

London Organising Committee of the  
Olympic Games and Paralympic Games Limited

**London 2012 Zero-Waste Events Protocol**  
**Working together to deliver zero-waste events**



# London 2012

## Zero-Waste Events Protocol

**Working together to deliver zero-waste events**

**next >**



# Join in

## Zero-Waste Events Protocol

<b>Welcome to the Zero-Waste Events Protocol</b>	<b>3</b>
<b>Why we have created this protocol</b>	<b>4</b>
Who it is for?	5
What can you do?	5
<b>1. Understand your waste</b>	<b>6</b>
Case studies: Filling the gap – Bringing recycling closer to home	7
Waste audit: top tips	8
<b>2. Create a shared vision</b>	<b>9</b>
Case studies: Carnival time – Swap for Swag	10
Sharing your vision: top tips	11
<b>3. Design waste out</b>	<b>12</b>
Case studies: Green Drive – Lighter, thinner, greener	13
Design out waste: top tips	14
<b>4. Communicate</b>	<b>15</b>
Case studies: SWaMP2008 – Zero-Waste Fortnights	16
Communication: top tips	17
<b>5. Share success</b>	<b>18</b>
Case studies: Pitch perfect – Making it easy	19
Share your success: top tips	20
<b>Resources: Links for further information, support and advice</b>	<b>21</b>
<b>Who we are</b>	<b>23</b>

## *Welcome to the Zero-Waste Events Protocol*

When we submitted our bid for the London 2012 Olympic and Paralympic Games, our aim was not just to host the biggest sporting event in the world, it was to stage the first truly sustainable Games.

From the start, it was clear that minimising the impact of the waste attributable to the Games would be one of the key challenges in fulfilling our promises on sustainability. We have set an ambitious target to send zero-waste created within our Games-time venues directly to landfill. Fulfilling this aim will be a huge challenge – and something that no previous Games has attempted before.

To achieve our target, we have had to call on a wide range of expertise and guidance. Along the way, we have learned an incredible amount about staging events in a sustainable, efficient, innovative and cost-effective way.

Our ultimate aim is to help nurture a step change in how thousands of organisations manage their events and reduce waste. We want to share what we have learnt with – and continue to learn from – every other organisation responsible for hosting events across the country and help the UK become a world leader in events waste management.

This protocol is a small first step, but one that we hope will be the start of a lasting legacy. Our success in achieving this goal will be down to you – the organisations that will continue to host events long after 2012. We look forward to continuing the conversation and sharing valuable tools and resources in our work together.

## Why we have created this protocol

The London 2012 Zero-Waste Events Protocol is designed to support and encourage best practice for managing waste at events associated with the London 2012 Games.

It is produced by the London 2012 Organising Committee (LOCOG) and supported by Coca-Cola, Worldwide Olympic Partner.

The London 2012 Organising Committee has set a target to send zero-waste created within our venues throughout the 77-day Games-time period directly to landfill. We have been extremely ambitious and aim to reuse, recycle or compost at least 70 per cent of this. We will pursue energy recovery or other treatment technologies in instances where waste cannot be avoided, reused or genuinely recycled. We want to encourage all events associated with the Games to work towards the same goal.

**This guide contains five action points to help reduce waste, so that we all:**

- **reduce the amount of event waste** created in the first place;
- **boost average reuse and recycling rates** for events in the UK; and
- demonstrate best practice in **waste reduction, reuse and recycling**.

By implementing these actions we believe we can maximise resource efficiencies.

## Who it is for?

We hope that every organisation responsible for managing events and activities associated with the Games will implement the actions in this protocol. However, the primary audience is:

- local authorities hosting events associated with London 2012, such as Live Sites and the Olympic and Paralympic Torch Relays;
- organisations hosting activities in conjunction with London 2012, such as those staging London 2012 Festival events; and
- events and activities organised by London 2012 Partners.

We want organisations to use the protocol at any indoor, outdoor and public events of varying scales and sizes across the UK.

## What can you do?

We would like your organisation to support our overall vision and commit to reducing, recycling and composting as much waste as possible.

We would love to hear what you are already doing, and what plans you have for the future, so we can help to share good practice with other organisations that are implementing this protocol.

### Share your success

**Contact London 2012:** [sustainability@london2012.com](mailto:sustainability@london2012.com)

**Join in:** [www.zerowasteevents.org](http://www.zerowasteevents.org) – an information portal inspired by this protocol where you can share what you have learnt, and share your successes and learn from others.

## 1. How well do you know your waste?

The starting point for improving waste management processes is to understand waste at events – what is it, where does it come from, and where does it go?

From food scraps to industrial waste, it is a hugely complex and costly problem – both to the economy and the environment. By identifying exactly what, where and how your waste is produced, you can formulate an effective strategy to improve efficiencies and reduce your carbon footprint.

Among the ambitious commitments made by the London 2012 Organising Committee is to reuse, recycle or compost at least 70 per cent of our Games-time waste. We could only make this promise by understanding what waste we could expect to deal with during the Games. This meant we have considered every aspect of our activities throughout the Games, including what we're procuring, the nature and infrastructure of each of our venues, recycling facilities, predicted visitor numbers and types of waste.



## Case studies

### Filling the gap

Until spring 2010, people in the London Borough of Hackney were only able to recycle away from their home using 72 community recycling sites.

While these sites proved to be popular, their size meant that there were very few locations in areas of high footfall where they could be located. Consequently, large quantities of recyclable material continued to be needlessly sent to landfill.

In April 2010, 53 dual access street bins for recyclable and non-recyclable waste were installed in three trial areas of the borough – Stoke Newington, Shoreditch and Hackney Central – to assess whether this form of recycling could divert sizeable quantities of good quality recyclable material away from landfill.

During the trial, each bin produced an average of 9.5kg of recycling per week. Over the course of a year this would equate to 494kg per bin, with the 53 trial bins projected to capture 25.7 tonnes of recyclable material.

Following the successful and popular trial, the scheme was expanded to cover 13.7km of streets in the borough's main retail areas, including bins outside local stations, from which 60 million journeys are made each year.

### Bringing recycling closer to home

Coca-Cola is committed to diverting waste away from landfill. It was therefore a natural step to use more recycled plastic content in its packaging. It began by finding out where all the plastic bottles collected in recycling bins were going.

The company discovered that only 35,000 tonnes – or one-third – of all polyethylene terephthalate (PET) plastic bottles sent for recycling were reprocessed in Great Britain. The rest were exported.

This understanding helped Coca-Cola to identify an innovative way to reduce waste going to landfill and increase the local supply of recycled plastics: in a joint venture with ECO Plastics, Coca-Cola developed the largest PET plastic bottle recycling facility in Western Europe.

The new facility will more than double reprocessing of plastic bottles in the UK to 75,000 tonnes. Crucially, it will also help Coca-Cola to meet its pledge of recycling all clear PET waste from London 2012 venues – and reusing it in millions of new Coke bottles that are back on the shelf within six weeks.

## Waste audit: top tips

- Identify the types of waste you expect – use the Waste and Resources Action Programme (WRAP) Resource Management Plan (RMP) tool for event organisers. This is a free resource to help event organisers identify the types of waste generated at any event and create an action plan for reducing and managing event waste. See Resources, page 21.
- Apply the waste hierarchy – plan to reduce the amount of waste that will be created, reusing, recycling and composting before other disposal options.
- Consider how best to collect your reusable, recyclable, compostable and non-recyclable waste – location of bins and/or litter pickers?
- Find out where your waste normally ends up: does it get reused or recycled; could it be recycled closer to home; could you create a financial return from your waste?
- If possible, measure your baseline (for example, weight of materials/visual inspection of bins) so you know what changes have been successful.



## 2. Create a shared vision

Including and inspiring others in your organisation will deliver the biggest and longest-lasting impact.

For London 2012 to achieve its waste targets, we need to engage and empower everyone involved in the process. From our in-house staff to our contractors, our targets inform every step of our event planning. They also apply to our partners and other organisations involved in staging the Games. That is why we want to create a shared vision using this protocol.

Everyone has an important part in delivering London 2012's zero-waste vision, but our supply chain has played a particularly significant role. Throughout the project, we asked some simple but fundamental questions of our suppliers: do you need it, what is it made of, what will happen to it afterwards and can it be reused or recycled? We have further reduced waste through our supply chain by letting procurement packages with obligatory take-back clauses, restricting the use of certain materials, and carefully scrutinising the end use of any remaining materials.



Targets:

*'Reduce waste'*

*'70 per cent re-use,  
recycle or compost'*

*'Zero-waste to landfill'*

## Case studies

### Carnival time

Each August bank holiday, more than one million people gather on the streets of west London at Europe's biggest street party, the Notting Hill Carnival. Inevitably, along with the party and fun comes a lot of waste.

One of the main challenges is the fact that bins and vehicles are not allowed on the circuit while the festival is underway due to health and safety reasons. However, a common commitment to zero-waste to landfill led The Royal Borough of Kensington, Chelsea Borough Council and SITA UK to ensure that recyclable materials are separated from the general waste, with the remaining items being used in the energy-from-waste process.

Following the 2011 Notting Hill Carnival, all of the partners involved in the collection of waste were able to announce that none of it had been sent to landfill despite collecting in excess of 250 tonnes of waste. Nearly half of all the waste collected by SITA UK was recycled, with the remaining 57 per cent sent to a local energy-from-waste facility, where the electricity generated is sold to the local distribution network.

### Swap for Swag

Coca-Cola has the same vision as many event organisers and brought its award-winning recycling initiative, Swap for Swag, to support many outdoor events across the UK to help deliver their waste vision, such as the Notting Hill Carnival, Isle of Wight Festival and T4 on the Beach.

Swap for Swag encourages festival goers to exchange their empty plastic bottles for festival essentials made out of recycled polyethylene terephthalate (PET). Plastic bottles can be swapped for items such as t-shirts, ponchos and picnic blankets.

The Swap for Swag stand itself is made from hired, recycled and recyclable materials. It is used many times then recycled at the end of its useful life.

## Sharing your vision – top tips

- Engage all levels of your organisation as early as possible and ensure you have commitment from senior management.
- Set measurable targets and include them in your procurement specifications.
- Engage with and ensure your suppliers and contractors understand and can support your targets.
- Provide training and communications to increase/continue engagement of staff, suppliers, contractors and other key stakeholders.
- Review progress and provide update reports at regular intervals.



### 3. Design waste out

Prevention is better than cure – smart design can make waste management simpler, greener and more cost effective.

The earlier you think about waste, the greater the difference you can make to any event or project. For example, the construction of the Olympic Park was guided from the start by a strategy that addressed waste at each stage of the build. Designing out waste at source resulted in cleaning more than 1.1 million cubic metres of contaminated soil so it could be reused on site, while 98 per cent of materials generated from the demolition works on the Olympic Park was reused or recycled, which cut our carbon emissions and delivered big cost savings.

By thinking about whether we really need to use materials and reducing the weight of materials used or packaging required, London 2012 has cut down on waste. In many cases we hire products, such as temporary seating at venues, so that they can be reused, eliminating any waste.



98 per cent of demolition waste was reused or recycled.

## Case studies

### Green Drive

The Ryder Cup has had environmental sustainability on its agenda since 1997. A key focus in 2010 was to deliver the competition in line with the Welsh Assembly's One Planet – One Wales scheme.

In the supplier and contractor tendering and procurement process the event organisers outlined a number of materials, such as polystyrene, that would not be permitted on site. The amount of plastic wrap and other non-recyclable items coming on site was also minimised.

The centralised warehousing and distribution of all catering supplies meant that a large amount of packaging was removed from the supply stream around food and catering utensils. This also had a knock-on effect on transporting catering supplies into the site, with a significant reduction in transportation.

An 87 per cent reuse and recycling rate was achieved through well-planned front and back of house waste separation and sorting. This included wood, metal, glass, paper, cardboard, plastic, cabling, fabric, food, packaging and other staging materials.

The link between waste reduction and transport logistics turned out to be an interesting area that the organisers will be exploring at future Ryder Cup events.

### Lighter, thinner, greener

Every year Coca-Cola produces around 67 million glass bottles in Great Britain. In its ambition to design out waste, it has made tiny changes to the shape and size of the bottle and made it 20 per cent lighter, slightly shorter and more impact-resistant.

This new 'ultra' bottle design weighs only 210g (down from 263g in 2007) cutting the use of glass by 3,500 tonnes a year. Its plastic bottles also changed too, weighing 24g today compared with 39g in 1994.

Coca-Cola has also evolved its aluminium cans – the can 'wall' has been reduced to the thickness of a human hair, making it five per cent lighter than previous designs. The design has been adopted across the drinks industry and WRAP has estimated that the new design will save 15,000 tonnes of aluminium across the EU each year.

## Design out waste: top tips

- Think before you buy: do you really need every item in your budget?
- Can you reuse a product from a previous event/activity, or hire rather than buy items?
- Try to design waste out of your products and packaging by reducing its weight or volume.
- Ensure your suppliers/contractors can take back, and reuse or recycle, the products and packaging afterwards.
- Make it easy to reuse and recycle – ensure bins are placed next to general waste bins and are clearly labelled, provide litter pickers and staff to provide advice and ensure your bins are accessible to all, including disabled and older people.



## 4. Communicate

From labelling bins to promotional activities, communication will maximise the impact of waste management strategies.

You might have the most advanced waste management strategy in the world, but its impact will be limited without great communication.

Communications planning has always been an important part of London 2012's waste management strategy. Most of the Games-time waste will be food, food packaging and consumables. We have been working with WRAP, Coca-Cola and other stakeholders to develop practical waste management solutions.

One of these is the adoption of user-friendly, colour-coded iconography for the three waste streams (recycling, compostable and food packaging, and non-recyclables) for front-of-house locations. By developing an integrated communications solution across the board (including signage, labelling, food packaging and consumables, bins and bin liners), we aim to help everyone – from spectators and volunteers, to athletes and officials – to deposit items into the appropriate bins at all of our Games venues.



Front of house bins used at London 2012's London Handball Cup test event for London 2012 to collect recycling, compostable and food packaging and non-

## Case studies

### SWaMP2008

A mobile classroom, created by the Southern Waste Management Partnership, is visiting schools and community events throughout the south and west of Northern Ireland, providing vital education and resources to drive awareness of recycling.

People can learn how waste can be reduced, reused and recycled and how these activities help to reduce waste going to landfill and ultimately create a more responsible, greener and sustainable future.

It is anticipated that the mobile classroom will make 120 school visits annually (15 per year within each Council). It is hoped to reach a total of 9,600 children each year (80 per visit). It will also be used at around 25 events throughout the region, targeting another 5,000 people and giving a total potential audience of 14,600 per year.

### Zero-Waste Fortnights

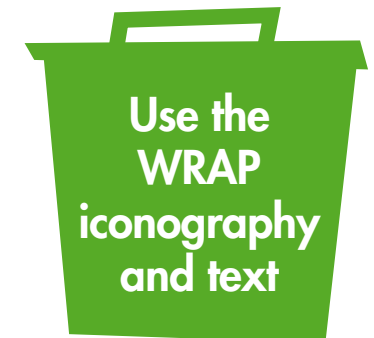
Perth and Kinross Council began hosting Zero-Waste Fortnights in 2009 in response to the Scottish Government's targets of reaching a recycling rate of 70 per cent by 2025 and becoming a zero-waste nation.

The fortnights are run in partnership with local environmental community groups or with zero-waste volunteers, so that each campaign is tailored to the participating village and its residents' interests – increasing the community's engagement in the efforts to reduce waste sent to landfill. They are provided with a Zero-Waste Event Information Pack (see Resources, page 21), which features the national waste minimisation campaigns and a step-by-step guide so that communities can conduct a zero-waste event in their area.

In 2011, the village of Muthill reduced its general waste by 23 per cent and increased its recycling by 13 per cent. The £140 saved by diverting waste from landfill was given to the Muthill Gala.

## Communication: top tips

- State clearly what you want in the bin – consider using the WRAP iconography and text (see Resources, page 21).
- Provide signage that can be seen clearly from every angle. In some communities it may be possible to rent signage. If resources permit, run an advertising campaign.
- Ensure staff and volunteers know what goes in which bin so they can advise visitors.
- Colour code your waste – use different coloured bins and bags for different types of waste. Try to avoid using black bin bags for recyclable waste.
- Encourage suppliers to provide messaging about recycling on the packaging, for example the On-Pack Recycling Labelling system (see Resources, page 21).
- If you cannot have bins front of house, think about how you can communicate/demonstrate that waste is being sorted and disposed of appropriately.



## 5. Share success

Sharing best practice is the best way to create meaningful, quantifiable and long-lasting change.

Having introduced good practice, you may be able to network with other organisations to share your successes and inspire them to do the same – as well as learn what has worked for them. We know that a huge amount of inspirational, ambitious and pioneering work is already happening in cities, towns and villages around the UK.

Sharing information has really helped London 2012 to develop its plans to reduce, reuse and recycle. We have learned an incredible amount from previous Games, WRAP, Coca-Cola, event organisers and local authorities, and developed tools to support our zero-waste vision.

For example, when planning Games-time waste management the London 2012 Organising Committee teamed up with WRAP to develop an online event Resource Management Plan (RMP) tool (see Resources, page 21). This tool is not only relevant to the Games. It can help all event organisers identify the types of waste generated at any event, opportunities to reuse items, and ways of preventing event waste, resulting in greater cost savings and more sustainable events.

Our goal is to encourage organisations hosting London 2012-related events to come together and share success and leave a cycle of positive change that will last far beyond the Games. We hope this protocol will begin to facilitate this process.

## Case studies

### Pitch perfect

Manchester United's Old Trafford Stadium, which is hosting nine matches during the Olympic Football Tournament, recently used the WRAP Resource Management Plan (RMP) tool (see Resources, page 21), to improve the sustainability of its events and to share its standards throughout its supply chain.

Three catering suppliers were invited by the Stadium to use the RMP tool to develop a waste management plan for all event activities during March 2011. As a result of the exercise, each of the three suppliers was able to identify areas where it could reduce waste and improve its sustainability, such as delivering sandwiches on recycled cardboard trays instead of plastic ones.

Its suppliers also work with other partners, so by sharing its environmental standards and tools with the three caterers, the Stadium was able to effect change both within its own supply chain and more widely in the industry.

### Making it easy

In 2008, Coca-Cola working with WRAP launched its 'Recycle Zone' programme to improve the rates of 'on-the-go' recycling for people out and about in town centres, amusement parks and shopping centres. Today, there are more than 130 different Recycle Zones around the UK.

Coca-Cola realised that consumers will not stop and take the time to read which recyclables are being collected in which unit – they needed to 'get it' instantly. Coca-Cola knew that the iconography used by Recycle Now is recognised widely by the public and used these icons, along with the simple text of 'plastic bottles' or 'cans' (or whatever the material being collected was).

Keeping the message clear, straightforward and familiar has resulted in impressive results:

- Three major shopping centres in Scotland introduced the project, and within four months of the schemes being implemented, six tonnes of cans and plastic bottles had been collected and recycled.
- The project was adopted by St Fagans National History Museum, Wales, Sain Ffagan: Amgueddfa Werin Cymru, which attracts more than one million visitors a year. Within the first five months of the scheme being introduced, the museum had collected 1.6 tonnes of cans and plastic bottles.
- The largest schemes in terms of collecting volumes of recyclables were at Manchester Airport and West Quay shopping centre in Southampton. Within two years, they had both collected in excess of 40 tonnes of recyclables.

## Share your success: top tips

- Measure your success – have you achieved your targets?
- Take a note of the interventions that have been most successful in reducing the amount of waste sent to landfill.
- Share your success with the people that made it possible, such as staff, suppliers, contractors and event-goers.
- Create case studies and share them widely, for example on your website, at conferences, in journals, or via event organisers and waste management networks.
- Join in – register at [www.zerowasteevents.org](http://www.zerowasteevents.org), an information portal inspired by this protocol where you can share what you have learnt, share your successes and learn from others..



[www.zerowasteevents.org](http://www.zerowasteevents.org)

## Resources: Links for further information, support and advice

### Key organisations

- Keep Britain Tidy: <http://www.keepbritaintidy.org/>
- Waste Watch: <http://www.wastewatch.org.uk/>
- Keep Scotland Beautiful: <http://www.keepsotlandbeautiful.org>
- Keep Wales Tidy: <http://www.keepwalestidy.org/>
- Tidy Northern Ireland: <http://www.tidynorthernireland.org/>
- WRAP – Waste and Resources Action Programme: <http://www.wrap.org.uk/>
- Zero-Waste Scotland: <http://www.zerowastescotland.org.uk/>
- Waste Awareness Wales: <http://www.wasteawarenesswales.org.uk/>
- Cylch – Wales Community Recycling Network: <http://www.cylch.org>
- Rethink Waste Northern Ireland: <http://www.rethinkwasteni.org/>
- Chartered Institution of Waste Management: <http://www.ciwm.co.uk>
- Environmental Services Association: <http://www.esauk.org/>
- Local Government Association: <http://www.local.gov.uk/>
- Convention of Scottish Local Authorities: <http://www.cosla.gov.uk/>
- Welsh Local Government Association: <http://www.wlga.gov.uk/>
- Northern Ireland Local Government Association: <http://www.nilga.org/>
- London Councils: <http://www.londoncouncils.gov.uk/>
- London Waste and Recycling Board: <http://www.lwarb.gov.uk/>

### Tools and guidance

- WRAP Event Resource Management Plan Tool: [http://www.wrap.org.uk/business/event\\_rmp\\_tool.html](http://www.wrap.org.uk/business/event_rmp_tool.html)
- LOCOG Sustainable Sourcing Code: <http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf>
- London 2012 Sustainability Guidelines for Corporate and Public Events: <http://www.london2012.com/documents/locog-publications/london-2012-sustainability-events-guidelines.pdf>
- London 2012 Temporary Materials Guidance: <http://www.london2012.com/documents/locog-publications/2012-temporary-materials.pdf>
- On-Pack Recycling Label Scheme: <http://www.onpackrecyclinglabel.org.uk/>
- Recycle Now: <http://www.recyclenow.com>
- Recycle for London: <http://recycleforlondon.com/>
- Recycling on the Go – A Good Practice Guide: <http://archive.defra.gov.uk/environment/waste/localauth/recycleonthego/documents/recycleonthego-guide.pdf>
- Wales Event Recycling Guide: <http://www.wasteawarenesswales.org.uk/1662.file.dld>
- Zero-Waste Events Information Pack: <http://www.pkc.gov.uk/NR/rdonlyres/60926E1B-C58F-47D1-9530-6C460D240870/0/wastebooklet.pdf>

## RESOURCES (continued)

### Networks/information sharing websites

- Association of London Cleansing Officers: <http://www.londoncouncils.gov.uk/policylobbying/environment/waste/wasteboards.htm>
- Local Authorities Event Organisers Group: <http://www.laeog.org/>
- Local Authority Recycling Advisory Committee: <http://www.larac.org.uk/>
- London Recycling Officers Group: <http://www.londoncouncils.gov.uk/policylobbying/environment/waste/wasteboards.htm>
- Resource Recovery Forum: <http://www.resourcesnotwaste.org/>
- Zero-waste events information sharing site: [www.zerowasteevents.org](http://www.zerowasteevents.org)

## Who we are

### LOCOG

The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) is responsible for preparing and staging the 2012 Games. Our goal is to deliver the best possible Olympic and Paralympic Games experience for everyone involved, ensuring a real legacy and inspiring people to join in and truly make these 'everyone's Games'.

Organising the Games is a huge challenge. The Olympic Games will be the equivalent to hosting world championships for 26 different sports at the same time. This will be followed by another 20 during the Paralympic Games. These competitions will be held across 37 venues, with around 14,700 athletes, 20,000 media and broadcasters, and millions of spectators.

The workforce during the Games will comprise 6,000 paid staff, up to 70,000 volunteers and around 100,000 contractor roles.

As well as staging the Games themselves, LOCOG is also responsible for organising a series of test events at the competition venues; the Opening and Closing Ceremonies of the Olympic and Paralympic Games; the Olympic and Paralympic Torch Relays; and the London 2012 Festival – the finale to the Cultural Olympiad.

### Coca-Cola

The Coca-Cola Company has been continuously associated with the Olympic Games since 1928 – longer than any other corporate sponsor of the Olympic Movement.

The Company works with National Olympic Committees in more than 200 countries to help athletes train and compete. More than 90 per cent of Coca-Cola's investment in the Olympic Games is directed to athlete development and to assist in staging the Games.

Products of The Coca-Cola Company refresh athletes, volunteers, officials and spectators during the Olympic Games. The Coca-Cola Company is the exclusive non-alcoholic beverage provider to the Olympic Games until 2020.



This document is only available electronically. Please consider the environment before printing this document. If printing is necessary try to print double-sided on 100 per cent recycled paper from post-consumer waste or use scrap paper where appropriate.

London 2012  
One Churchill Place  
Canary Wharf  
London E14 5LN

Email [info@enquiries.london2012.com](mailto:info@enquiries.london2012.com)  
Phone +44 (0)845 267 2012

Reference number LOC2011/SUS/0002

This document can be found in the publications section of [london2012.com](http://london2012.com)  
This document is correct as of 22 December 2011.

This document and the official Emblems of the London 2012 Games are © London Organising Committee of the Olympic Games and Paralympic Games Limited 2007–2011. All rights reserved.