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# The SDGs and the World Expo – Bureau International des Expositions (BIE). Across the Corporate Social Responsibility (CSR) Analysis: Towards a New Paradigm of Mega-Events?

Patrice Ballester

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SYMPOSIUM 2023  
MARCH 23-24

SPEAKING AT 3:10 PM EDT

**PATRICE BALLESTER**

**PAPER SESSION 4**

“THE SDGS AND THE WORLD EXPO - BUREAU INTERNATIONAL DES EXPOSITIONS (BIE) ACROSS THE CORPORATE SOCIAL RESPONSIBILITY (CSR) ANALYSIS: TOWARDS A NEW PARADIGM OF MEGA-EVENTS?”

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**isie**

SYMPOSIUM 2023

**BEST PRACTICES IN INTERNATIONAL EXPOSITION DESIGN**

MARCH 23-24

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THE ISIE GRATEFULLY ACKNOWLEDGES SUPPORT RECEIVED FROM ARIZONA CAPLA AND SWINBURNE UNIVERSITY

# SYMPOSIUM 2023 EVENT SCHEDULE

## DAY 1: THURSDAY, MARCH 23, 2023 (ALL TIMES LISTED ARE IN US EASTERN DAYLIGHT TIME)

### 10:30AM EDT: WELCOME AND INTRODUCTION

- **LISA D. SCHRENK, P.H.D.** PROFESSOR OF ARCHITECTURE HISTORY, UNIVERSITY OF ARIZONA
- **NANCY POLLOCK-ELLWAND** DEAN OF THE UNIVERSITY OF ARIZONA'S COLLEGE OF ARCHITECTURE, PLANNING, AND LANDSCAPE ARCHITECTURE

### 10:40AM EDT: PAPER SESSION 1: TRANSFORMING THE CITY: EARLY EXPO DEVELOPMENT AND HOUSING

#### SESSION CHAIR: SARAH MOORE, UNIVERSITY OF ARIZONA, USA

- **LUCIE PROHIN**, HOUSING THE WORKING-CLASS AT INTERNATIONAL EXPOSITIONS DURING THE SECOND HALF OF 19TH CENTURY
- **MIRIAM R. LEVIN**, WHAT WERE WORLD'S FAIRS FOR? CATALYSTS FOR MODERN URBAN DEVELOPMENT IN THE SECOND INDUSTRIAL REVOLUTION
- **EDUARDO JIMÉNEZ-MORALES & GUIDO CIMADOMO**, THE 1929 IBERO-AMERICAN EXPOSITION AT SEVILLE. THE ROLE OF NEW HOTELS IN THE TRANSFORMATION OF THE CITY

### 12:10PM EDT: PAPER SESSION 2: NATIONAL AND CORPORATE IDENTITY AND DESIGN

#### SESSION CHAIR: JAMES FORTUNA, ST. ANDREWS UNIVERSITY, SCOTLAND

- **LISA D. SCHRENK**, LESSONS LEARNED: RELEVANT DESIGN PRACTICES FROM CHICAGO'S 1933-34 CENTURY OF PROGRESS INTERNATIONAL EXPOSITION
- **EDSON G. CABALFIN**, REPRESENTING POSTCOLONIAL IDENTITY IN PHILIPPINE PAVILIONS IN INTERNATIONAL EXPOSITIONS, 1958-1992
- **HARRY KURNIAWAN**, THE STRATEGY TO REPRESENT THE DIVERSITY OF INDONESIA IN INDONESIA PAVILION FOR INTERNATIONAL EXPOSITIONS

### 1:40PM EDT: PAPER SESSION 3: INNOVATIONS: FOOD & DESIGN

#### SESSION CHAIR: CONSTANZA ROBLES SEPULVEDA, BOSTON UNIVERSITY, USA

- **ZEILA TESORIERE & RENZO LECARDANE**, BLURRING THE PAVILION AT EXPO '70 OSAKA. THE FESTIVAL PLAZA FRAMED UNDER AN URBAN PERFORMATIVE CANOPY
- **RAFAEL ORTIZ**: VERNACULAR DESIGN FOR THE DEVELOPMENT OF SUSTAINABLE STRATEGIES ON EXPOS PAVILIONS AFTER EXPO HANNOVER 2000
- **VAN TROI TRAN**, FOOD LOGISTICS AND MUNDANE GOVERNANCE AT THE SHANGHAI WORLD EXPO

### 3:10PM EDT: PAPER SESSION 4: RECENT & FUTURE EXPOS: GOALS, LABS, & CHALLENGES

#### SESSION CHAIR: GUIDO CIMADOMO, UNIVERSITY OF MÁLAGA, SPAIN

- **PATRICE BALLESTER**, THE SDGS AND THE WORLD EXPO – BUREAU INTERNATIONAL DES EXPOSITIONS (BIE) ACROSS THE CORPORATE SOCIAL RESPONSIBILITY (CSR) ANALYSIS: TOWARDS A NEW PARADIGM OF MEGA-EVENTS?
- **TOBY SHULRUFF & LEVI WYMAN**, A TRIP THROUGH TOMORROWLAND: THE WORLD EXPO AS FUTURES LAB
- **MARK RITCHIE**, INTERACTION OF POLITICS AND DESIGN - EXPLORING THE POLITICAL DYNAMICS THAT SHAPED THE MINNESOTA 2027 EXPO BID

### 5:00PM EDT: PANEL SESSION 1: DOING IT RIGHT

#### SESSION CHAIR: CHARLES PAPPAS, EXHIBITOR MAGAZINE

- **SARAH MANNING** CO-FOUNDER AND DIRECTOR OF SPACEAGENCY ON THE WAYFINDING AND SIGNAGE OF EXPO 2020
- **KATHY JOHNSON** FROM ST. CLOUD STATE UNIVERSITY'S CENTER FOR INTERNATIONAL DISABILITY ADVOCACY AND DIPLOMACY ON HOW EXPO 2020 APPROACHED DISABILITY ISSUES
- **VICTOR TORREGROZA**, BRAND EXPERIENCES PROGRAM MANAGER, GLOBAL EVENT MARKETING FOR INTEL CORP., ON REDUCING THE RELIANCE ON SCREENS TO CONVEY INFORMATION AND DELIVER EXPERIENCES

### END OF DAY: SOCIAL GATHERING

CONNECT WITH COLLEAGUES WITH SIMILAR EXPO INTERESTS AND CONTINUE THE DISCUSSION.



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# SYMPOSIUM 2023 EVENT SCHEDULE

DAY 2: FRIDAY, MARCH 24, 2023 (ALL TIMES LISTED ARE IN US EASTERN DAYLIGHT TIME)

## 10:00AM EDT: INTRODUCTORY REMARKS

CHARLES PAPPAS, EXHIBITOR MAGAZINE

## 10:05AM EDT: PANEL SESSION 2: BACK TO THE FUTURE I

SESSION CHAIR: CHARLES PAPPAS, EXHIBITOR MAGAZINE

- **HARALD DOSCH**, DIRECTOR OF BUSINESS DEVELOPMENT, NUSSLI GROUP, ON THE DESIGNS OF THE AUSTRIAN AND KAZAKHSTAN PAVILIONS IN 2020, AND A SNEAK PREVIEW OF EXPO 2025
- **LARA CAPTAN**, ARABIC TYPE DESIGNER AND TYPOGRAPHER, ON THE DESIGN OF THE CALLIGRAPHY BENCHES WITH ASIF KHAN AT EXPO 2020
- **SAHERA BLEIBLEH**, ASSOCIATE PROFESSOR AT UNITED ARAB EMIRATES UNIVERSITY AND EXHIBITION DIRECTOR AND OPERATIONS FOR THE UAEU PAVILION AT EXPO 2020 DUBAI, ON HOW YOUTH PERCEIVED EXPO, WHAT MAY SHAPE FUTURE DEVELOPMENT OF UAE, AND FUTURISTIC CITIES.
- **MARTA SĘKULSKA-WROŃSKA AND MICHAŁ CZERWIŃSKI**, ARCHITECTS FROM WXCA ARCHITECT, DISCUSSING THE POLAND PAVILION AT EXPO 2020
- **CARMEN BUENO**, EXECUTIVE CURATOR OF THE SPANISH PAVILION FOR EXPO 2020

## INTERMISSION: PHOTO SHOW OF DUBAI EXPO

## ~11:45AM EDT: PANEL SESSION 3: BACK TO THE FUTURE II

SESSION CHAIR: CHARLES PAPPAS, EXHIBITOR MAGAZINE

- **ALVARO TORRELLAS AND LEÓN CARLOS ÁLVAREZ**, FROM ICARIA ATELIER, DESIGNERS OF THE VISION AND OPPORTUNITY PAVILIONS AT EXPO 2020
- **SERINA HIJJAS**, ARCHITECT, OF THE MALAYSIA PAVILION AT EXPO 2020
- **OLIVER POOLE CEO OF ZEBEK LTD.** ON THE USE OF STORYTELLING AND DESIGN IN THE GABON PAVILION
- **JOHN BOON**, HEAD OF THE LANDSCAPE ARCHITECTURE AND GREEN CITY ADVISORY GROUP, ARCADIS, WITH THE INTERNATIONAL ASSOCIATION OF HORTICULTURAL PRODUCERS (AIPH), ON MASTERPLANNING GUIDELINES FOR WORLD AND HORTICULTURAL EXHIBITIONS

## 1:45PM EDT: PANEL SESSION 4: THINGS TO COME

SESSION CHAIR: GUIDO CIMADOMO, UNIVERSITY OF MÁLAGA, SPAIN

- **JAVIER PÉREZ DE LA FUENTE**, FROM MUNICIPALITY OF MALAGA, OFFICE OF URBAN PLANNING, ARCHITECT OF MALAGA'S EXPO 2027
- **DAVID LOEHR**, PRINCIPAL OF DLR GROUP, ON THE DESIGN OF MINNEAPOLIS' EXPO 2027 MASTER PLAN
- **ROMAN GRYGORYSHYN**, DEPUTY HEAD OF THE ODESSA REGIONAL STATE ADMINISTRATION FOR ODESA EXPO 2030
- **MATTEO GATTO**, FROM MATTEO GATTO & ASSOCIATI, TECHNICAL DIRECTOR FOR ROME'S 2030 MASTER PLAN

## END OF DAY: SOCIAL GATHERING

CONNECT WITH COLLEAGUES WITH SIMILAR EXPO INTERESTS AND CONTINUE THE DISCUSSION.



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## **The SDGs and the world expo, the Bureau international des expositions (BIE) across the corporate social responsibility (CSR) analysis: towards a new paradigm of mega-events ?**

**Patrice Ballester**

This communication focuses on the lessons that come to us regarding the preparation, development and support of the Dubai World Expo 2020 site and educational and social projects beyond the world. We approach an original analysis which takes into account the very statutes of the BIE as a non-governmental organization with a humanist and progressive scope which tends to make the world a better place through actions of sustainable development and societal innovation. To this, we make an analogy, a rapprochement through the principles of CSR, namely: the project of a world expo can be compared to that of a responsible company with renewed goals and missions. An exposition like a company with a "mission" of the 21st century, this is the postulate that gives us to think, to see, to understand and to anticipate for the next events. As such, we use as a methodology, the matrices of materiality, complementarity, but also the PESTEL matrix which allows us to foresee a major shift with Dubai 2020 compared to Milan 2015 and Shanghai 2010. We will report our interviews in particular from the COFREX France and members of the BIE who will complete our remarks. Finally, a literature review, a state of the art, on expositions and their adaptations to the principles of sustainable development for more than 20 years will complete our research. Finally, we will establish two summary tables by way of conclusion, one of the connections between the very nature of an exposition universelle – world expo and the 17 United Nations Sustainable Development challenges (and 169 targets), but also the very nature of the BIE and also the 17 United Nations Sustainable Development Challenges (and the 169 targets). We approach a reflection based on the new challenges of Agenda 21, but with a view of the management of an exposition and the practice of marketing, communication and urban planning (management) in the short, medium and long term. We have come to three main conclusions:

- (1) between sustainable and ephemeral, the expositions and the role of the BIE have in the long term always apprehended, sometimes without knowing it, the notion of more sustainable development through science, culture and urban planning,
- (2) the SDGs are increasingly superimposed on the discourse of the BIE becoming a kind of breviary for all the countries and pavilions of the era of the Anthropocene,
- (3) finally, we see a risk, a kind of standardization on the long-term pavilions and an imposition of certain practices such as so-called sustainable building labels which sometimes risks making the architectural gesture less spectacular and distributive (towards a standardization of buildings?).

Les ODD et l'exposition universelle – Bureau international des expositions (BIE) à travers l'analyse de la responsabilité sociale des entreprises (RSE) : vers un nouveau paradigme des méga-événements ?

Cette communication porte sur les leçons qui viennent à nous concernant la préparation, le déroulement et l'accompagnement du site de l'exposition universelle de Dubaï World expo 2020 et des projets éducatifs et sociaux par-delà le monde. Nous abordons une analyse originale qui prend en compte les statuts même du BIE comme organisation non gouvernementale à la portée humaniste et progressiste qui tend à rendre le monde meilleur par des actions de développement durable et d'innovation sociétale. À cela, nous faisons une analogie, un rapprochement à travers les principes de la RSE, à savoir : le projet d'une exposition universelle peut être comparé à celui d'une entreprise socialement responsable aux buts et missions renouvelés. Une exposition comme une entreprise à « mission » du XXI<sup>e</sup> siècle, voilà le postulat qui nous donne à penser, à voir, à comprendre et à anticiper pour les prochaines manifestations. À ce titre, nous utilisons comme méthodologie, les matrices de matérialité, de complémentarité, mais aussi la matrice PESTEL qui nous permet d'entrevoir un basculement majeur avec Dubaï 2020 par rapport à Milan 2015 et Shanghai 2010. Nous rapporterons nos interviews notamment de la COFREX France et de membres du BIE qui compléteront nos propos. Enfin, une revue de littérature, un état de l'art, sur les expositions et leur adaption aux principes du développement durable depuis plus de 20 viendra compléter nos recherches.

Enfin, nous établirons deux tableaux synthétiques en guise de conclusion, l'un sur les rapprochements entre la nature même d'une exposition universelle et les 17 enjeux du Développement Durable des Nations Unies (et 169 cibles), mais aussi la nature même du BIE et également les 17 enjeux du Développement Durable des Nations Unies (et les 169 cibles). Nous abordons une réflexion à partir des nouveaux enjeux de l'Agenda 21, mais avec un regard portant sur le management d'une exposition et la pratique marketing, communicante et planificatrice (gestion et urbanisme) sur le court, moyen et long terme. Nous aboutissons à trois principaux constats : (1) entre durable et éphémère, les expositions universelles et le rôle du BIE ont sur le long terme toujours appréhender sans le savoir parfois la notion d'un développement plus durable par la science, la culture et l'urbanisme, (2) les SDG's se superpose de plus en plus au discours du BIE devenant une sorte de bréviaire pour tous les pays et pavillons des expositions de l'ère de l'anthropocène, (3) enfin, nous entrevoyons un risque, une sorte de standardisation sur le long terme des pavillons et une imposition de certaines pratiques comme des labels dits durables de bâtiment qui risque de rendre parfois le geste architectural moins spectaculaire et distributif (vers une standardisation des bâtiments?).

Today I'm going to speak about, The SDGs and the world expo – “bureau international des expositions” (BIE) across the corporate social responsibility analysis: towards a new paradigm of mega-events ? I want to thank the University of Arizona and all the team of the Institute for the Study of International Expositions for the presentation of my research work,

This communication focuses on the lessons that come to us observing the preparation, development and support of the Dubai World Expo 2020. We approach an original analysis which takes into account the statutes of the BIE as a non-governmental organization with a humanist and progressive scope which actions of sustainable development and societal innovation. The project of a world expo can be compared to that of a responsible company with renewed goals and missions.



An exposition like a company with a "mission" of the 21st century, this is the postulate that gives us to think, to see, to understand and to anticipate for the next events. And also take into account the 17 United Nations Sustainable Development Challenges and the 169 one hundred sixty-nine targets.

For this,

(1) In the first part, we will propose an analysis of the functions and missions of the BIE with regard to the SDGs.

(2) In a second part, we will show that the recent universal and international exhibitions – world expo include the SDGs at the heart of their strategy with a desire for resilience and economic growth for all.

Then we will conclude with an original proposal for an applicable grid for each BIE exhibition as a vademecum for action and reflection.

In the first part, we will propose an analysis of the functions and missions of the BIE with regard to the SDGs.

Less known to the general public, the Bureau International des Expositions (BIE) is the body responsible for regulating these exhibitions. An international intergovernmental organization created by an international convention in 1928, it has had its headquarters in France since its creation.

The function of the BIE is therefore to control the frequency of international exhibitions, to ensure their quality and to guarantee the proper organization of an exhibition in compliance with international law.

We reason from the words of the BIE on the Web.

Moreover, the BIE – Paris is the holder of the many conventions or charters honored such as that of Shanghai, Milan and the “cosmos prize” for Osaka 1990 awarding, not long ago, the cosmos prize to the Frenchman Augustin Berque.

As for the Paris Convention of 1928, it defines exposition as *« an event which, whatever its name, has a main purpose of teaching the public, making an inventory of the means available to man to satisfy the needs of a civilization and highlighting in one or more branches of human activity the progress made or the prospects for the future »*.

Expositions are considered by the BIE as *«unique meeting places where education passes through experimentation, cooperation through participation and development through innovation. They are the expression of a message of universal interest; an educational and recreational experience; experimental laboratories showing the extraordinary and the new »*.

As you will have understood, the BIE relies on sustainable development to justify and lead to a revival of exhibitions in the 1980s and 1990s. The page on the BIE website clearly indicates this.

Consequently, we can identify 6 Goals to define the action of the IBE.

N° 4 – 5 – 10 education and reducing inequalities.

No. 9 innovation and progress.

N° 16 – 17 governances, partnership and a non-governmental institution

Here are three examples which correspond in part to the actions of the BIE, it is not complete, if ever a publication of the symposium emerges, we will make it more precise.

Chapter 17, 9 and 4 about cooperation, promotion and help to the weakest.

How world expo / specialized expo includes the SDGs at the heart of their strategy with a desire for resilience and economic growth for all the people.

We rely on the Dubai 2020 world expo, it is exemplary in the ability to have proposed a whole reasoning for action through the SDGs. An alignment of the action of the organizers with choices and a desire to align its projects with specific targets. We note that in this specific case, it is a question of choice, not to encompass everything, it would be a trap and to focus on strong targets of the SDGs. To this, we must not forget that for each exposition, there is the question of Legacy, but also of being part of regional and global projects.

We have an example of the whole "architecture" of legitimizing a so-called sustainable exhibition, with the will displayed well before the event was held, here in 2018, 2019, 2020 for the documents.

We notice an Alignment Relevance LOW MEDIUM HIGH which makes it possible to be credible in these actions and not to greenwash.

As we can see, the SDGs become a means of legitimizing the expo and making it acceptable to local populations as well as international visitors and tourists.

For example, we can cite.

- Generating clean energy
- Reducing water consumption
- Promoting natural solutions
- Encouraging sustainable tourism

But we note that the goals of the BIE and the goals of an exhibition are sometimes complementary and very often reciprocal concerning the major missions of the BIE and the importance of the legacy for exhibitions - expositions.

Last part, a proposal, original proposal for an applicable grid – matrix for each BIE world and specialized expo as a vademecum for action and reflection.

We are going to use the marketing matrix PESTEL + SDG's + Missions of the BIE to propose an original grid for study, creation and reflection on these impacts of an world – specialized expo.

We arrive at the following results, with for each of the items the correspondence with the SDGs

### **TERRITORIALITY**

The question of the relationship to space, architecture and environment

Equity, viability, spatial justice

### **STORYTELLING**

The issue of transparency, mobilization, co-participation,

inspire for the future

### **SOFT – SMART POWER**

The question of the ability to impose a smart power to give a guideline in line with national ambitions and innovation

### **BOUNDARIES**

The question of temporal, cultural, spatial boundaries and what is expected as a result - Ability to make simple and understandable-acceptable by all. Good governance (BIE/expo)

### **Conclusion**

(1) between sustainable and ephemeral, the expositions and the role of the BIE have in the long term always apprehended, sometimes without knowing it, the notion of more sustainable development through science, culture and urban planning,

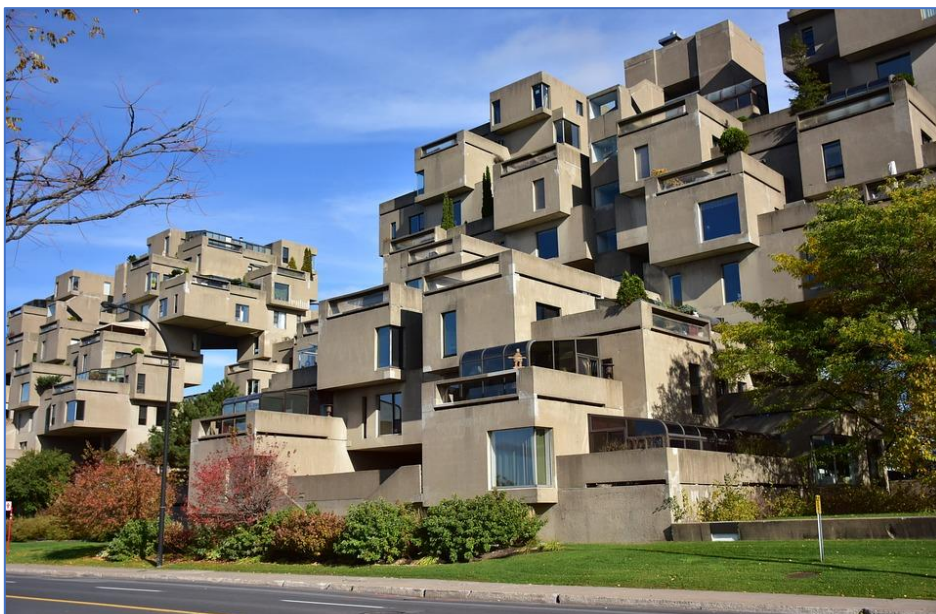
(2) the SDGs are increasingly superimposed on the discourse of the BIE becoming a kind of breviary for all the countries and pavilions of the era of the Anthropocene,

(3) finally, we see a risk, a kind of standardization on the long-term pavilions and an imposition of certain practices such as so-called sustainable building labels which sometimes risks making the architectural gesture less spectacular and distributive (towards a standardization of buildings?). But, the matrix - grid that we propose can allow reflection... The role of the BIE is to plan, ensure and have the exhibitions staged and narrated over the long term, it is a long-term mission - competence, with an important historical symbolism, for future generations and with feedback on his action.

The expo and the BIE are nourished by their evolution and their desire to speak to the world with a sustainable vision, this sustainable vision is found in the exposition centers district and the long-term ambitions ( economic town planning and cultural),

Nowadays, for countries like France for example, you can no longer build and destroy expo district without critical feedback from fellow citizens who pay a lot of taxes, a justification is necessary

It's a hypothesis, standardization, the same objects and a less distrubtive architecture like Moses Safdie in Montreal in 1969 HABITAT 67. Nowadays, is it possible ? L'icône architecturale de Montréal - Habitat 67 [Habitat 67 https://www.habitat67.com](https://www.habitat67.com)



Habitat 67, photographie libre de droit. 2020



Le Space Needle, Museum of Pop Culture, quartier du Seattle center, photographie libre de droit, 2020. Sustainable, legacy and an economic contribution for the whole region in terms of business, MICE and leisure tourism.



Astana 2017, image libre de droit, 2020. Utopia and economic growth

*Patrice Ballester*

*Senior Lecturer at Euridis Business School.*

*Geography, Marketing, communication, CSR - SD, - ESG – SDGs, tourism (urban planning & landscape).*

*Specialist in universal and specialized exhibitions, expositions, fairs, world' fairs, world expo*

*Specialist in Mediterranean, urban and congress tourism – MICE convention.*

*Expert and editor of the Grand Paris 2025 World expo application file candidature Bid –*

*Toulouse Section. <https://hal.archives-ouvertes.fr/hal-03839312>*

*Director of bachelor's thesis, master's 1 and professional thesis.*

*Editor-in-chief of City & Tourism magazine*

*<http://www.openscience.fr/Cite-et-tourisme>*

*<https://ieft.academia.edu/PATRICEBALLESTER>*

*<https://cv.archives-ouvertes.fr/patrice-ballester> [Profile not complete, 174 notes are missing]*

*<https://orcid.org/0000-0002-4240-6397> [upload from CNRS France, horizon April 2024]*

*Members of the Sales Lab.*

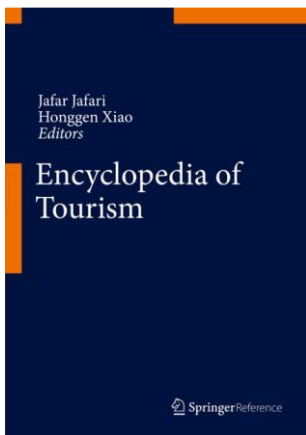
*[https://www.maformation.fr/centres/marque\\_euridis-sales-academy.html](https://www.maformation.fr/centres/marque_euridis-sales-academy.html)*

*<https://www.euridis-ecole.com/>*



*Book, application file, candidature bid Grand Paris 2025 – World Expo, Toulouse.*

<https://hal.science/hal-03704652>



***Encyclopedia of Tourism, Springer, word = expotourism***

**<https://link.springer.com/referencework/10.1007/978-3-319-01384-8>**

### ***A short biography***

#### **En.**

Patrice Ballester is a senior lecturer (qualified CNU - France), Ph.D., associate professor in marketing, CSR and geography of tourism at Euridis Business School. This work focuses on the adaptation to the globalization of Mediterranean societies and coastlines through landscape, architectural, urban planning, environmental, cultural, sports (Olympic Games) and marketing analyzes taking into account the SDGs (sustainable management of tourism strategies – sustainable and innovation districts, cluster). He is an expert in world expo / world's fairs, specialized exhibition-exposition and the BIE, but also in the urban history and geography of the Catalan capital: Barcelona. Publishing in referenced scientific journals, he is preparing for the release of three books during 2023 – 2024 on the city of Barcelona, world's fairs and tourist landscapes. In 2008, he defended a doctorate in geography entitled “Barcelona, the city-exhibition: the Catalan capital through its universal and international expositions and the Olympic Games”. He publishes numerous scientific articles in referenced journals. In this capacity, he participated in the drafting of the application file for Greater Paris 2025 World expo and wrote the complete application file for the metropolis of Toulouse like “satellite city”, European capital of aeronautics, for the 2025 World expo. Creator of photographic exhibitions, he collaborates with the GLevents group for the International Fair of Toulouse on its history and its marketing promotion. Supervisor of bachelor's, master's and thesis dissertations. Supervisor of bachelor's, master's and thesis dissertations.



**Fr.**

Patrice Ballester est enseignant-chercheur (qualifié CNU - France), Ph.D., professeur associé en marketing, RSE et géographie du tourisme à Euridis Business School. Ces travaux portent sur l'adaptation à la mondialisation des sociétés et des littoraux méditerranéens à travers des analyses paysagères, architecturales, urbanistiques, environnementales, culturelles sportives (Jeux olympiques) et marketing prenant en compte les ODD/SDGs (management durable des stratégies touristiques – quartiers durables et de l'innovation, cluster). Il est un expert des expositions universelles et internationales et du BIE, mais aussi de l'histoire urbaine et de la géographie de la capitale catalane : Barcelone. Publiant dans des revues référencées scientifiques, il prépare la sortie de trois ouvrages courant 2023 – 2024 sur la ville de Barcelone, les expositions universelles et les paysages touristiques. Il a soutenu en 2008 un doctorat de géographie intitulé « *Barcelone, la ville-exposition : la capitale catalane à travers ses expositions universelles, internationales et Jeux olympiques* ». Il publie dans des revues référencées de nombreux articles scientifiques. À ce titre, il a participé à la rédaction du dossier de candidature du Grand Paris 2025 World expo et rédigea le dossier complet de candidature de la métropole de Toulouse, capitale européenne de l'aéronautique, pour l'exposition universelle de 2025. Créateur d'exposition photographique, il collabore avec le groupe GLevents pour la Foire internationale de Toulouse sur son histoire et sa promotion marketing. Directeur de mémoire, bachelor/licence, master et thèse professionnelle.



# THE SDGS AND THE WORLD EXPO – BUREAU INTERNATIONAL DES EXPOSITIONS (BIE) ACROSS THE CORPORATE SOCIAL RESPONSIBILITY (CSR) ANALYSIS: TOWARDS A NEW PARADIGM OF MEGA-EVENTS ?

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# The lessons of the Dubai world expo 2020 site and educational and social projects beyond the world.

- + Takes into account the statutes of the BIE as a non-governmental organization with a humanist and progressive scope which tends to make the world a better place through actions of sustainable development and societal innovation.



**SUSTAINABLE  
DEVELOPMENT  
GOALS**



**EXPO  
2020  
DUBAI  
UAE**

**The 17 United Nations Sustainable  
Development challenges (and 169 targets)**

**For this,**

**(1) In the first part, we will propose an analysis of the functions and missions of the BIE with regard to the SDGs.**

**+**

- (2) In a second part, we will show that the recent**
  - universal and international exhibitions – world expo include the SDGs at the heart of their strategy with a desire for resilience and economic growth for all.**

**+**

**◦**

**•**

**= Then we will conclude with an original proposal for an applicable grid for each BIE exhibition as a vademecum for action and reflection.**

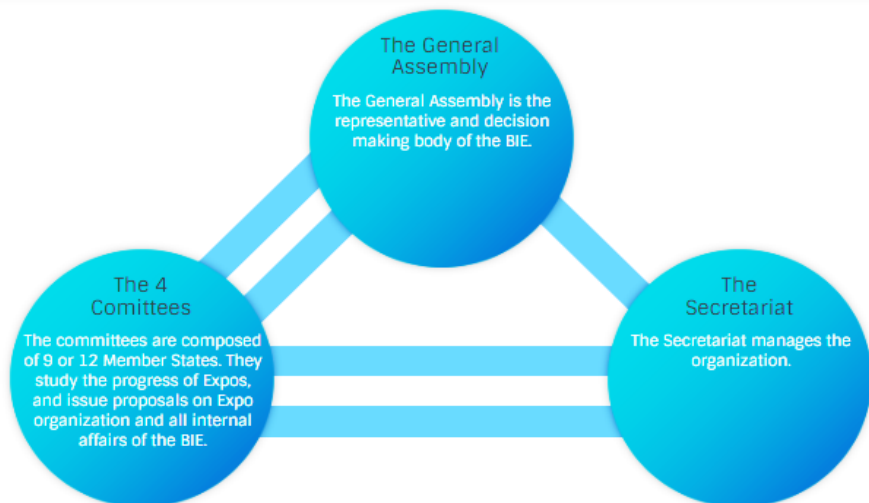
# I. Analysis of the functions and missions of the BIE with regard to the SDGs.





# Bureau International des Expositions

## Who we are



## How we work

Today, 171 countries are Members of the BIE. Each Member State is represented by a maximum of 3 delegates who are appointed by their national Governments. They take part in the decision making process of the BIE through the General Assembly and the 4 Committees. The BIE Secretariat under the authority of the Secretary General is in charge of the management of the BIE.

The BIE is the Intergovernmental Organisation in charge of overseeing and regulating all international exhibitions that last more than three weeks and are of non commercial nature ("Expos"). Today, 4 types of Expos are organised under its auspices: World Expos, Specialised Expos, Horticultural Expos and the Triennale di Milano.

[Learn more about Expos](#)

Our mission is to guarantee the quality and the success of these world events, protect the rights of their organisers and participants and preserve their core values of Education, Innovation and Cooperation. We do this by:

- Choosing the host countries of future Expos
- Providing candidate and host countries with our expertise in event management, national branding and public diplomacy
- Regulating the organization of the event and making sure the host country and all participants respect the Convention of the BIE and the rules of the Expo

[Learn more about the process of organising an Expo](#)

From the 31 countries that created the BIE in 1928, the Organisation has grown to 171 Member States, as a result of the success and the appeal of Expos. The BIE Member States take part in all the decisions of the BIE and they strive to continually improve the quality of Expos. The headquarters of the BIE are located in Paris.

[Learn more about how we work](#)

[bie-paris.org](http://bie-paris.org)

the  Milan  
Charter

*"To safeguard the future of the planet and the right of future generations everywhere to live healthy and fulfilling lives. This is the great development challenge of the 21st century. Understanding the links between environmental sustainability and equity is critical if we are to expand human freedoms for current and future generations."*

Human Development Report  
2011

# SHANGHAI MANUAL

*A Guide For Sustainable Urban Development  
In The 21st Century · 2017 Annual Report*

## Expo '90 Foundation announces 2018 International Cosmos Prize recipient

24 July 2018



The Expo '90 Foundation (The Commemorative Foundation for the International Garden and Greenery Exposition, Osaka, Japan, 1990) has announced that Dr. Augustin Berque has been selected as the winner of the 2018 International Cosmos Prize, the 26th edition of the award.



Established to commemorate [Horticultural Expo 1990 in Osaka](#), the Expo '90 Foundation is responsible for the management of commemorative funds and the promotion of activities that develop the theme of the Expo - "The Harmonious Coexistence of Nature and Mankind."

The Expo '90 Foundation selected Dr. Berque, Director of studies at the EHESS (École des Hautes Études en Sciences Sociales) in Paris, for his research and suggestions on the relationship

# The Goals/ missions statement

## **Human activity**

“Event which, whatever its name, has a main purpose of teaching the public, making an inventory of the means available to man to satisfy the needs of a civilization and highlighting in one or more branches of human activity progress made or future prospects.”

BIE (world expo – BIE)

## **Educational experience**

“Unique meeting places where education passes through experimentation, cooperation through participation and development through innovation. They are the expression of a message of universal interest; an educational and recreational experience; experimental laboratories showing the extraordinary and the new. ”

BIE (world expo – BIE)



# Sustainable development / main objective

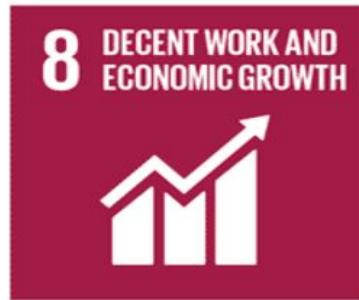
## Sustainable development and education at the heart of Expos

Over the years, the BIE has adapted Expos to the needs of an ever-changing world. With the growing concern of international organizations for social and economic inequality and a new environmental awareness, simply showcasing industrial progress could not be enough, and Expos, by bringing the international community together, became a unique platform for education and development.

After setting Education as the primary goal of Expos in 1972, the BIE issued a resolution in 1994 that stated Expos must address crucial problems of our time and tackle the challenge of environmental protection. Ever since, Expos have made sustainable development their main objective.



# SUSTAINABLE DEVELOPMENT GOALS



**BIE – PARIS GOALS / PARTICIPATION**



# Items – 169 targets / BIE

## ITEMS 16 - 17

Technology

**17.6** Strengthen access to science, technology and innovation and North-South and South-South cooperation and regional and international triangular cooperation in these areas and improve knowledge sharing on agreed terms. agreement, including by better coordinating existing mechanisms, in particular at the level of United Nations agencies, and within the framework of a global technology facilitation mechanism. + **16.6**

## ITEMS 9

**9.2**

Promote sustainable industrialization that benefits all and, by 2030, substantially increase the contribution of industry to employment and gross domestic product, according to national context, and double it in the least developed countries less advanced.

## ITEMS 4 - 10 - 5

**4.5**

By 2030, eliminate gender inequalities in education and ensure equal access for vulnerable people, including people with disabilities, indigenous peoples and children in vulnerable situations, to all levels of education and vocational training.

**II. How world expo / specialized expo include the SDGs at the heart of their strategy with a desire for resilience and economic growth for all**



# THE FOUNDATIONS OF A SUSTAINABLE EXPO

# 3 THE LEGACY

FIGURE 3 Expo 2020 Alignment with Regional and Global Aspirations

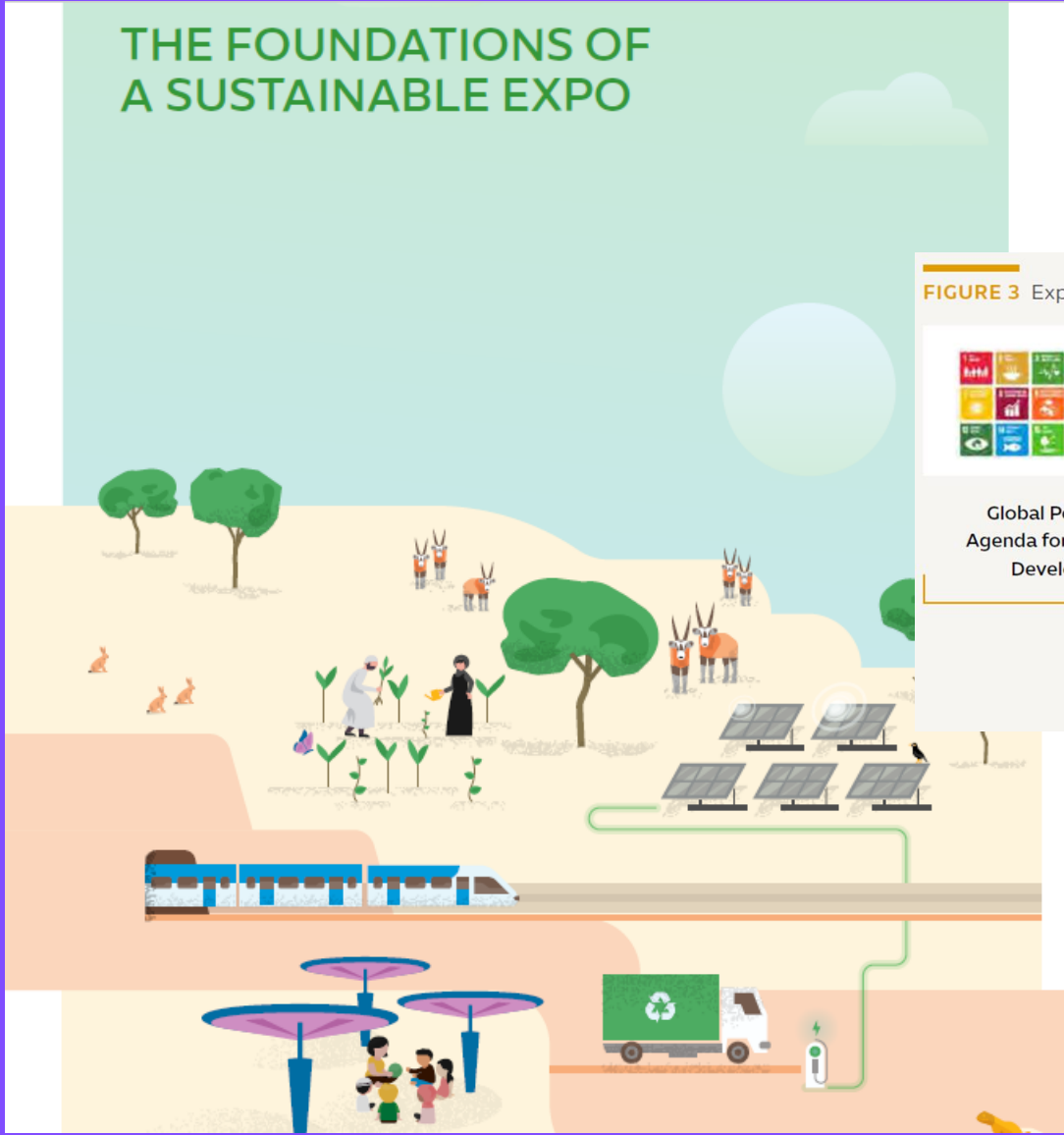


Global Policy 2030  
Agenda for Sustainable  
Development















UAE Vision 2021

Dubai Plan 2021

 EXPO 2020 DUBAI UAE



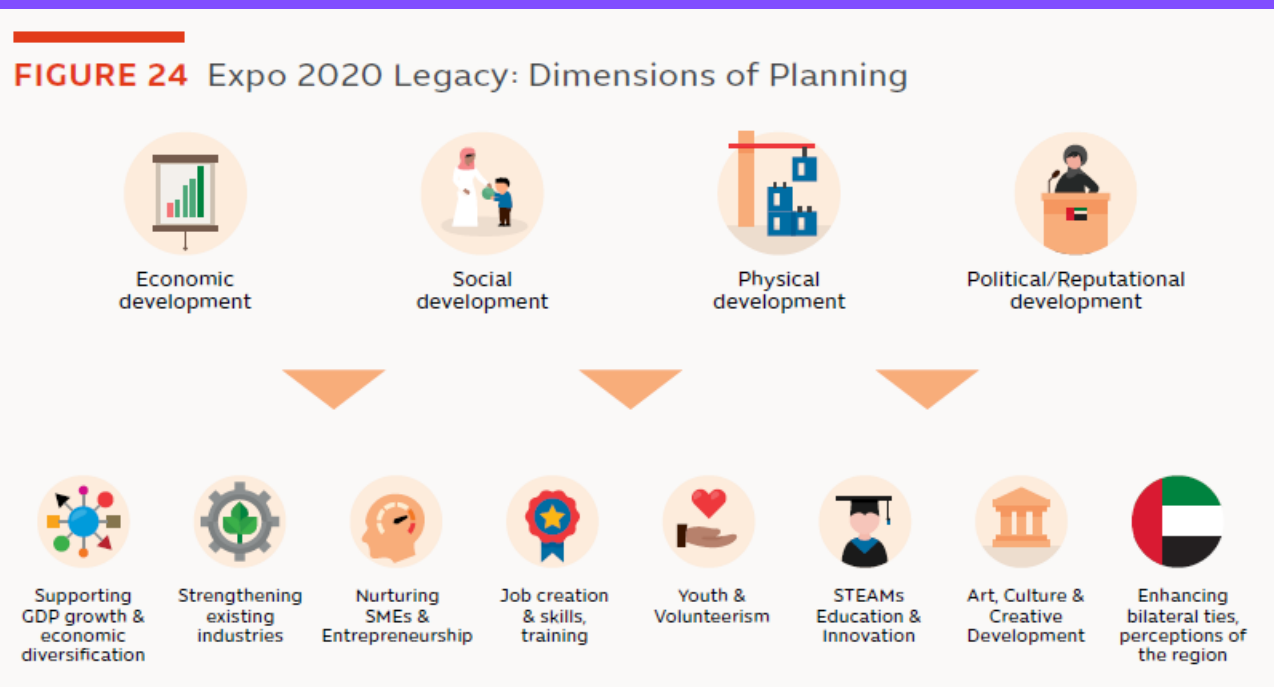
## APPENDIX

GRI Indicator		GRI Indicator	
	305-1- Direct (Scope 1) GHG emissions		102-3- Information on employees and other workers
	305-2- Energy indirect (Scope 2) GHG emissions		401-1- New employee hires and employee turnover
	305-3- Other indirect (Scope 3) GHG emissions		404-3- Percentage of employees receiving regular performance and career development reviews
	306-1- Water discharge by quality and destination		
	306-2- Waste by type and disposal method		
	306-3- Significant spills		
	403-2- Hazard identification, risk assessment and incident investigation		301-1- Materials used by weight or volume
	403-3- Occupational health services		301-2- Recycled input materials used
	404-1- Average hours of training per year per employee		302-1- Energy consumption within the organisation
	401-1- New employee hires and employee turnover		302-4- Reduction of energy consumption
	401-3- Parental leave		303-1- Interactions with water as a shared resource
	404-1- Average hours of training per year per employee		303-3- Water withdrawal
	404-3- Percentage of employees receiving regular performance and career development reviews		306-1- Water discharge by quality and destination
	406-1- Incidents of discrimination and corrective actions taken		306-2- Waste by type and disposal method
	303-1- Interactions with water as a shared resource		305-1- Direct (Scope 1) GHG emissions
	303-3- Water withdrawal		305-2- Energy indirect (Scope 2) GHG emissions
	306-1- Water discharge by quality and destination		305-3- Other indirect (Scope 3) GHG emissions
	306-2- Waste by type and disposal method		305-5- Reduction of GHG emissions
	306-3- Significant spills		306-3- Significant spills
	302-1- Energy consumption within the organisation		305-2- Energy indirect (Scope 2) GHG emissions
	302-4- Reduction of energy consumption		305-3- Other indirect (Scope 3) GHG emissions
			305-5- Reduction of GHG emissions
	201-3- Direct economic value generated and distributed		307-1- Non-compliance with environmental laws and regulations
	301-1- Materials used by weight or volume		408-1- Operations and suppliers at significant risk for incidents of child labour
	301-2- Recycled input materials used		
	302-1- Energy consumption within the organisation		
	302-4- Reduction of energy consumption		
	303-1- Interactions with water as a shared resource		
	303-3- Water withdrawal		N/A
	404-1- Average hours of training per year per employee		
	404-2- Programmes for upgrading employee skills and transition assistance programmes		
	201-3- Direct economic value generated and distributed		

### Alignment Relevance

■ LOW
 ■ MEDIUM
 ■ HIGH

Relevance ranking methodology: Identifying the correlated aligned relevance rank per goal is done by mapping the material GRI KPIs to the targets associated with each SDG. A percentage is obtained by identifying how many targets are covered through the mapping exercise against the total number of targets within a goal. Low relevance indicates 1-30% alignment, Medium relevance indicates 31-60% alignment, and High relevance indicates over 61% alignment. I.e. Goal 13 has 5 targets, and the material GRI KPIs align with three targets, thus indicating a 60% alignment (medium).





**Goal 10**

Expo's Worker Welfare Assurance Standard mandates a fair and free recruitment process, and takes a strong stance against discrimination. This also extends to Expo's supply chain whereby partnering organisations must adhere to the same standards in employee equality.

**Goal 12**

Expo developed a unique methodology for calculating GHG Emissions Inventory for mega events. This takes into account the multi-year and multi-operational nature of the event's total emissions impact.

**Goal 13**

A waste management target to divert 85% of waste from landfill (by weight). In 2018, 88% of waste was recycled/reused and diverted from landfill.

**Goal 14**

A dedicated Spill Response Procedure, with extensive processes to deal with hazardous chemicals to mitigate water contamination, and preserve the UAE's scarce water resources.

**Goal 15**

Expo 2020 HSQE Policy and the Environment Assurance Standards mandate sound environmental management to comply with applicable environmental laws and regulations. No incidents of non-compliance were recorded in 2018.

**Goal 16**

A dedicated ecosystems management process to conserve and protect biodiversity and ecology within the Expo construction site. Expo's ecosystem conservation targets mandate no harm to any fauna or flora.

**Goal 17**

Expo's World Majlis provides a platform to welcome diverse voices across cultures, sectors and generations to explore topics under the subthemes of sustainability, mobility and opportunity. It acts as an incubator for meaningful connections between people and ideas.

\*These initiatives do not cover the entire scope of Expo's activities towards the SDGs.



# The SDGs and Expo 2020 Dubai Operations

## Examples of Expo 2020 initiatives that are aligned to the SDGs and their respective targets\*

**Goal 3**

An on-site emergency centre, operated by Dubai Health Authority (DHA). This provides proactive health promotion services for all Expo workers, such as anti-diabetes campaigns, blood banks, mental health and occupational training for working in the heat.

**Goal 4**

Engaging with students on the impact of innovation through the Expo School Programme. Expo's Innovation Cube invites educators and learners to come up with creative solutions for queuing during Expo, designing a system that encourages cross-cultural connections between people in-line.

**Goal 5**

40% of employees hired in 2018 were female.

**Goal 6**

Addressing irrigation needs and developing methods to minimise water loss through evaporation through a water efficiency programme. Expo also has initiatives for water conservation and consumption. Expo project teams aim to understand ecological systems such as groundwater, with processes to protect and restore this within the Expo site.

**Goal 7**

Engaging with UAE schools on sustainability issues through the Sustainability Champions Competition. A collaboration with MOCCA and MOE, winning schools were awarded photovoltaic panels worth up to AED 500,000 for their campus.

**Goal 8**

A proactive approach to inclusiveness, aligned with the UAE's National Policy for Empowering People with Special Needs. An employee programme helps staff understand the experiences of People of Determination.

**Goal 9**

A dedicated department for Innovation and Future Technology explores technological advancements in infrastructure and digital systems to create sustainable and efficient solutions for the Expo site that will last as a legacy for the wider UAE community.



# DELIVERING A SUSTAINABLE EXPO

Expo 2020 Dubai Sustainability Report 2018

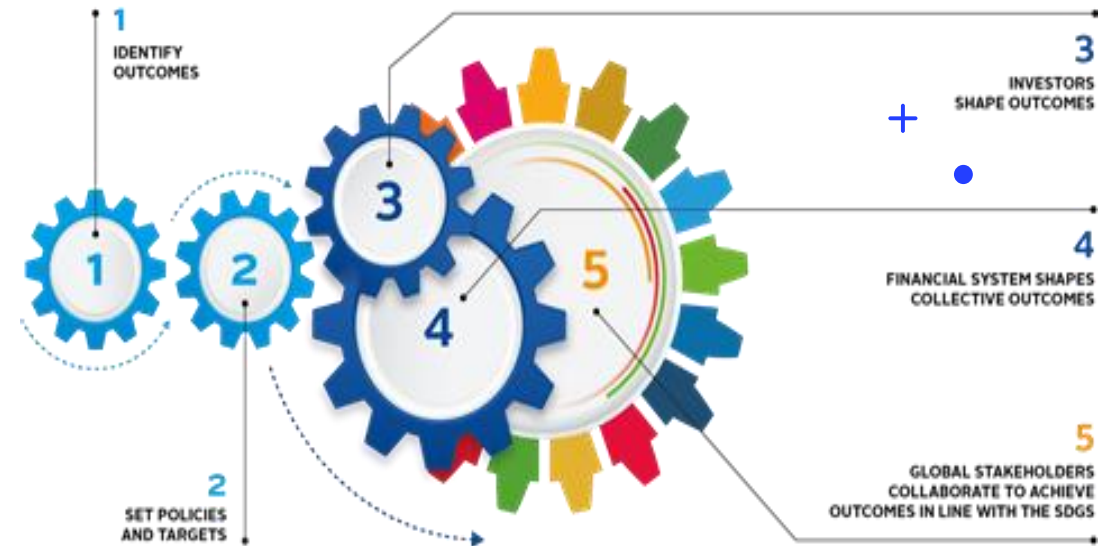


- **Generating clean energy**
- **Reducing water consumption**
- **Promoting natural solutions**
- Minimising our carbon footprint
- Planting Seeds of Change
- Ensuring sustainable events and operations management
- Using sustainable building materials
- Reducing waste
- **Encouraging sustainable tourism**
- **Sustainability partnerships**

<https://www.expo2020dubai.com/en/understanding-expo/expo-initiatives/sustainability-at-expo>



III. Original proposal for an applicable grid – matrix for each BIE world and specialized expo as a vademecum for action and reflection.



*PESTEL + SDGs + BIE missions = FOUR MAJOR CHALLENGES CITY EXPO*

**TERRITORIALITIES**

**SDGs, 15 - 14 - 11 - 13  
- 7 - 6**

**STORYTELLING**

**SDGs, 7 - 5 - 4 - 3 - 2 - 1**

**SOFT – SMART POWER**

**SDGs, 8 - 9 – 10 - 12**

**BOUNDARIES**

**SDGs 17 - 16**

**TERRITORIALITIES**

**The question of the relationship to space, architecture and environment**

**Equity, viability, spatial justice**

**STORYTELLING**

**The issue of transparency, mobilization, co-participation, inspire for the future**

**SOFT – SMART POWER**

**The question of the ability to impose a smart power to give a guideline in line with national ambitions and and innovation**

**BOUNDARIES**

**The question of temporal, cultural, spatial boundaries and what is expected as a result - Ability to make simple and understandable- acceptable by all. Good governance (BIE/expo)**

# Conclusion

(1) between sustainable and ephemeral, the expositions and the role of the BIE have in the long term always apprehended, sometimes without knowing it, the notion of more sustainable development through science, culture and urban planning,

+

(2) the SDGs are increasingly superimposed on the discourse of the BIE becoming a kind of breviary for all the countries and pavilions of the era of the Anthropocene,

(3) finally, we see a risk, a kind of standardization on the long-term pavilions and an imposition of certain practices such as so-called sustainable building labels which sometimes risks making the architectural gesture less spectacular and distributive (towards a standardization of buildings?). But, the matrix that we propose can allow reflection...



# THANK YOU

Patrice



# PROFESSOR OF MARKETING AND GEOGRAPHY

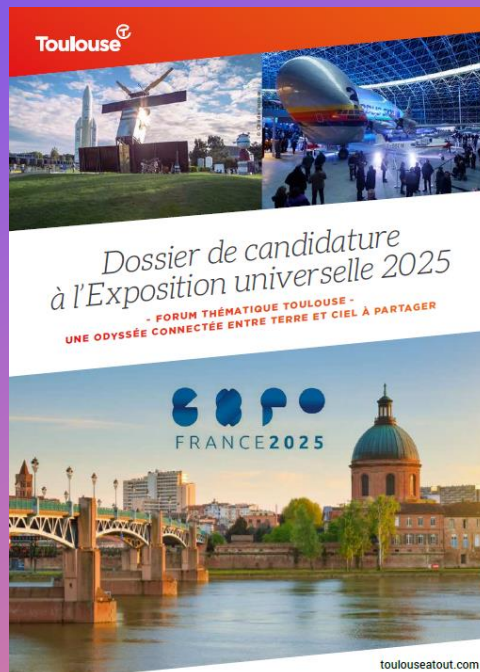


EXPO 2025  
GRAND PARIS  
FRANCE

+



Exposition Universelle 2025  
Candidat



Expert of the world expo – world fair's  
Expert for public authorities – World Expo  
France Grand Paris 2025

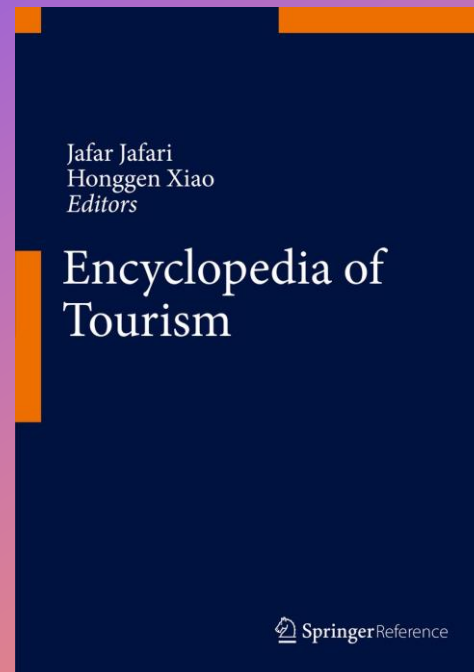
Toulouse 2025, capital of aeronautics

City &  
Tourism  
Journal

# PROFESSOR OF MARKETING AND GEOGRAPHY

## A short biography

Patrice Ballester is a senior lecturer (qualified CNU - France), Ph.D., associate professor in marketing, CSR and geography of tourism at Euridis Business School. This work focuses on the adaptation to the globalization of Mediterranean societies and coastlines through landscape, architectural, urban planning, environmental, cultural, sports (Olympic Games) and marketing analyzes taking into account the SDGs (sustainable management of tourism strategies – sustainable and innovation districts, cluster). He is an expert in world expo / world's fairs, specialized exhibition-exposition and the BIE, but also in the urban history and geography of the Catalan capital: Barcelona. Publishing in referenced scientific journals, he is preparing the release of three books during 2023 – 2024 on the city of Barcelona, world's fairs and tourist landscapes. In 2008, he defended a doctorate in geography entitled "Barcelona, the city-exhibition: the Catalan capital through its universal and international expositions and the Olympic Games". He publishes numerous scientific articles in referenced journals. In this capacity, he participated in the drafting of the application file for Greater Paris 2025 World expo and wrote the complete application file Bid for the metropolis of Toulouse like "satellite city", European capital of aeronautics, for the 2025 World expo. Creator of photographic exhibitions, he collaborates with the GLevents group for the International Fair of Toulouse on its history and its marketing promotion. Supervisor of bachelor's, master's and thesis dissertations.



Encyclopedia of Tourism, Springer, word = *expo tourism*. PB.

<https://hal.science/hal-03704652> = PESTEL – ID SDGs analysis

City &  
Tourism  
Journal