. federal law, the Foreign Corrupt Practices Act, the California Political Reform Act and the Los Angeles Governmental Ethics Ordinance. LA28 staff receive anti-corruption training on an annual basis – and regular audits and monitoring procedures are in place to ensure compliance.

The *LA28 Anti-Corruption Policy* incorporates the *International Olympic Committee (IOC) Code of Ethics*, which expresses a commitment to the *Olympic Charter*, the *Olympic Agenda 2020+5* and the *IOC's New Norm*. The Code serves to disseminate a culture of ethics and integrity across the IOC, each of its members, the National Olympic Committees, the International Federations, the Organizing Committees for the Olympic Games, Olympic Games participants and other affiliates.

## Human Rights

In close coordination with the City of Los Angeles, LA28 is developing a *Human Rights Strategy*, which will identify human rights risks, potential adverse impacts related to the 2028 Games, mitigation measures and redress mechanisms to remedy impacts. The Strategy is set to align with internationally recognized frameworks such as the UN Guiding Principles as well as the *IOC Strategic Framework on Human Rights*.



## Security Practices

The U.S. Department of Homeland Security (DHS) has designated the LA Games as a National Special Security Event (NSSE), similar to a summit of world leaders or presidential inauguration. As a result of the NSSE designation, DHS will provide significant resources, staff and technology in support of this effort. DHS, with the assistance of appropriate state and local public safety and law enforcement agencies, will coordinate operational security as well as contingency planning to promote the safety and security of those participating in or attending the Games and in the communities where events take place.

As part of this NSSE designation, federal, regional and local public safety agencies, and their counterparts within privately-owned venues throughout Los Angeles will collaborate on security matters. They will form a unified command to jointly plan, prepare for and support the Olympic and Paralympic Games. The incident command system will include support from federal authorities including DHS, the U.S. Secret Service and the Federal Bureau of Investigation (FBI). When planning public safety and security measures, security and safety officials, together with LA28 staff, will consult with impacted community-based organizations and representatives of the public. These plans will develop and evolve in the run-up to the Games.

## Accessibility

LA28 aims to deliver a barrier-free and inclusive Olympic and Paralympic Games, ensuring full participation for all individuals, regardless of ability. LA28's approach prioritizes equity and inclusion, aiming to celebrate diversity, empower individuals with disabilities and foster a cultural shift towards greater inclusivity. Through these efforts, we aspire to create a tangible and sustainable legacy in Los Angeles

that benefits residents and visitors alike.

To achieve these goals, the Games will adhere to federal, state and local accessibility standards, such as the Americans with Disabilities Act (ADA). Beyond mere compliance, LA28 is dedicated to implementing enhanced accessibility measures that reflect best practices and community-informed solutions.

A comprehensive analysis of all relevant accessibility legislation, along with standards outlined in the *International Paralympic Committee (IPC) Accessibility Guide*, has been conducted. These findings will inform the development of the *LA28 Accessibility Strategy*. These initiatives will guide our strategies for venue planning and operations, accommodation and transportation accessibility, workforce policies and other initiatives leading up to 2028, with a focus on universal design solutions that promote inclusion and non-discrimination.

In collaboration with the City of Los Angeles, the Host City Accessibility Awareness and Enhancement Program will be developed and implemented to improve the accessibility of city infrastructure, services, attractions and public spaces. This program aims not only to support the delivery of the Games, but also to provide lasting benefits to the community beyond 2028.

## Supply Chain Management



**100% of suppliers participating in RFPs will be screened by the LA28 Responsible Sourcing Code.**

LA28 could not be delivered without the thousands of products and services provided through various suppliers, licensees and sponsors – including overlay design, facilities management, venue signage and dressing, merchandise, food and beverage, IT equipment,

security, waste management, medical services, transport and more. Similarly, many of the objectives set out in this Plan could not be delivered without the support of suppliers, licensees and sponsors. LA28's value chain is a critical partner on its impact and sustainability journey.

Adopted in 2024, the [LA28 Responsible Sourcing Code](#) engages LA28's supply base in its impact and sustainability efforts and will continue to integrate environmental, social and ethical considerations into LA28 procurement process in the lead-up to 2028. The Code sets minimum requirements for Games suppliers, including abiding by applicable legislation pertaining to human rights, health and safety, environmental responsibility and anti-corruption, as well as international frameworks such as the [UN Guiding Principles on Business and Human Rights](#), the OECD Guidelines for Multinational Enterprises and the [ILO Declaration on Fundamental Principles and Rights at Work](#), and commodity-specific requirements.

In conjunction with the Code, LA28's Request for Proposals (RFPs) include questions to assess prospective suppliers' performance on impact and sustainability criteria, including compliance with the minimum requirements set out in the Code. Using these questions, internal reviewers assign each prospective supplier a score, which is factored into supplier selection. Following selection, LA28 integrates language requiring compliance with the Code into its standard contracts.

LA28 will conduct internal trainings for employees with purchasing assignments and external trainings to help suppliers understand and comply with Code stipulations. A grievance mechanism will be established to receive any reports of non-compliance and provide a pathway to remediation.

# SUSTAINABILITY MANAGEMENT SYSTEM

## ISO 20121 Certification

Planning and delivering the Games is an extremely complex operation, requiring close collaboration between organizations including LA28, the International Olympic Committee (IOC) and International Paralympic Committee (IPC), host city and country government authorities, venue operators, commercial partners and numerous other stakeholders.

In this context, clear and effective governance is essential for managing the Games' impact and sustainability efforts.

LA28's sustainability management system (SMS) provides the structure through which LA28 is taking on this challenge. Leveraging a coordinated approach, LA28 is driving progress towards the commitments set out in the preceding sections of this Plan.

Throughout the lifecycle of the Games, LA28 will maintain an effective SMS in line with the requirements of ISO 20121.

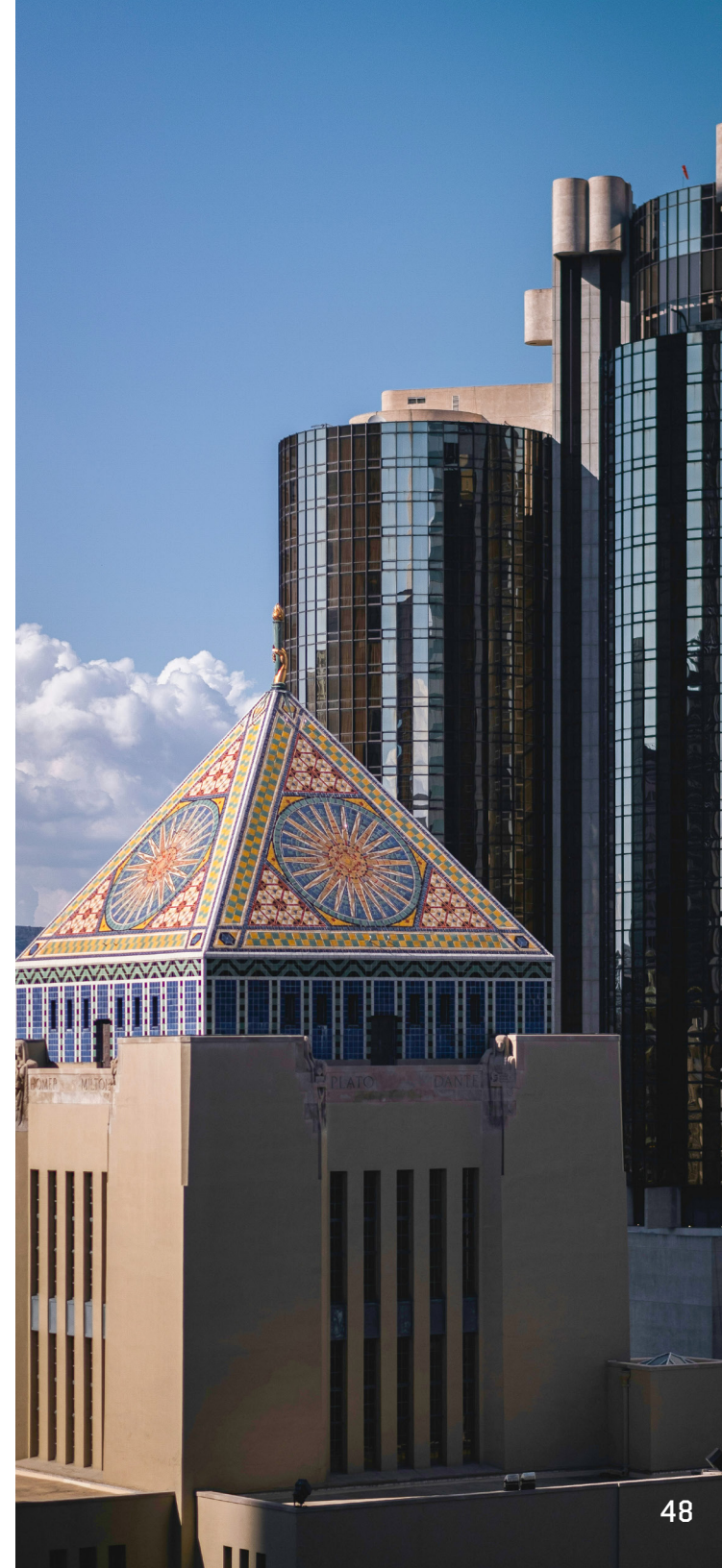
## SMS Roles & Responsibilities

With oversight from LA28's independent Board of Directors, LA28's Impact and Sustainability Functional Areas (FAs) are working across the organization to design and deliver the commitments described in this Plan. Advisory committees provide expert counsel to support this effort (see Introduction: [Impact and Sustainability Working Groups](#)). Various internal teams are building the governance procedures (i.e., internal controls) and stakeholder engagement programs (i.e., staff training) to keep the SMS running efficiently and effectively. Finally, data monitoring and reporting

(see [Appendix: Reporting Framework](#)) as well as regular system audits, to be managed by the Impact and Sustainability FAs, will aim to drive continual improvement and ensure compliance with the ISO 20121 standard. Given the integrated nature of impact and sustainability efforts, all LA28 teams strive to ultimately contribute to executing a more sustainable Games.

## What is a Sustainability Management System (SMS)?

An SMS is a set of interrelated and interacting processes that govern an organization's sustainability objectives – monitoring their performance and supporting their achievement. The event industry has its own international management system standard, ISO 20121, which was first introduced by the London Olympic and Paralympic Games in 2012. ISO 20121 provides best practices for managing an event's economic, social and environmental impacts, prescribing the elements that an organizer should have in place to maximize the sustainability of an event.



# GOVERNANCE STRUCTURE

LA28's governance structure is foundational to all planning and production activities. Visualized in the organizational chart<sup>21</sup> to the right, it provides a clear operating framework and sets out the checks and balances from which LA28 will continue to ensure integrity and transparency across its operations.

## Governance Oversight:

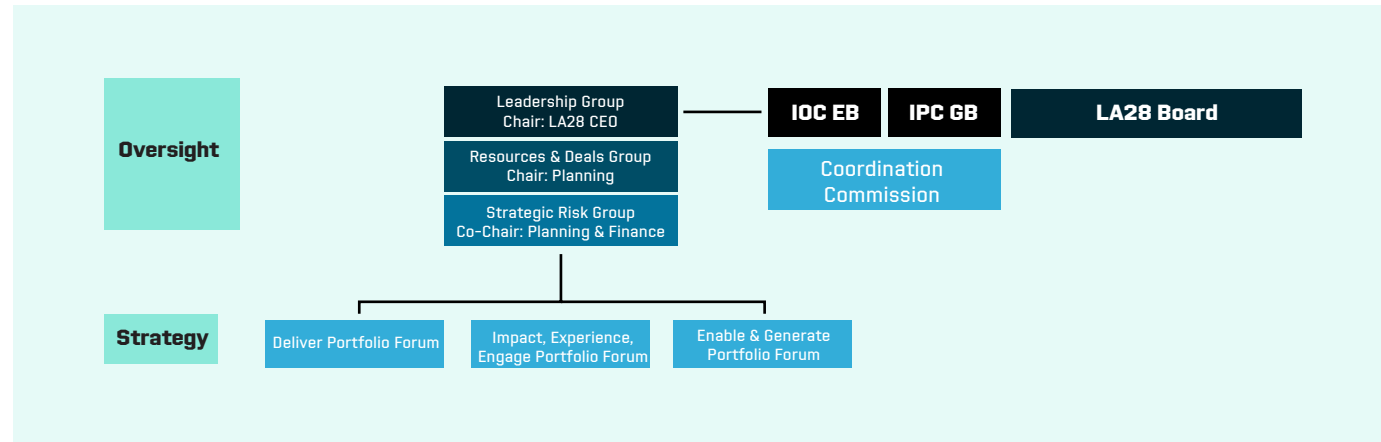
**LA28 Leadership Group:**  
Chaired by LA28's CEO, the Leadership Group sets the overall direction for the organization, including planning, organizing and delivering the Games. It integrates Board recommendations and makes key decisions related to strategy and long-term vision.

**LA28 Resources & Deals Group:**  
Chaired by LA28's Chief Planning & Programs Officer, the Resources & Deals Group provides guidance on budget-related decisions. It ensures new expenditures align with LA28's overall roadmap and milestones.

**LA28 Strategic Risk Group:**  
Co-Chaired by LA28's Chief Planning & Program Officer and Chief Financial Officer, the Strategic Risk Group monitors LA28's highest organizational risks, including financial, reputational, delivery and strategic risks.

## Governance – Portfolio Forums:

LA28's three Portfolio Forums meet at least once a month to provide strategic guidance on policy decisions, portfolio budgeting and significant issues or risks that require leadership attention.





# APPENDIX

# ABOUT THIS PLAN

## Purpose

This Plan supports LA28's vision by linking the impact and sustainability efforts of key stakeholder groups over the entire lifecycle of the Games, from preparation to delivery to post-Games dissolution and legacy. It lays out the objectives for LA28's sustainable management system and provides the blueprint from which LA28 will build future progress reports.

## International Standard Integration

LA28 acknowledges its role in contributing to sustainable development – and has remained committed to integrating the structures and systems set out by prevailing international standards since being awarded the bid in 2017. This Plan aligns with the following global protocols and sector-specific guidance:

- **ISO 20121:** ISO 20121 is an international sustainable management system (SMS) standard that provides best practices for managing an event's economic, social and environmental impacts. First pioneered by the London 2012 Olympic and Paralympic Games, the standard prescribes the elements that an organizer should have in place to maximize the sustainability of an event (see [Sustainability Management System](#)).
- **Global Reporting Initiative Standards:** Global Reporting Initiative (GRI) Standards serve as the predominant sustainability reporting standards used by corporations and organizations across the globe. They stipulate specific processes and disclosure by which organizations may measure and communicate the impacts of their activities.





- **United Nations Sustainable Development Goals:** The United Nations Sustainable Development Goals (UN SDGs) consist of 17 global goals established by the United Nations to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The global goals provide a blueprint by which organizations can structure their sustainability efforts to achieve a better and more sustainable future for all.

## Reporting Framework

The table on the following page maps the commitments and strategic objectives set out in this Plan to relevant material topics, GRI Standards and UN SDGs. These linkages will guide LA28's data tracking and reporting efforts as planning and production efforts advance.

LA28 will release pre- and post-Games public-facing impact and sustainability reports to provide an update on progress towards stated objectives and to address the management of material topics. These reports will document lessons learned to enhance the impact and sustainability programs of future Games.



Commitment	Strategic Objectives	Material Topics	GRI Standards	UN SDGs
<p><b>Economic Empowerment:</b></p> <p>Driving shared economic development across the region.</p>	<p><b>1A Business Pathways</b> Team up with public and private organizations to prepare local businesses for direct and indirect contracts associated with the Games and other major events in the region.</p> <p><b>1B Community Business and Procurement</b> Create opportunities for local and small businesses to participate in Games planning and delivery.</p> <p><b>1C Workforce Pathways</b> Collaborate on skill-building opportunities for community members through professional development programs, local partnerships and career pipelines for teens, young adults and transitional workers.</p> <p><b>1D Local Hiring</b> Promote hiring, retention and training efforts around a local workforce while advocating for community-based hiring in the sports and live events industries.</p>	<ul style="list-style-type: none"> <li>Economic Development</li> <li>Local Procurement</li> <li>Workforce Hiring, Retention, &amp; Training</li> <li>Community Representation</li> </ul>	<p>201: Economic Performance</p> <p>202: Market Presence</p> <p>203: Indirect Economic Impacts</p> <p>204: Procurement Practices</p> <p>401: Employment</p> <p>404: Training and Education</p> <p>405: Diversity and Equal Opportunity</p> <p>406: Non-Discrimination</p>	
<p><b>Youth Sports:</b></p> <p>Making it possible for more kids to play and compete, regardless of background.</p>	<p><b>2A Accessible Youth Sports Programming</b> Support quality and geographically dispersed youth sports and adaptive sports programming that expands access to kids from low-income communities.</p> <p><b>2B Olympic and Paralympic Sport Exposure</b> Leverage the power of the Olympic and Paralympic Games to inspire participation in a greater breadth of sports and expand opportunities for kids to explore and discover their passions.</p> <p><b>2C Coach Development</b> Advance the development and training of youth sports coaches and administrators to bolster the creation of safe physical and emotional spaces for kids in sports.</p>	<ul style="list-style-type: none"> <li>Community Development</li> <li>Community Health &amp; Safety</li> <li>Community Representation</li> <li>Disability Inclusivity</li> </ul>	<p>405: Diversity and Equal Opportunity</p> <p>406: Non-Discrimination</p> <p>413: Local Communities</p> <p>416: Customer Health and Safety</p>	
<p><b>Healthy Environment:</b></p> <p>Accelerating local sustainability investment and practices.</p>	<p><b>3A Radical Reuse</b> Support the circular economy by maximizing use of existing venues and infrastructure, embedding circular design principles, adopting responsible purchasing policies and implementing waste minimization and management practices.</p> <p><b>3B Resilience</b> Minimize carbon emission by leveraging clean energy and transportation systems while building capacity to adapt to the changing environment.</p> <p><b>3C Natural Resource Stewardship</b> Preserve the region's natural environment through responsible resource planning and consumption.</p>	<ul style="list-style-type: none"> <li>Air Quality</li> <li>Energy</li> <li>GHG Emissions</li> <li>Transportation</li> <li>Venues</li> <li>Waste Management</li> <li>Water</li> </ul>	<p>302: Energy</p> <p>303: Water and Effluents</p> <p>305: Emissions</p> <p>306: Waste</p>	
<p><b>Foundation</b></p> <p><b>Responsible Governance</b></p> <p>Ensuring integrity and transparency across Games operations through compliance protocols and management systems.</p>		<ul style="list-style-type: none"> <li>Business Ethics &amp; Anti-Corruption</li> <li>Community Health &amp; Safety</li> <li>Disability Inclusivity</li> <li>Security Practices</li> <li>Supplier Responsibility</li> </ul>	<p>205: Anti-Corruption</p> <p>308: Supplier Environmental Assessment</p> <p>408: Child Labor</p> <p>409: Forced or Compulsory Labor</p> <p>410: Security Practices</p> <p>414: Supplier Social Assessment</p> <p>416: Customer Health and Safety</p>	

# STAKEHOLDER LIST

## Economic Empowerment Stakeholders

The tables below list the partner organization and programs that LA28 is currently working with to prepare local businesses and the local workforce for direct and indirect Games opportunities.

### Local Community Business & Procurement Programs

- Accessing LA [City of Los Angeles, Bureau of Contract Administration]
- Business Connect Event Production [Los Angeles Sports & Entertainment Commission]
- Compete4LA [Los Angeles Business Council]
- Connect to Contracts Accelerator [Valley Economic Alliance]
- Dynamic Small Business Search [U.S. Small Business Administration]
- Get in the Game/OneLA [Los Angeles Area Chamber of Commerce]
- Los Angeles Regional Small Business Summits [City of Los Angeles/County of Los Angeles]
- Los Angeles Sports & Entertainment Supplier Diversity Summit [Supplier Diversity Council]
- ProcureLA [Office of the Mayor]
- Regional Alliance Marketplace for Procurement [City of Los Angeles, Office of Procurement]
- USC Supplier Diversity Program [University of Southern California]
- UC Supplier Diversity Advisory Council [University of California, Los Angeles/UC Office of Procurement]

## Local Chambers of Commerce

- Boyle Heights Chamber of Commerce
- California Hispanic Chambers of Commerce
- Chatsworth Chamber of Commerce
- Coalition of Filipino American Chambers of Commerce
- Crenshaw Chamber of Commerce
- East Los Angeles Chamber of Commerce
- Echo Park Chamber of Commerce
- Greater Miracle Mile Chamber of Commerce
- Greater San Fernando Valley Chamber
- Inglewood Airport Area Chamber of Commerce
- L.A. South Chamber of Commerce
- LA Valley Chamber and Sunland Tujunga Chamber of Commerce
- LAX Coastal Chamber of Commerce
- Los Angeles Area Chamber of Commerce
- Los Angeles Latino Chamber of Commerce
- Pacoima Chamber of Commerce
- Silver Lake Chamber of Commerce
- United Chambers of San Fernando Valley
- Chatsworth Porter Ranch Chamber

- American Indian Chamber of Commerce California
- Asian Business Association
- Black Business Association
- California Hispanic Chambers of Commerce
- Coalition of Filipino American Chambers of Commerce
- Filipino American Chamber of Commerce of Greater LA
- Greater Los Angeles African American Chamber of Commerce
- Italy-America Chamber of Commerce West LA
- Japanese Chamber of Commerce of Southern California
- Korean American Chamber of Commerce of Los Angeles
- Los Angeles Latino Chamber of Commerce
- Los Angeles LGBTQ Chamber of Commerce
- National Hispanic Construction Alliance / LA & Veterans Chamber
- Regional Cal Black Chamber San Fernando Valley
- Regional Hispanic Chamber of Commerce
- Southern California-Israel Chamber of Commerce
- Vietnamese American Chamber of Commerce

## Workforce Development Programs

- America's Job Centers of California [LA County Department of Economic Opportunity]
- YouthSource Centers [City of Los Angeles, Economic & Workforce Development Dept.]
- WorkSource Centers [City of Los Angeles, Economic & Workforce Development Dept.]
- Creative Jobs Collective [Arts for LA]
- Vocational Training and Career-Path Program [Brotherhood Crusade]
- New Roads [Chrysalis]
- DOORS [Chrysalis]
- Workforce Development for Adults [CRCD]
- Workforce Development for Youth [CRCD]
- Project S.A.V.E. [Community Build]
- LAEP Program [CSU Office of the Chancellor]
- Employment Services Program [Disability Community Resource Center]
- Diversability® Leadership Collective [Diversability]
- HOPE Binational Fellowship [HOPE]
- Pop up Coach Program [HOPE]
- Corps Member Development [LA Conservation Corp]
- Young Adult Corp [LA Conservation Corp]
- Project Leader Training Program
- Apprenticeship
- Apprenticeship Readiness
- Launch LA Apprenticeship Network
- SEIU Local 721
- South Bay One-Stop
- Icare
- Southern California Apprenticeship Network
- SkillsBuild [YMCA of Metro Los Angeles]

## Cal State University – Los Angeles County Campuses

- CSU Dominguez Hills
- CSU Long Beach
- CSU Los Angeles
- CSU Northridge
- Cal Poly Pomona

## Los Angeles Regional Consortium of Community College Schools

The Los Angeles Regional Consortium [LARC] consists of 19 community colleges across 11 community college districts [CCD]:

- Cerritos College CCD
- Citrus CCD
- El Camino CCD
- Glendale CCD
- Long Beach CCD
- Mt. San Antonio CCD
- Pasadena Area CCD
- Rio Hondo CCD
- Santa Monica CCD
- Los Angeles CCD
  - East Los Angeles College
  - Los Angeles City College
  - Los Angeles Harbor College
  - Los Angeles Mission College
  - Los Angeles Trade-Technical College
  - Los Angeles Southwest College
  - Los Angeles Valley College
  - Pierce College
  - West Los Angeles College

## LA28 Community Working Groups:

The tables below list organizations represented on LA28's Community Business & Procurement, Local Hire and Sustainability Working Groups.

### Community Business & Procurement Working Group

- Asian Business Association
- Fair Trade LA
- LAX Coastal Chamber of Commerce
- Los Angeles Area Chamber of Commerce
- Los Angeles Business Council
- Los Angeles County Economic Development Corporation
- Los Angeles County, Department of Economic Opportunity, Office of Small Business
- Los Angeles County Federation of Labor
- Los Angeles Sports and Entertainment Commission
- Los Angeles Urban League
- San Fernando Valley Chamber of Commerce
- South Los Angeles Transit Empowerment Zone (SLATE-Z)
- Valley Economic Alliance
- Valley Industry Commerce Association (VICA)
- Women's Business Enterprise Council – West (WBEC-West)

## Local Hire & Workforce Development Working Group

- Arts for LA
- Brotherhood Crusade
- Cal State University [CSU] Office of the Chancellor
- Chrysalis
- Coalition for Responsible Community Development
- Community Build
- Disability Community Resource Center
- Diversability
- EduCare Foundation
- Greater San Fernando Valley Chamber of Commerce
- Hispanas Organized for Political Equality [HOPE]
- LA Conservation Corps
- LA Works
- Los Angeles Regional Consortium for Community Colleges
- Los Angeles/Orange Counties Building and Construction Trades Council
- Service Employees International Union Local 721
- South Bay Workforce Investment Board
- YMCA Metropolitan Los Angeles

## Sustainability Working Group

- Climate Resolve
- Heal the Bay
- IBEW Local 11
- Liberty Hill Foundation
- Los Angeles Cleantech Incubator [LACI]
- Neighborhood Council Sustainability Alliance
- Pacoima Beautiful
- Players for the Planet
- San Gabriel Band of Mission Indians Gabrieleno/Tongva
- Teamsters Local 396
- TreePeople
- UCLA – Office of Sustainability
- USC – Office of Sustainability

# ENDNOTES

1. Additional venues will be selected to host the Preliminary Stages of Football [Soccer] and announced at a later date.
2. Material topics were identified in LA28's Materiality Assessment.
3. LA28 uses the Small Business Administration's definition of a small business, which uses industry analyses to set clear standards. LA28 defines local as the Greater Los Angeles Area, including Los Angeles, Orange, Riverside, San Bernardino and Ventura Counties.
4. Addressable spend is the portion of LA28's overall spend open to competition, excluding spending that is required to go to specific organizations based on regulatory requirements or supply rights agreements.
5. Material topics were identified in LA28's Materiality Assessment.
6. Source: [2022 LA84 Foundation Youth Sports Participation Survey for the Play Equity Fund](#)
7. Fiscal calendar of July 1-June 30
8. Includes adaptive sports programming
9. Material topics were identified in LA28's Materiality Assessment.
10. LA28 defines local as the Greater Los Angeles Area, including Los Angeles, Orange, Riverside, San Bernardino and Ventura Counties.
11. In the LA area, currently only #1, #2 and #5 plastics are recyclable and only fiber-based containers are compostable
12. Source: <https://plan.mayor.lacity.gov/>
13. Fiscal year ending July 2025
14. The Paris '24 Games had a carbon footprint of 686,840 metric tons for operations and construction, which LA28 defines as including all emissions categories outlined in the IOC's Carbon Footprint Methodology for the Olympic games except "Associated Activities".
15. Sources may include RECS, PPAs and other clean energy instruments.
16. Near-zero is defined as buses that run on alternate fuel sources compared to traditional diesel-powered buses, like compressed natural gas.
17. Source: [LA Sustainable City Plan](#)
18. Source: [City of LA Mayor's Office](#)
19. Source: <https://www.westbasin.org/your-water/recycled-water/facilities>
20. Material topics were identified in LA28's Materiality Assessment.
21. High-level representation of LA28's org chart, does not depict individual functional areas [FAs].

---

WORLDWIDE PARTNERS

---



---

FOUNDING PARTNERS

---



---

OFFICIAL PARTNERS

---



---

OFFICIAL SUPPORTERS

---



---

OFFICIAL TICKETING PROVIDER | OFFICIAL HOSPITALITY PROVIDER

---



---

OFFICIAL LICENSEES

---

