



International
Olympic
Committee

OLYMPIC AGENDA 2020

CLOSING REPORT





Olympic Agenda 2020 – Closing report

Foreword.....	4
1. Shape the bidding process as an invitation.....	11
2. Evaluate bid cities by assessing key opportunities and risks.....	13
3. Reduce cost of bidding	15
4. Include sustainability in all aspects of the Olympic Games.....	17
5. Include sustainability within the Olympic Movement’s daily operations.....	20
6. Cooperate closely with other sports event organisers.....	23
7. Strengthen relationships with organisations managing sport for people with different abilities	25
8. Forge relationships with professional leagues	27
9. Set a framework for the Olympic programme.....	29
10. Move from a sport-based to an event-based programme	31
11. Foster gender equality.....	33
12. Reduce the cost and reinforce the flexibility of Olympic Games management	35
13. Maximise synergies with Olympic Movement stakeholders.....	37
14. Strengthen the 6 th Fundamental Principle of Olympism.....	39
15. Change the philosophy to protecting clean athletes.....	41
16. Leverage the IOC USD 20 million fund to protect clean athletes.....	44
17. Honour clean athletes.....	46
18. Strengthen support to athletes.....	48
19. Launch an Olympic Channel.....	51
20. Enter into strategic partnerships	53
21. Strengthen IOC Advocacy Capacity.....	58
22. Spread Olympic values-based education	61
23. Engage with communities	63
24. Evaluate the Sport for Hope programme.....	65
25. Review Youth Olympic Games positioning	67



26. Further blend sport and culture	69
27. Comply with basic principles of good governance.....	72
28. Support autonomy.....	74
29. Increase transparency	76
30. Strengthen the IOC Ethics Commission independence.....	78
31. Ensure compliance.....	80
32. Strengthen ethics	82
33. Further involve sponsors in “Olympism in Action” programmes	84
34. Develop a global licensing programme.....	87
35. Foster TOP sponsors’ engagement with NOCs	89
36. Extend access to the Olympic brand for non-commercial use.....	91
37. Address IOC membership age limit.....	93
38. Implement a targeted recruitment process.....	95
39. Foster dialogue with society and within the Olympic Movement.....	97
40. Review scope and composition of IOC commissions	99



Foreword

When we initiated our Olympic Agenda 2020 reform programme in 2014, the overarching goal was to safeguard the Olympic values and strengthen the role of sport in society. We did so under the slogan “change or be changed”.

At the start of Olympic Agenda 2020, we could already see on the horizon the challenges that we would be facing. This vision of the future empowered us to be proactive in driving the changes in order to successfully turn these challenges into opportunities.

Olympic Agenda 2020 was therefore a strategic roadmap for progress for the IOC and the entire Olympic Movement to be the leaders of change, instead of being the object of change.

Built on the three pillars of Credibility, Sustainability and Youth, the 40 detailed recommendations of Olympic Agenda 2020 are like a jig-saw puzzle. Only when you put all 40 pieces together do you see the whole picture of profound change. You see progress in ensuring the success of the Olympic Games; progress in safeguarding the Olympic values; and progress in strengthening the role of sport in society.

Over the course of the past six years, all Olympic Movement stakeholders have contributed to make the Olympic Agenda 2020 recommendations come to life. The entire Olympic community took part in this journey together. A positive picture emerges at the end of our journey: 88 per cent of the Olympic Agenda 2020 recommendations have been achieved. In some cases work is still in progress, which explains the status “mostly achieved” of some recommendations. In very few cases we had to course correct and adjust our initial objective because of evolving circumstances, which is why some recommendations are considered “partially achieved”.

The picture that we see is one of profound change and progress. With Olympic Agenda 2020, we have changed the Olympic Movement, leading it on a path of progress and making it fit for the future.



Olympic Games

We have revolutionised the candidature process for Olympic Games, ensuring that the Games are fully aligned with the long-term plans and priorities of future hosts. This new flexible approach is bearing fruit and is well appreciated, as demonstrated by the interest currently being shown by 12 parties in future Olympic Games and Olympic Winter Games beyond 2028. The historic double-allocation of the Olympic Games Paris 2024 and Los Angeles 2028 opened the door to a period of great stability by securing the Olympic Games for over a decade. These reforms have also led to a significant reduction in cost of candidatures: the average budget of the Olympic Winter Games 2026 candidates was less than USD 5 million, compared to approximately USD 35 million in the previous process for the Olympic Winter Games 2022 – a reduction of 80 per cent.

We have reformed the organisation of the Olympic Games, making them more feasible and sustainable. Paris and Los Angeles are planning to use a record number of existing and temporary facilities: Paris expects to use 95 per cent existing or temporary venues, while for Los Angeles, no new permanent venues are needed at all. All upcoming Olympic Games have committed to be carbon neutral. Our commitment to sustainability is further reflected in our ambition to make both the IOC and the Olympic Games climate positive even before 2030.

We have undertaken the most comprehensive reform of the Olympic programme in our recent history. As a result, the Olympic Games Tokyo 2020 will be more youthful, more urban and more female. The number of mixed events at the Olympic Games has grown from eight in London 2012 to 18 in Tokyo 2020 and 22 in Paris 2024.

We have transformed the Youth Olympic Games, taking sport with fascinating new disciplines to where the people are, instead of waiting for the people to come to us.

Athletes

We have strengthened the protection of clean athletes, by allocating more funds to anti-doping programmes. We have created the International Testing Agency, with the aim to establish an international level playing field for all athletes and dispelling even the perception of a conflict of interest. Of the USD 30 million fund dedicated to ITA, USD 12 million have been invested to date. The USD 20 million “Protection of clean athletes” fund set up under Olympic Agenda 2020 has delivered new scientific approaches to anti-doping. It has resulted in comprehensive prevention programmes concerning match-fixing and related corruption. In 2019 we issued an additional four-point anti-doping action plan worth USD 10 million.

With regard to strengthening support to athletes, the Athlete365 platform has consolidated the IOC athlete-focused programmes and offers multilingual content in six languages to over 100,000 Olympians, elite athletes and entourage subscribers.

In an innovative collaboration between the Yunus Sport Hub and the Athlete365 Career+ programme, we have started the Business Accelerator programme which is enhancing professional, educational and life-skills opportunities for athletes. More than 5,500 athletes benefited from the online course in its first year of existence.

The IOC International Athletes’ Forum continues to expand, giving athletes the opportunity to make their voices heard and engaging them on the issues and decisions that directly affect them. In 2019, more than 400 athlete representatives came together, making this ninth edition of the Forum the most engaging and biggest-ever such gathering, with official athlete representatives from all 206 NOCs being invited for the first time.

The role of athletes was further strengthened when 4,292 athletes from 190 countries contributed to the development and delivery of the Athletes’ Rights and Responsibilities Declaration, which was adopted by the 133rd IOC Session in October 2018 in Buenos Aires on behalf of the Olympic Movement. This historic document outlines a common set of aspirational rights and responsibilities for athletes within the Olympic Movement.



Good governance

We have implemented good governance reforms to safeguard the integrity of sport organisations and competitions by putting in place a robust system of governance and transparency. We have established advanced control and risk management processes. Our accounts are audited at a much higher standard than legally required. We publish an annual report where we make all our flows of money transparent. We have an organisational excellence programme in place to ensure best-in-class operations. We have strong rules in place to prevent misconduct as well as to swiftly sanction such behaviour. We are monitored by a well-respected and independent Ethics Commission, chaired by the former UN Secretary-General, Mr Ban Ki-moon.

Solidarity

Since the outbreak of the coronavirus crisis, the IOC has actively supported the athletes, the NOCs and the IFs through an additional aid package programme of around USD 100 million. We supported more than 1,600 athletes with Tokyo 2020 Olympic scholarships, allowing them to continue their preparations for these postponed Olympic Games next year.

In a strong demonstration of solidarity in action during the global coronavirus crisis, the IOC Executive Board agreed to increase the budget of Olympic Solidarity for the period 2021 to 2024 by 16 per cent. The budget for 2021-2024 will now total USD 590 million. At 25 per cent, the increase in the funding of direct athlete support programmes is even higher than the overall increase. Additionally, the athletes as members of the Olympic teams will benefit from the 25 per cent increase for NOCs. With this decision the IOC further strengthens its support to athletes, National Olympic Committees and Continental Associations of NOCs. Above all else, this means more certainty for the athletes and NOCs as they prepare for the Olympic Winter Games Beijing 2022 and the Olympic Games Paris 2024. This builds on a previous increase of 16 per cent of the Olympic Solidarity budget for the period of 2017 to 2020.

Another way in which we have promoted solidarity is through the IOC Refugee Olympic Team, which we created for the Olympic Games Rio 2016. For the first time in Olympic history, refugee athletes competed side by side with the teams from all 206 NOCs, sending a message of hope and inclusion to all refugees in the world. Furthermore, we launched the Olympic Refugee Foundation in 2017, which brings together all our many refugee activities, from grassroots support to the IOC Refugee Olympic Team. With all these activities, we not only respect but wholeheartedly embrace diversity, demonstrating that refugees are an enrichment to society just as they are an enrichment to our Olympic community.



Relevance of sport in society

We have significantly strengthened the role of sport in society, which is recognised and appreciated by many. A powerful illustration of this was the recent resolution adopted by the General Assembly of the United Nations, recognising the positive impact of sport for the COVID-19 recovery. The resolution, which was adopted by consensus, reaffirms the role of sport as a global accelerator for peace and sustainable development for all. It calls on all the UN Member States to include sport and physical activity in their COVID-recovery plans. This resolution went even further by underlining the autonomy of sport and the leadership role of the IOC and the IPC. The resolution welcomes “with appreciation all upcoming Olympic and Paralympic Games, in particular those to be held in Tokyo in 2021, in Beijing in 2022, in Paris in 2024, in Milano-Cortina, Italy, in 2026 and in Los Angeles, United States of America, in 2028, as well as the Youth Olympic Games to be held in Dakar in 2026,” and calls upon “future hosts of such Games and other Member States to include sport, as appropriate, in conflict prevention activities and to ensure the effective implementation of the Olympic Truce during the Games.”

This resolution is the latest illustration of the excellent partnership between the UN and the IOC. Building on the Memorandum of Understanding signed between the UN and the IOC at the start of Olympic Agenda 2020, our organisations are collaborating at the highest level. In two resolutions adopted by the UN General Assembly, the UN formally recognised the autonomy of sport as well as the mission and leadership role of the IOC. Sport was officially highlighted by the UN as an “important enabler” to help achieve the UN Sustainable Development Goals. The IOC and the World Health Organization signed a cooperation agreement in the midst of the global coronavirus pandemic. Furthermore, our partnership with the UN High Commission for Refugees is an integral part of our many activities to support refugees through sport.

In numerous speeches at the UN General Assembly, I have highlighted the important role of sport in society, promoting the overarching mission of the IOC to put sport at the peaceful development of humankind.

Having been invited to speak at two successive G20 Leaders’ Summits, I had the opportunity to address the world leaders and appeal to them to support the mission of the Olympic Games to unite the world in peaceful competition. In a milestone for the Olympic Movement, the world leaders at the virtual G20 Leaders’ Summit in 2020 expressed their strong support for the Olympic and Paralympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022 in their final declaration.

During heightened political tensions on the Korean Peninsula ahead of the Olympic Winter Games PyeongChang 2018, the IOC initiated the incorporation of a special section in the Olympic Truce Resolution to ensure the safe passage for all participants and the organisation of the Games. After extensive consultations, the resolution was co-sponsored by a record number of UN Member States and adopted by consensus by the UN General Assembly in November 2017, contributing to ease the political tensions and paving the way for the organisation of the Games.

The power of sport to bring all people together in peaceful competition was vividly demonstrated at the Olympic Winter Games PyeongChang 2018, with the joint march of the athletes of the National Olympic Committees of the Republic of Korea and the Democratic People’s Republic of Korea. This was made possible by the “Olympic Korean Peninsula Declaration”, which was signed by all parties under the leadership of the IOC, and which contained exceptional decisions of the IOC to make the participation and the joint activities of the two teams possible.

When after a long process of negotiations and high-level government engagement by the IOC, which lasted many years, the athletes from both NOCs finally entered the Olympic stadium as one team, under the name ‘Korea’ and behind the Korean Unification flag, it sent a powerful message of peace from the Korean Peninsula to the world. With such powerful symbols and gestures, we have seen how the Olympic Games can open the way to dialogue, and how the Olympic values can open the door to a more peaceful future.



We have strengthened inclusivity by signing a long-term agreement with the International Paralympic Committee (IPC), taking our partnership to a new level until at least 2032. This cooperation ensures the organisation of the Paralympic Games and gives long-term financial stability to the IPC as the governing body of Paralympic sport. As part of the agreement, the IOC will continue to make it obligatory for any host of the Olympic Games also to organise the Paralympic Games. We are working together to enhance the Paralympic brand and increase the visibility of the Paralympic Games.

Gender equality

We will achieve gender-balance at the Olympic Games for the first time at the postponed Olympic Games Tokyo 2020, with almost 49 per cent of the athletes being female. At both the Youth Olympic Games Buenos Aires 2018 and the Winter Youth Olympic Games Lausanne 2020, we already have achieved 50:50 gender equality. Off the field of play, we have elected more female IOC members, increasing female membership to 37.5 per cent, up from 21 per cent at the start of Olympic Agenda 2020. On the IOC Executive Board, female representation has grown from 26.6 per cent to 33.3 per cent. We have appointed many more female IOC Commission members, increasing female membership to currently 47.8 per cent – more than double from 20.3 per cent.

Sustainability

Guided by the IOC Sustainability Strategy, we have made sustainability an integral part of all IOC activities. The Strategy covers our three spheres of influence: the IOC as an organisation, the IOC as owner of the Olympic Games, and the IOC as leader of the Olympic Movement, thus reflecting our belief that sustainability is a shared responsibility. We already are seeing results since the Strategy has come into effect in 2016. As an organisation, the IOC has achieved carbon neutrality and has committed to transition from being a carbon neutral organisation to a climate positive organisation by 2024. In line with the IOC Sustainability Strategy, all upcoming editions of the Olympic Games have committed to carbon neutrality, with Tokyo 2020 showcasing zero-carbon technologies and Beijing 2022 powering all Olympic venues with renewable energy. Furthermore, Paris 2024 aims for a 55 per cent decrease in the Games' carbon footprint compared to previous Olympic Games editions. Taking the leadership role on behalf of the Olympic Movement, the IOC has played a key role in the development and implementation of the UN Sports for Climate Action Framework, which aims to drive climate action across the global sporting community. To date, over 170 sports organisations have committed to the Framework, including the IOC, Organising Committees for the Olympic Games, the IPC, as well as numerous International Federations and National Olympic Committees.

A significant manifestation of our commitment to sustainability is Olympic House. Bringing all IOC staff together under one roof, Olympic House is a privately funded investment by the IOC in sustainability, in operational efficiency, and in the local economy. Olympic House has been rated as one of the most sustainable buildings in the world, receiving LEED Platinum, the highest certification level of the international LEED Green Building programme. Another example of innovation in action is the region's first hydrogen production and temporary fuelling station installed at Olympic House to power the IOC fleet of Toyota Mirai cars. This move to hydrogen is contributing to further developments in local clean energy solutions.



Olympic Channel

We have successfully launched the Olympic Channel, bringing the magic of Olympic sport into the digital age. With people everywhere living digital lives, the Olympic Channel is our way to go to where the people are. As demonstrated by over 3 billion video views across all Olympic Channel platforms, the content resonates strongly in particular with the young generation, reaching even more people with the values of sport 24 hours a day, 365 days a week. Since its launch in 2016, the Olympic Channel has provided worldwide exposure for sports and athletes through award-winning original programming, digital content, news coverage and live-streamed international sporting events. The Olympic Channel operations have remained within the approved operational budget until 2021 and are on track to break even. Worldwide Olympic Partners Bridgestone, Toyota and Alibaba Group supported the creation of the Olympic Channel as Founding Partners.

The Olympic Channel was at the heart of our recent “#StayStrong #StayActive #StayHealthy” campaign, which was part of the many efforts we undertook to protect people’s health and lives from the beginning of the global coronavirus crisis. Half a billion people around the globe in a single day were introduced to our campaign through the world’s biggest digital Olympic workout, demonstrating in a powerful way how important sport is in our everyday lives.

Trust creates stability

The Olympic Agenda 2020 reforms have deepened the confidence and trust that our commercial partners are placing in us.

Since Olympic Agenda 2020 was launched, the benefits were immediate with the TOP Programme revenues increasing to USD 2.3 billion from USD 1 billion from the last Olympiad. These revenues are projected to triple to USD 3 billion during the next Olympiad 2021-2024 and to date, we have secured contracts worth USD 4.1 billion already for the Olympiad 2029 to 2032.

Our Rights Holding Broadcasters also continue to place their trust in us because of Olympic Agenda 2020. The broadcasting revenues continue to increase, and in the Olympiad 2017-2020 stand at USD 4.5 billion, which is an achievement considering the maturity of the market. The trend is expected to continue during the next Olympiad 2021-2024.

These long-term partnerships are crucial to the success of the Olympic Games and with the IOC distributing 90 percent of its revenue to the Olympic Movement worldwide, the commitment of our partners is vital to developing sports and supporting athletes around the globe.

All this taken together highlights the enduring confidence that Olympic Agenda 2020 brought to the Olympic Movement. If these companies would not trust us, they would never commit themselves to us for such long periods.

This stability that we are enjoying is perhaps the strongest currency that you can have. Not many other organisations can claim to have this strong currency in our volatile times.

This is more than evident even in the face of economic and financial downturn as a result of the COVID-19 crisis. Even during these difficult times, we have not lost a single partner. On the contrary, the IOC announced extensions and renewals of TOP Partners this year and is in constant conversations with potential new broadcasters and sponsors.

The IOC is grateful for the continued support and confidence shown by its partners. Their contributions mean that the IOC is able to distribute 90 per cent of all its revenues to support athletes and the development of sport around the world. The Olympic broadcast partners and the TOP Partners have been strong supporters of Olympic Agenda 2020, including furthering our collective efforts in the areas of athlete support, digital engagement, gender equality, sustainability, and youth programmes.



The way ahead

These are just a few of the many highlights of the tangible results of Olympic Agenda 2020.

The achievements demonstrate that we have reached the objectives that we have set for ourselves in 2014. With the whole picture now in full view, we can say with satisfaction: we have changed. We have strengthened the IOC and the Olympic Movement by making the Olympic Games fit for the future; we have safeguarded the Olympic values; and we have strengthened the role of sport in society.

We can all be proud of these achievements. But it was and is our conviction that the success of today only gives us the opportunity to drive the change for tomorrow.

This means that we have to keep on changing, in order to turn challenges into opportunities. It means continuing to lead the change. This is why “to change or to be changed” is written on the walls of Olympic House.

The world around us has continued to evolve. Nothing illustrates this better than the ongoing global COVID-19 pandemic and its consequences for society at large. With my “Olympism and Corona” messages, I have initiated a discussion about the long-term impact of the coronavirus crisis and the challenges and opportunities this brings for the Olympic Movement. As challenging as the circumstances may appear right now, if we draw the right conclusions, we can seize these opportunities.

The coronavirus crisis is already changing our world. Nobody should even dream of going back to the way things were before the crisis. Even once we have finally overcome the health crisis, we will face the far-reaching social, financial, economic and political consequences.

In order to turn these challenges into opportunities, we must address this future environment without delay.

We need to carry forward Olympic Agenda 2020.

This offers the opportunity to emphasise one important lesson that I hope we have already learned: We need more solidarity. More solidarity within societies and more solidarity among societies.

Carrying forth the unity which Olympic Agenda 2020 created within the Olympic Movement and building on the great success of Olympic Agenda 2020, we can contribute to shaping the post-coronavirus world. From this position of strength and stability, we have every reason to be confident about our future, as we continue to pursue our mission to make the world a better place through sport.

Lausanne, 27 January 2021

Thomas Bach
IOC President



RECOMMENDATION 1

Shape the bidding process as an invitation

Introduce a new philosophy: the IOC to invite potential candidate cities to present an Olympic project that best matches their sports, economic, social and environmental long-term planning needs.

1. The IOC to introduce an assistance phase during which cities considering a bid will be advised by the IOC about bid procedures, core Games requirements and how previous cities have ensured positive bid and Games legacies.
2. The IOC to actively promote the maximum use of existing facilities and the use of temporary and demountable venues.
3. The IOC to allow, for the Olympic Games, the organisation of preliminary competitions outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability.
4. The IOC to allow, for the Olympic Games, the organisation of entire sports or disciplines outside the host city or, in exceptional cases, outside the host country notably for reasons of geography and sustainability.
5. The IOC to include in the host city contract clauses with regard to Fundamental Principle 6 of the Olympic Charter as well as to environmental and labour-related matters.
6. The IOC to make the Host City Contract (HCC) public.
7. The HCC to include details of the IOC's financial contribution to the OCOG.
8. Respect third-party legal interests by making contractual elements available on an "in-confidence" basis.
9. The IOC to accept other signatories to the HCC than the host city and the NOC, in line with the local context.
10. The IOC to provide the HCC at the outset of a given bid process.

STATUS: ACHIEVED



1. Shape the bidding process as an invitation

Executive summary

A new approach to future host elections has been introduced which takes place through an ongoing, non-committal dialogue with the provision of a range of services and workshops by the IOC at IOC cost. For example, over 30 workshops and on-site visits were provided during the 2026 process in areas such as venue concept, sustainability, legacy, finance, marketing, legal, transport and security.

A key element of the new approach is partnership - through the Continuous Dialogue and the Targeted Dialogue, which is opened by the IOC Executive Board for a specific edition of the Games following a strategic assessment by the new, permanent, Summer and Winter Future Host Commissions. There is also increased flexibility with regard to the Games masterplan, and to the timing of elections. In addition, the new approach enables the IOC to potentially target certain regions that present social, economic, environmental or sporting opportunities for the Olympic Movement. During the Continuous Dialogue there is no requirement for any submission which has resulted in significantly reduced expenditure for our partners (cf. recommendation 3). The dialogue has also led to an improved quality of the individual projects and a better risk/opportunity assessment (cf. recommendation 2).

Moving forward, further improvements to the future host election approach are being implemented. These are designed to ensure that the approach remains in step with a rapidly changing world and delivers Olympic Games projects with sustainability as part of their DNA from the outset, as well as projects that are better aligned with future hosts' long-term development plans while still maintaining the magic of the Games and providing the best possible experience on and off the field of play for the athletes.

Thanks to this new approach, the Future Host Commissions reported to the IOC Session in July 2020 on the breadth of their discussions so far with up to 15 parties interested in hosting future Olympic Games, Olympic Winter Games and Youth Olympic Games (YOG). All of the Interested Parties are embracing the new approach and working hand-in-hand with the IOC to ensure that future Olympic projects are fully aligned with city / regional / national long-term sports, economic, social and environmental development plans and provide a lasting legacy for generations to come.

Terminology

Since the introduction of Olympic Agenda 2020, terminology has evolved, so it is important to note the following:

- Interested Party/ies: replaces Interested / Candidate / Bid City/ies)
- Host Contract: replaces Host City Contract



RECOMMENDATION 2

Evaluate bid cities by assessing key opportunities and risks

The report of the Evaluation Commission to present a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy.

1. Introduce into the existing 14 Candidate City evaluation criteria a new criterion entitled: The Athletes' Experience.
2. The IOC to consider as positive aspects for a bid: the maximum use of existing facilities and the use of temporary and demountable venues where no long-term venue legacy need exists or can be justified.
3. The IOC, in collaboration with Olympic Movement stakeholders, to define core requirements for hosting the Olympic Games. The field of play for the athletes to always be state-of-the-art for all competitions and to form part of the core requirements.
4. The IOC to clarify the elements for the two different budgets related to the organisation of the Olympic Games: long-term investment in infrastructure and return on such investment on the one hand, and the operational budget on the other hand. Furthermore, the IOC contribution to the Games to be further communicated and promoted.
5. The Candidate City Briefing to include an in-camera discussion between the IOC members and the IOC Evaluation Commission.
6. The Commission to benefit from third-party, independent advice in such areas as social, economic and political conditions, with a special focus on sustainability and legacy.

STATUS: ACHIEVED



2. Evaluate bid cities by assessing key opportunities and risks

Executive summary

The Evaluation Commission reports 2024, 2026 and 2028 all included a clear risk and opportunity assessment to assist IOC Members to make informed decisions, also facilitated through the opportunity for the IOC members and the Evaluation Commission to exchange views during an in-camera session.

There was a clear focus in the evaluation on Athlete Experience, Sustainability, Legacy and Alignment with long-term development plans of the Host city/region, as well as an assessment of the venues by the relevant International Federations (IFs) to ensure state-of-the-art competition venues for athletes. In addition, the evaluation was supported by a range of independent third-party reports, including a review of the human rights situation in each country by an independent non-profit organisation specialised in this field. IOC services provided resulted in quality projects fully aligned with Olympic Agenda 2020, as well as with city and regional long-term development plans. This in turn assisted the Evaluation Commission to carry out a more detailed risk analysis.

The work carried out will be continued in all future evaluations by the newly established Future Host Commissions and all deliverables will be implemented and refined for all future host elections, where relevant.

The concept of “Economics of the Games” has been developed and shared with Interested Parties to better explain the economics around the Olympic Games in a more holistic way, clearly differentiating the long-term capital investments that leave legacies for the local population for decades to come, from the Games operational budget. It also highlights the economic impact of hosting the Olympic Games and Games-related tax revenues that flow back into the public purse for the host city/region/country. For ease of understanding and a wider promotion, this has also been shared with the wider public in video form: [Link here](#).

Misconceptions around the cost of the Games and Games funding nevertheless remain and messaging around this subject needs to be strengthened and reinforced. Further work is also being done with the Organising Committees on pro forma budgeting, starting with Paris 2024.

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- Host Contract: replaces Host City Contract



RECOMMENDATION 3

Reduce cost of bidding

The IOC to further assist Candidate Cities and reduce the cost of bidding.

1. The Candidate Cities to be allowed to attend and make presentations only to:
 - IOC members during the Candidate City Briefing,
 - ASOIF/AIOWF respectively. This presentation may be combined with the Candidate City Briefing,
 - ANOC General Assembly preceding the vote,
 - IOC Session at which the host city is elected.
2. The IOC to bear the following costs:
 - costs incurred in relation to the visit of the IOC Evaluation Commission,
 - travel and accommodation for six accredited delegates for the Candidate City Briefing to IOC Members in Lausanne,
 - travel and accommodation for six accredited delegates for the Candidate City briefing to the ASOIF/AIOWF respectively,
 - travel and accommodation for six accredited delegates for the ANOC General Assembly,
 - travel and accommodation for 12 accredited delegates for the IOC Session at which the host city is elected.
3. Publication of the Candidature File to be in electronic format only.
4. The IOC to create and monitor a register of consultants/lobbyists eligible to work for a bid city. Formal acceptance of the IOC Code of Ethics and Code of Conduct by such consultants/lobbyists as a prerequisite for listing in the register.
5. The IOC to give access to bid cities, upon their request, to the Olympic Channel.

STATUS: ACHIEVED



3. Reduce cost of bidding

Executive summary

The implementation of this recommendation led to a significant decrease in candidature budgets, with the average budget of the Candidate Cities 2026 having been independently audited at less than USD 5 million, as compared to an average expenditure of approximately USD 35 million for the Candidate Cities 2022. This represents a reduction in candidature budgets of approximately 80%.

The IOC went beyond the initial mandate of covering costs associated with official presentations and those incurred in relation to the visit of the IOC Evaluation Commission.

In line with the new focus on partnership and assistance at the earliest stages of a project, the recommendation was implemented for the 2026 process with the IOC investing heavily, both financially and with additional assistance and expertise provided to the Candidate Cities at IOC cost. Collectively with the International Federations and other stakeholders, the IOC offered more customised services and support than ever before to provide cities with expertise directly from the Olympic Movement (through over 30 workshops and expert visits to seven Interested Parties). These are services that cities would previously have contracted themselves through consultants.

Terminology

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RECOMMENDATION 4

Include sustainability in all aspects of the Olympic Games

The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.

1. Develop a sustainability strategy to enable potential and actual Olympic Games organisers to integrate and implement sustainability measures that encompass economic, social and environmental spheres in all stages of their project;
2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
3. The IOC to ensure post-Games monitoring of the Games legacy with the support of the NOC and external organisations such as the World Union of Olympic Cities (UMVO).

STATUS: MOSTLY ACHIEVED



4. Include sustainability in all aspects of the Olympic Games

Executive summary

The IOC sustainability strategy was approved by the Executive Board in December 2016 and was embraced by Paris 2024 and Los Angeles 2028 as they developed their sustainability approaches as part of their candidature process. A four-year action plan (2017 – 2020) was developed to support the implementation of the strategy with four objectives specific to the Olympic Games.

By sustainability we mean that when making decisions, we ensure feasibility and we seek to maximise positive impact and minimise negative impact in the social, economic and environmental spheres.

The IOC legacy strategic approach was approved by the Executive Board in December 2017 and developed in alignment with the Agenda 2020/New Norm. It has been adopted by Beijing 2022 (at 80%), Paris 2024 (full application) and subsequent Games as well as by former Olympic Hosts.

By Olympic Legacy we mean the result of a vision. It encompasses all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games/sport events for people, cities/territories and the Olympic Movement.

Sustainability and legacy have been positioned as strategic executive priorities from the Continuous Dialogue phase and as a responsibility to be shared by all Functions/Departments of an Organising Committee and its delivery partners, including:

- the importance and necessity to address sustainability and legacy from the outset is integrated in all exchanges with Interested Parties;
- global data sources for early assessment of sustainability plans of Interested Parties have been identified and are used;
- combined sustainability and legacy onsite and virtual visits are conducted prior to election to help Interested Parties and Preferred Hosts maximise positive impact and minimise negative impact in the social, economic and environmental spheres.
- sustainability and legacy requirements have been strengthened and shared across relevant functional areas and delivery partners. New requirements relating to sourcing and resource management, human rights, and legacy governance and funding were included in the 2018 version of the HCC-Operational Requirements and HCC- Principles.
- A carbon footprint methodology for Organising Committees was created to facilitate the work in developing a carbon management and reduction plan and an Olympic Games Guide on Sustainable Sourcing was developed to move towards a more consistent and sustainable approach to sourcing goods and services for the Games.

Paris 2024 has positioned sustainability and legacy as Director positions reporting directly to the President, created an endowment fund to finance the impact and legacy strategy and have significantly raised the benchmark in the areas of carbon management and sustainability sourcing.

Los Angeles 2028 has embraced a “radical reuse” concept that means no construction will be required to host the Olympic Games.



Because of the progress made over the last four years in integrating sustainability into all aspects of the Olympic Games, the IOC Executive Board could take the decision, in March 2020, that Olympic Games from 2030 onwards are to be climate positive.

We captured the legacy from all the Olympic Games (from Athens 1986 to Rio 2016) and we are publishing stories on lasting benefits for hosting communities on Olympic.org. We are also consolidating the full picture of the post-Games use of the Olympic venues across all editions and preliminary results show that the actual use of Olympic venues is better than public perception. Since 2017, 13 anniversaries of Olympic Games have been celebrated with increased engagement and exposure due to the use of Olympic properties and the collaboration with the IOC.

Collaboration with respected organisations have been strengthened and/or established to provide expertise and assistance to Interested Parties/ Preferred Hosts, Organising Committees of the Olympic Games (OCOGs) and their delivery partners. For example:

- International Union for Conservation of Nature (IUCN) was invited to review the venue siting plans of the 2024, 2026 and 2028 candidate cities and has provided expertise and guidance on specific topics when needed;
- IOC and Organisation for Economic Cooperation and Development (OECD) are working on the development of tools to evaluate the contribution of global events to local development and citizens wellbeing;
- one of the objectives of the IOC - WHO Memorandum of Understanding is to strengthen the health legacy of Olympic Games;
- The IOC and the International Labour Organisation (ILO) collaborated on the creation of a publication to offer suggestions to future and potential Olympic Games Organisers on how to put in place employment and skills development opportunities for young professionals; and

The World Union of Olympic Cities (UMVO) and the IOC work together to facilitate the exchange of best practices between Olympic Cities, through an annual meeting, case studies, publications and digital activities.



RECOMMENDATION 5

Include sustainability within the Olympic Movement's daily operations

The IOC to embrace sustainability principles:

1. The IOC to include sustainability in its day-to-day operations.
 - The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).
 - The IOC to reduce its travel impact and offset its carbon emissions.
 - The IOC to apply the best possible sustainability standards for the consolidation of its Headquarters in Lausanne.
2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:
 - developing recommendations,
 - providing tools, e.g. best practices and scorecards,
 - providing mechanisms to ensure the exchange of information between Olympic stakeholders, using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.
3. To achieve the above, the IOC to cooperate with relevant expert organisations such as UNEP.

STATUS: ACHIEVED



5. Include sustainability within the Olympic Movement's daily operations

Executive Summary

By sustainability we mean that when making decisions, we ensure feasibility and we seek to maximise positive impact and minimise negative impact in the social, economic and environmental spheres.

The IOC included sustainability in its day-to-day operations (IOC sustainability strategy - 9 objectives related to IOC as an organisation):

- Olympic House is one of the world's most sustainable buildings

- Olympic House achieved three targeted certifications i.e. 1.) the highest (Platinum) level of the LEED v4 standard (Leadership in Energy and Environmental Design), 2) the highest (Platinum) level of the Swiss Sustainable Construction Standard (SNBS) and 3.) the Minergie-P label. It is recognised as one of the world's most sustainable buildings and has received a number of international and reputable awards, including the U.S. Green Building Council (USGBC) sustainability leadership award.
- Olympic House enabled the IOC to put in place policies (mobility, waste management...) that reflect the high sustainability profile of the building.

- The IOC is a carbon neutral organisation, thanks to :

- systematic measurement of its CO2 emissions since 2016;
- inclusion of sustainability in its travel policy to encourage a reduction in the number of trips and more sustainable travelling options (Individual travel statistics are shared with management on a regular basis for decision-making purposes).
- offset of its residual emissions for the 2017-2020 period through the IOC-Dow global carbon mitigation programme. Through this programme, Dow has implemented projects which reduce carbon emissions while catalysing change across value chains on a worldwide basis, using Dow's solutions and expertise, while the carbon benefits are allocated to the IOC.

Building on the work achieved to date, the Executive Board took the decision in March 2020 for the IOC to transition from being carbon neutral to be climate positive by end 2024.

- IOC has included sustainability in its procurement process: Sustainability principles were formally integrated in the new IOC procurement processes and key documents in 2018 (publication of an IOC Supplier Code , definition of IOC Sustainable Sourcing Criteria for 20 categories of product and services). Implementation of the sustainable sourcing approach has focused primarily on goods and services for Olympic House (furniture, catering, cleaning services, stationery products, office consumables, etc.). In Madrid, implementation has focused on packaging materials (e.g. preference given to recycled plastic), uniforms (produced using recycled plastic from PET bottles) and various office consumables.



The IOC has successfully engaged and assisted the Olympic Movement in integrating sustainability within their own organisation and operations (IOC sustainability strategy, 5 relevant objectives related to the IOC as leader of the Olympic Movement), though:

- Forums (e.g: yearly sustainability session at International Federations Forum), dedicated workshops on water quality, sourcing and resource management, carbon, climate change, biodiversity, sole suppliers and plastic management) and working groups (the European Sustainability NOC Working Group, comprising 12 National Olympic Committees (NOCs), developed an NOC Sustainability Strategy template that can be used by all NOCs; the Mountain Summit working group encompassing sports organisations concerned with the state of the world’s mountains and committed to protecting them);
- 100 sustainability-related case studies widely shared and made available on olympic.org;
- Sustainability guides: “Sustainability Essentials” - a series of five simple, practical guides for the Olympic Movement i.e. Introduction to sustainability/ Sports for Climate Action/ Sustainable sourcing in sport/ Plastic game plan for sport/ Sustainability Management in sports. In addition, four “Sport and biodiversity” -related guides have been produced by International Union for Conservation of Nature as part of its collaboration with the IOC
- Inclusion of Sustainability as one of the five key focus areas of Olympic Solidarity’s 2017–2020 programme with dedicated technical support from the IOC Sustainability team to advise them in the implementation of their projects.
- Initiatives to build momentum and showcase exemplary work by, and through, the Olympic Movement:
 - *Sports for Climate Action* framework with the United Nations Framework Convention on Climate Change (UNFCCC) – to date the IOC, the Organising Committees for the Olympic Games (OCOGs) Tokyo 2020, Beijing 2022 and Paris 2024, 25 International Federations (including 7 recognised International Federations (IFs)) and 7 NOCs have signed the Framework
 - *Clean Seas* programme with the UN Environment Programme (UNEP) – to date 10 IFs, six NOCs and three of the IOC’s commercial partners have joined this global action



RECOMMENDATION 6

Cooperate closely with other sports event organisers

Cooperate closely with other sports event organisers:

1. The IOC and the International World Games Association (IWGA) to closely cooperate regarding the sports programme composition and their respective evaluations.
2. The IOC and the International Masters Games Association (IMGA) to study the possibility for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.
3. The IOC to consider including a “sports lab” or sports initiation programmes as part of the Olympic Games or Youth Olympic Games to trigger youth involvement and benefit the host community.

STATUS: ACHIEVED



6. Cooperate closely with other sports event organisers

Executive summary

A Memorandum of Understanding (MoU) was signed between the IOC and the International World Games Association ensuring close cooperation regarding the sports programme composition and their respective evaluations, but also to help the International World Games further develop their Organisation and Games through regular contact with the IOC. This MoU also spurred the International World Games into signing an agreement with the Olympic Channel granting them the right to live stream The World Games in 2017, giving The World Games a platform to reach a global audience.

A MoU between the IOC and the International Masters Games Association was signed, and the Host City Contract for the Olympic Games was updated to include a clause encouraging host cities to consider organising Masters Games events. Through this collaboration, Rio played host to the Pan American Masters Games in 2019 utilising many of the Olympic Venues from Rio 2016. It also resulted in the signing of a tripartite agreement between the Organising Committees of the Japan Rugby World Cup Organising Committee, the Tokyo Olympic Games Organising Committee, and the Kansai 2021 World Games Organising Committee to support each event and benefit from the experience and knowledge gained through this partnership.

Sport initiation programmes have not only been successfully implemented, but also significantly evolved both in terms of concept and popularity throughout the last Olympic Games (e.g. Rio 2016 where 15 sport were on offer to spectators) and Youth Olympic Games editions (e.g. Buenos Aires 2018 and Lausanne 2020 where 250'000 and 200'000 participated in sport initiation activities respectively). It has become a core element of the overall experience, unlocking sport opportunities for the local community and spectators, as well as engagement possibilities for Organising Committees of the Olympic Games, International Federations and commercial partners. Through the MoUs signed with both the International World Games and the International Master Games, the identification of sports popular on their programmes has allowed the IOC to adapt the Sports initiation programme to feature new sports and forge closer relations with Recognised International Federations (IFs) on the possibility of having their sports included on the sports initiation programme.



RECOMMENDATION 7

Strengthen relationships with organisations managing sport for people with different abilities

Strengthen relationships with organisations managing sport for people with different abilities, with a view to exploiting synergies in all possible areas, including:

- Technical assistance
- Communication activities
- Promotion of events via the Olympic Channel

STATUS: ACHIEVED



7. Strengthen relationships with organisations managing sport for people with different abilities

Executive summary

For example, the LFA elevates the Paralympic Games to a higher visibility and further develops the Paralympic brand. Starting in 2021 all IOC TOP Sponsors will also be worldwide Paralympic partners allowing the IPC to leverage on the Olympic platform and commercial partners. This will further develop the recognition and equity of the Paralympic brand while growing its commercial value over the years. In addition, the IPC is now able to manage and grow the broadcast of the Paralympic Games on a multi-Game basis giving the IPC an unprecedented opportunity to improve their long-term financial stability but also increase the awareness reaching a wider audience across various media platforms.

Building upon the foundation laid forth in the LFA, the IPC and IOC enhanced their cooperation, synergy and efficiency. As a result, the IPC and the Organising Committees for the Olympic Games (OCOGs) are jointly improving the management, impact and legacy of each edition of the Paralympic Games with sustainable processes at an operational level. For example, the IPC is an integral part of the Here We Go taskforce to discuss key elements of the replanning for the Tokyo 2020 Olympic and Paralympic Games and are holding regular joint meetings to discuss and agree on the specific COVID-19 countermeasures. Also, joint IOC-IPC Delivery Partner Meetings and Coordination Commissions and now held across all editions of the Games bringing cost savings and efficiencies to the OCOGs planning processes.

The IOC has been providing direct financial assistance to the IPC since the year 2000, and the LFA increases IOC's continued commitment to provide financial independence, stability and viability to the IPC, the Paralympic Movement and the Paralympic Games. Besides enhanced direct funding to IPC, OBS is now appointed as host broadcaster to provide its services, experience and technology for the Paralympic Games, all free of cost to IPC, a move that will create further efficiencies and economies of scale for the OCOGs and IPC.

Another outcome of the strengthened relationship with IPC, is that today para-athletes have access to the athletes support programme via the resources available on Athletes 365, including all specific athlete support programmes developed with our TOPs (to be specific Airbnb, Inter, and P&G) which are developed for both athletes and para-athletes.

In addition, the IOC has also signed a Memorandum of Understanding with the International Committee of Sports for the Deaf (ICSD) in 2016 to formalise and strengthen the relationship between the two organisations. Although internal governance issues have since plagued the ICSD following the signing of the MoU, the agreement has created the opportunity for the IOC to guide the ICSD in their reforms which are currently underway. These reforms will lead to the ICSD being transparent in their governance and ensure the organisation is able to create a safe, clean, and healthy environment for deaf athletes and the inclusion of deaf spectators in the world of sports.

Both agreements ensure para-athletes have access to the athletes support programme via the resources available on Athletes 365, including all specific athlete support programmes developed with our TOPs (to be specific Airbnb, Intel, and P&G) which are developed for both athletes and para-athletes.

In addition, the Olympic Channel promoted sports for people with different abilities through the signature of agreements with key organisations in this field of activity. It increased the visibility of Paralympic sports with the live coverage of many different international events as well as the integration of related news features within the broadcast programme. The Olympic Channel currently has nearly 800 content pieces that are related to Paralympians and Paralympics. In Rio, on top of the live and highlights produced by OBS, which were streamed, the Olympic Channel crew produced an additional 63 news items and 101 social media posts (over 35 million impressions on Facebook, Twitter, and Instagram).



RECOMMENDATION 8

Forge relationships with professional leagues

Invest in and forge relationships with professional leagues and structures via the respective International Federations with the aim of:

- Ensuring participation by the best athletes
- Recognising the different nature and constraints of each of the professional leagues
- Adopting the most appropriate collaboration model on an ad-hoc basis in cooperation with each relevant International Federation.

STATUS: PARTIALLY ACHIEVED



8. Forge relationships with professional leagues

Executive summary

Ensuring the participation of the best athletes is a critical factor for the success of the Olympic Games. In this regard the IOC conducted extensive work to forge and strengthening the relationships with professional leagues via the respective International Federations (IFs).

The sport-specific arrangements in place between IFs and respective professional leagues/bodies required the implementation of different measures including but not limited to the adaptation of the Qualification system and competition schedule in order to maximise the opportunity for the participation of the best athletes from the professional leagues subject to National Olympic Committees (NOCs) selection. A greater focus was also directed on the digital and in-person engagement with athletes, including consultation with IF athletes commission and other professional player associations (e.g. NHLPA).

Though a lot of progress has been made, work in this area will remain a priority focus for the coming years.



RECOMMENDATION 9

Set a framework for the Olympic programme

Set limits for accreditations:

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad to approximately:
 - 10,500 athletes
 - 5,000 accredited coaches and athletes' support personnel
 - 310 events
2. The IOC to limit the number of athletes, officials and events for the Olympic Winter Games to approximately:
 - 2,900 athletes
 - 2,000 accredited coaches and athletes' support personnel
 - 100 events

The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.

STATUS: MOSTLY ACHIEVED



9. Set a framework for the Olympic programme

Executive summary

The framework of athlete quotas set for the Olympic Games and Olympic Winter Games, respectively 10,500 and 2,900 athletes, was pursued with a gradual approach throughout multiple Games, allowing the necessary adaptation for athletes, International Federations (IFs) and National Olympic Committees (NOCs), and ultimately achieved with the confirmation of the athlete quotas for the Olympic Games Paris 2024 and Olympic Winter Games Beijing 2022.

The finalisation of the event programmes for Olympic Games and Olympic Winter Games, whose respective framework was set to approximately 310 and 100 events, called for additional flexibility. The surplus of events (a total of 339 events for Tokyo 2020 and 109 for Beijing 2022) played a critical role in bringing further innovation to the Programme as well as fostering gender equality by increasing the number of women's events and/or mixed team events. It should be noted that the inclusion of additional events, which was ultimately a joint decision between Organising Committees for the Olympic Games (OCOG), IFs and IOC, followed the guiding principle of cost and complexity containment. This was achieved by prioritising proposals for new events that, while added value to the Games, used existing venues and did not require additional athletes for the IF, and instead accommodate the athletes within the sport's existing quota allocation.

Finally, in regards to the overall number of accredited coaches and athletes' support personnel, the Primary Team Officials respected the framework set by the Olympic Agenda 2020 in the context of the Olympic Winter Games while it was exceeded by 25% for the Games of the Olympiad. Such surplus of NOC Officials reflects the increased need of athlete support at Games time in order to provide an adequate level of service comparable with other world class events.

A process to identify how the overall number of other accreditations at the Olympic Games can be reduced was conducted through a collaboration between Sport, Games and NOC Relations Departments. The number of IFs accreditations for each edition of the Games has been carefully reviewed with each IFs and ultimately defined by the event program and venue master plan. Optimisation of number of accreditations will continue moving forward to avoid increase of cost for the OCOG.



RECOMMENDATION 10

Move from a sport-based to an event-based programme

Move from a sport-based to an event-based programme:

1. Regular reviews of the programme to be based on events rather than sports, with the involvement of the International Federations, and with the following restrictions to be respected:
 - For the Games of the Olympiad: approximately 10,500 athletes, 5,000 accredited coaches and athletes' support personnel, and 310 events,
 - For the Winter Games, approximately 2,900 athletes, 2,000 accredited coaches and athletes' support personnel, and 100 events.
2. The IOC Session to decide on the inclusion of any sport (IF) in the programme.
3. The IOC to allow the OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games.

STATUS: ACHIEVED



10. Move from a sport-based to an event-based programme

Executive summary

The transition from a sport-based to an event-based programme has been achieved by gradually implementing the review of the programme based on events rather than sports throughout multiple editions of the Olympic Games and Olympic Winter Games. While the adjustments of athlete quotas and medal events continue to represent an extremely sensitive matter for International Federations (IFs), National Olympic Committees (NOCs) and athletes' communities, the IOC managed to fully involve these stakeholders in the decision-making process through the respective representatives in the Olympic Programme Commission (OPC), ad-hoc consultations and constant engagement.

The flexibility introduced by an event-based approach of the programme provided the opportunity to introduce new events from Organising Committees for the Olympic Games (OCOGs) proposed sports (Tokyo 2020 and Paris 2024) in order to enhance and strengthen OCOG's overall Games concept. These proposals were assessed and reviewed by the OPC and the IOC Executive Board and ultimately approved by the IOC Session, which retains the final decision on the sport programme. It should be noted that a thorough review of the current event programme was conducted using Rio 2016 and PyeongChang 2018 Games time data collections in order to objectively quantify the value add of each event in consideration of the respective cost and complexity. The increased granularity of these data, down to the event level, allows the OPC to make recommendations in view of constantly evolve and optimize the Olympic Programme while reducing cost and complexity.



RECOMMENDATION 11

Foster gender equality

Foster gender equality

1. The IOC to work with the International Federations to achieve 50 per cent female participation in the Olympic Games and to stimulate women's participation and involvement in sport by creating more participation opportunities at the Olympic Games.
2. The IOC to encourage the inclusion of mixed-gender team events.

STATUS: ACHIEVED



11. Foster gender equality

Executive summary

The IOC went well beyond the set recommendation and has advanced gender equality on numerous fronts.

The IOC worked in close collaboration with International Federations (IFs) to increase female athlete participation at the Olympic Games and increase the number of mixed-gender team events. The result of this work is that women will represent 48.8% of athletes at the Tokyo 2020 Olympic Games and the number of mix-gender events will go from 8 in London 2012 to 22 planned for Paris 2024. Since Buenos Aires 2018, all editions of the Youth Olympic Games have been and will continue to be gender equal with 50/50 participation.

Looking beyond participation at the Olympic Games, the IOC has led the way to an increase in female representation in governance:

- Women represent 38% of IOC Members in 2020 compared to 21% in 2013. Five of them are Members of the Executive Board (33% versus 27% in 2013). Women also represent 37% of IOC Commission Chairs and 48% of IOC Commission Members (versus 20% in 2013).
- Additionally, the IOC Executive Board in its decision in December 2016 recommended that *“Members of the Olympic Movement ... set a minimum target of 30 per cent for women’s representation in their governing bodies by 2020, and to adopt accompanying measures that will help them reach this goal.”* This recommendation was reiterated in June 2020.

Furthermore, the IOC Gender Equality Review Project was approved by the IOC Executive Board in February 2018. The report outlined 25 recommendations with corresponding actions across five focus areas: Sport; Governance; Funding; Portrayal; and Human Resources, Monitoring and Communications. This has been implemented by the IOC through a cross-functional group.

A review of the implementation of the 25 recommendations in January 2020 highlighted that extensive progress have been made (e.g. balancing competition schedule to give equal prominence to female and male athletes and publication of IOC Portrayal Guidelines for the benefit of entire Olympic Movement) but that substantial work remains to close the gender gap (e.g. female representation in coaches and technical officials accredited to the Olympic Games as well as on governing bodies in the Olympic Movement).

Finally, the IOC supported the launch of the UN Women Sports for Generation Equality Initiative, the year of the 25th Anniversary of the Beijing Platform for Action, the most progressive blueprint ever for advancing women’s rights.

Other collaborations to advance Gender Equality and Inclusion include UNESCO, the Council of Europe, European Union, the International Working Group (IWG) on Women & Sport, Catalyst, Procter & Gamble and Ernst & Young.



RECOMMENDATION 12

Reduce the cost and reinforce the flexibility of Olympic Games management

Reduce the cost and reinforce the flexibility of Olympic Games management

1. The IOC to establish a transparent management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.
2. The IOC with the stakeholders to systematically review the level of services, Games preparation and delivery, with a view to containing cost and complexity. Regular proposals will be made in this respect.
3. The IOC to consider the provision of turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.

STATUS: ACHIEVED



12. Reduce the cost and reinforce the flexibility of Olympic Games management

Executive summary

The IOC has taken on several initiatives to reduce the cost and reinforce the flexibility of Olympic Games requirements in the past five years.

First, a new change management process for Games requirements was put in place which is currently being implemented with Beijing 2022. The Operational Requirements are updated approximately every two years. The updated requirements must be adopted in their entirety by the Organising Committees for the Olympic Games (OCOGs) (and, where applicable, the National Olympic Committees (NOCs) and the host city(s) are also expected to adapt to these new requirements. In the unlikely event that the application of the updated Operational Requirements results in material adverse effects on the OCOGs financial rights or obligations, the IOC and OCOG discuss in good faith to address these points. Upon completion of the review process, the transition from the old version to the new Operational Requirements will be formalised in an Addendum to the Olympic Host Contract signed by all relevant parties.

Second, the IOC introduced a new programme called “Olympic Agenda 2020 – the New Norm” which was presented to and adopted by the IOC Session on 6 February 2018 in PyeongChang. It consists of 118 reform measures, rethinking how the Olympic Games are delivered from candidature over planning and delivery up to legacy realisation. The aim of the programme is to increase the value proposition of the Olympic Games, ensuring that the event continues to be relevant and attractive to future hosts. This has been achieved by creating Games, which are more flexible, easier to operate and an even better investment opportunity for future hosts. Implementation of the programme is on-going with all current OCOGs, with the level of implementation depending on how advanced the OCOGs were in their Games planning and organisation when the programme was rolled out. The first OCOG that will make full use of all reforms and deliver Games in a “New Norm spirit” will be Paris in 2024.

Third, the IOC focused on the development of turnkey solutions in areas that require specific Olympic expertise such as Ticketing, Hospitality or Technology services. In such areas, OCOGs can now benefit from standard solutions, provided by the IOC and its partners and adapted to their specific context, instead of having to invent such solutions themselves.



RECOMMENDATION 13

Maximise synergies with Olympic Movement stakeholders

Maximise synergies with Olympic Movement stakeholders to ensure seamless organisation and reduce costs.

1. The IOC to enhance the role of the International Federations (IFs) in the planning and delivery of the Olympic competitions, including the study of transferring technical responsibilities from the OCOGs to the IFs.
2. The IOC to focus the role of the IOC Coordination Commission on key issues and validation of service levels.

STATUS: ACHIEVED



13. Maximise synergies with Olympic Movement stakeholders

Executive summary

The Olympic Charter has been updated to reflect the role of the International Federations (IFs) to extend beyond the technical control of the sport within the Olympic Movement. In order to facilitate the work of the federations, an individual approach to enhance and optimise the planning and delivery whilst ensuring common and consistent service levels was established. The Sport Delivery Plan (SDP) has been developed to enable the relevant parties (Organising Committees for the Olympic Games (OCOG), Olympic Broadcasting Services (OBS), IFs, International Olympic Committee (IOC), etc.) to determine clear roles and responsibilities against timelines for the delivery of each specific sport. The SDP is being implemented for Tokyo 2020 and Beijing 2022 to a certain extent and discussions are underway with Paris 2024 and Milano-Cortina 2026 on the best delivery model for the sports on their programme.

Additionally, the IOC has enhanced the role of the Coordination Commission to maximise synergies with the Olympic Movement stakeholders. Association of Summer Olympic International Federations (ASOIF) and Association of International Olympic Winter Federations (AIOWF) are involved in all Coordination Commissions, while other stakeholders such as representatives of the International Paralympic Committee (IPC), TOP Partners and RHBs are being invited to Coordination Commission meetings on an ad-hoc basis. Dedicated stakeholder working groups provide stakeholders with a forum to discuss key issues with the OCOGs and make recommendations for their resolution.



RECOMMENDATION 14

Strengthen the 6th Fundamental Principle of Olympism

The IOC to include non-discrimination on sexual orientation in the 6th Fundamental Principle of Olympism.

STATUS: ACHIEVED



14. Strengthen the 6th Fundamental Principle of Olympism

Executive summary

The 6th Fundamental Principle of Olympism has been updated in the Olympic Charter to include non-discrimination on sexual orientation.



RECOMMENDATION 15

Change the philosophy to protecting clean athletes

The IOC's ultimate goal is to protect clean athletes

STATUS: ACHIEVED



15. Change the philosophy to protecting clean athletes

Executive summary

On Anti-Doping:

- The Olympic Movement spends USD 260 million during an Olympiad to fight doping, with USD 136 million (52.3%) coming from the IOC
- The IOC strongly protects the clean athletes in their right to participate in the Olympic Games, despite sanctions pronounced against certain National Olympic Committees (NOCs), such as Russia, Kuwait or India.
- To protect clean athletes, the IOC has implemented several programmes and initiatives such as:
 - A comprehensive pre-Games testing programme (e.g. over 1,000 athletes from the Olympic Games Rio 2016).
 - A comprehensive long-term programme to extend the storage of pre-Games samples to 10 years, funded by the IOC for USD 5 million and managed by the International Testing Agency (ITA). Blood samples will be stored to be analysed in the future using new genomic, metabolomic and proteomic anti-doping tests as early as Tokyo 2020.
 - Reanalysis of samples from past Games, which was successfully delivered by the IOC up to 2018 when the programme was delegated to the ITA (e.g. over 1'000 samples from the Olympic Games Beijing 2008, 1'200 samples from the Olympic Winter Games Vancouver 2010 and nearly 2'700 samples from the Olympic Games London 2012 for a total of more than 4'900 samples).
- Rooted in recommendation 15 of the Olympic Agenda 2020 calling for the protection of clean athletes and noting that novel approaches were needed from all stakeholders in December 2014, the IOC made the proposal to make anti-doping independent from sports organisations.
 - This is unanimously agreed by the World Anti-Doping Agency's (WADA) Foundation Board in November 2015 and the IOC Session in August 2016. In May 2017, WADA's Foundation Board approved the recommendations that the IOC be the founding body of the ITA. In October 2017, WADA's Executive Committee approves the membership of the ITA Foundation Board.
 - In January 2018 the IOC provided a USD 30 million fund to establish officially the ITA as an independent, not-for-profit foundation under Swiss law and held its first Foundation Board meeting. The ITA was launched to provide doping control services to International Federations (IFs) and Major Event Organisers.
 - The ITA currently works with 51 sports organisations (including the IOC), out of which 21 are Summer Olympic Federations and 4 are Winter Olympic Federations
- The IOC and the Olympic Summit called for the creation of a permanent Court of Arbitration for Sport Anti-Doping Division (CAS ADD) – and it became fully operational in January 2019. It manages first-instance procedures for anti-doping matters and sanctions, as delegated by the IOC and IFs, thus guaranteeing greater independence and harmonisation of case management across sports.



On the prevention of manipulation of competition, the IOC created the Olympic Movement Unit on the Prevention of the Manipulation of Competitions as well as an Advisory Board to support this Unit. The aim of the Olympic Movement Unit is to strengthen the support to the Olympic Movement stakeholders in their efforts to protect clean athletes against the risk of manipulation of competitions.

These efforts allowed:

- the adoption and the dissemination of the Olympic Movement Code on the Prevention of Manipulation of Competitions; the Unit also helped the Olympic sports IFs to be compliant with the Code;
- the extension of the awareness raising programme to all the Olympic IFs and a large number of non-Olympic IFs, NOCs and even sports events organisers; this awareness raising programme (in the form of webinars) included the active participation of INTERPOL and the United Nations Office on Drugs and Crime (UNODC); specific documentation was produced in cooperation with INTERPOL and the UNODC;
- a facilitated integration and more robust development of the intelligence mechanism (IBIS) involving more stakeholders.

The IOC awarded an extra contribution of USD 10 million to support these various activities for the prevention of manipulation of competitions, in particular for the cooperation with INTERPOL and UNODC.

Two editions of the International Forum for Sports Integrity were successfully delivered to strengthen the stakeholders' ability (i.e. law enforcement agencies, betting entities and sport organisations) to exchange intelligence and information and better investigate breaches of integrity.



RECOMMENDATION 16

Leverage the IOC USD 20 million fund to protect clean athletes

The IOC to use its extra USD 20 million “Protection of clean athletes” fund:

1. USD 10 million to develop robust education and awareness programmes on the risks of match-fixing, any kind of manipulation of competitions and related corruption.
2. USD 10 million to support projects offering a new scientific approach to anti-doping.

STATUS: ACHIEVED



16. Leverage the IOC USD 20 million fund to protect clean athletes

The IOC fully achieved the original ambition of this recommendation, with an overall allocation that has been higher than the USD 20 million planned, amounting to a total of USD 60 million:

USD 10 million to develop robust education and awareness programmes on the risks of match-fixing, any kind of manipulation of competitions and related corruption:

- A Memorandum of Understanding was signed respectively with INTERPOL and UNODC, to support education and awareness-raising on the risks of match-fixing and manipulation of competitions and to facilitate their participation in these efforts.
- An e-learning platform was launched to facilitate the pre-Olympic Games awareness of the athletes and entourage and dedicated tools were developed for activities at the YOG.
- Furthermore, the Olympic Movement Unit on the Prevention of the Manipulation of Competitions was created and produced communications to the Olympic Movement.

USD 10 million to support projects offering a new scientific approach to anti-doping where spent as follows:

- USD 6 million matched by governments creating a fund of USD 12 million that was used by World Anti-Doping Agency (WADA) to support projects selected by WADA Health, Medical and Research Committee
- USD 4 million spent on 16 research projects since 2014
- Areas of research projects include: Alternative collection techniques, OMICS – the use of technologies that explore actions affecting the molecules that make up human cells, Doping Deterrence, and Doping Prevention, Compounds/Methods Enhancing Growth, Compounds/Methods Enhancing Oxygen Delivery, Exogenous and Endogenous Anabolic Steroids, Detection of prohibited substances/methods: classic methodologies e.g. chromatographic, immunological and biochemical, Gene and Cellular Technologies applied to Sports, Identification and detection of substances with doping potential, Pharmacology of prohibited substances

In addition, a further USD 10 million “Action Plan” was announced by the IOC President at the WADA World Conference on Doping in Sport in November 2019, Including:

- USD 2.5 million for research, with matching funding from the government, there’s now nearly USD 3.5 million more to fund research.
- USD 2.5 million in intelligence and investigation with a broader scope to include those who enable and encourage doping beyond athletes
- USD 5 million long term storage for reanalysis

Furthermore, the IOC provided a USD 30 million fund to officially create the ITA as an independent provider of high quality doping control services to International Federations (IFs) and major event organisers



RECOMMENDATION 17

Honour clean athletes

Honour clean athletes who are awarded an Olympic medal following a doping case:

1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.
2. The ceremony to be properly communicated by all parties concerned.

STATUS: ACHIEVED



17. Honour clean athletes

Executive summary

The principles for reallocated Olympic Medal Ceremonies were approved by the IOC Executive Board in May 2018 following recommendations from the IOC Athletes' Commission.

The principles provide athletes, who received the Olympic medal following the disqualification of a competitor, with multiple different options to receive their Olympic medals in a way that recognise their achievements.

Since the new principles were approved, 38 Olympic Medal ceremonies have been organised or have been requested to be organised based on the athletes' choice of ceremony.

The organisation of the ceremonies are supported by the IOC.



RECOMMENDATION 18

Strengthen support to athletes

Strengthen support to athletes:

1. The IOC to put the athletes' experience at the heart of the Olympic Games.
2. The IOC to further invest in supporting athletes on and off the field of play.

STATUS: ACHIEVED



18. Strengthen support to athletes

Executive summary

The IOC keeps athletes at the heart of its priorities through an increased support for athlete development at all levels through Olympic Solidarity. Since 2013 the budget invested directly in athletes, their coaches and their entourage has increased by 84% (from USD87M to USD160M). This budget evolution has allowed Olympic Solidarity to increase the number of athletes of all levels supported directly or indirectly by Olympic Solidarity from approximately 12'000 to 20'000 per four year plan. Since 2013, 4630 Olympic scholarships have been awarded to athletes preparing for the Olympic Games and Olympic Winter Games. These Olympic scholarship holders won a total of 151 medals (53 gold, 43 silver, 55 bronze) in Sochi, Rio and PyeongChang. During these 7 years, athletes also benefitted indirectly from the support provided to their entourage, and Olympic Solidarity provided 1260 coaches scholarships and organised 1900 technical courses for coaches with the collaboration of the International Federations (IFs).

Reflecting the Olympic Agenda 2020 goal of placing the athletes at the heart of the Olympic Movement and strengthening the support to athletes, the IOC Athletes' Commission launched its strategy in 2017 which outlines their role with athletes and role with the Olympic Movement. A key emphasis remained on ensuring that the athletes' viewpoint is heard in decision-making at the highest level across all Olympic Movement stakeholders. Since November 2017, the Athlete365 platform has brought the IOC athlete-focused programmes under a single IOC brand and offers multilingual content in six languages to a database of over 100,000 Olympians, elite athletes and entourage subscribers. Athlete365 Games-time engagement campaigns were successfully delivered at all Olympic and Youth Olympic Games in the period. This has resulted in an informed and engaged community of young and elite athletes. The IOC International Athletes' Forum continued to expand through the editions held in 2015 and 2017, whilst the 2019 forum was the biggest and most engaging Athletes' Forum yet with over 400 athlete representatives present, including 185 different nationalities. In addition to athlete representatives from all Olympic IFs, Continental Associations, World Anti-Doping Agency (WADA), the International Paralympic Committee (IPC), Organising Committees for the Olympic Games (OCOGs), the World Olympian Association (WOA) and many recognised IFs, for the first time ever, invitations were extended to the athletes' commissions of all National Olympic Committees (NOCs).

The Athletes' Rights and Responsibilities Declaration was presented by the IOC Athletes' Commission (on behalf of the Steering Committee) and adopted at the 133rd IOC Session in Buenos Aires in 2018. The document, shaped by 4,292 elite athletes from 190 countries and more than 120 sports disciplines, outlines the aspirational rights and responsibilities for athletes within the Olympic Movement and continues to be adopted and implemented within organisations across the sporting landscape. The global network of athlete representatives has emerged stronger and more united as a result of a number of initiatives and events that were designed to empower athlete representatives and support athletes, such as Continental Athletes' Forums (funded by Olympic Solidarity and supported by the IOC Athletes' Commission), regular conference calls and direct financial support. Since January 2020, NOCs have had the opportunity to apply for annual Olympic Solidarity funding of up to USD 10,000 to support the activities of their Athletes' Commissions.

In July 2015 the IOC EB approved the integration of the World Olympians Association administration within the IOC Sports department. The key vision was for closer programme alignment as part of Olympic Agenda 2020 and greater financial and administrative efficiencies. In five years, WOA is meeting these expectations with a clear demonstration of impact and effectiveness across the key objectives of Olympic Agenda 2020 recommendation 18, Strengthening Support to Athletes. WOA has achieved this through the development and delivery of the WOA strategy 2017-2020 aiming to strengthen the lasting legacy of the global community of Olympians and facilitate a close ongoing connection between Olympians and the Olympic Movement.



A number of new initiatives such as the Athlete365 Business Accelerator has allowed Olympic Solidarity to further increase its support to athletes in their career transition. Following the Olympic Games Rio 2016 and the success of the IOC Refugee Olympic Team, Olympic Solidarity provided a programme of long term scholarship assistance to refugee athletes.

Athletes benefit in a number of ways from TOP partners and these offerings are increasing through different innovative initiatives. The Airbnb partnership will see all athletes competing at the Olympic Games and Paralympic Games receive vouchers for accommodation in an amount that will reach USD 28 million by 2028. TOP partner Intel has recently launched a significant offering of mental health related subscriptions and material through the Athlete365 platform, exclusively available to athletes. Since the Sochi 2014 Olympic Winter Games, Samsung has provided limited edition Olympic Galaxy phones to all participating athletes at the Olympic Games to empower athletes to have easy access to important information and resources from the IOC, while in a recently launched initiative from P&G – The Athletes for Good Fund – grants are offered to support causes that are advancing important work on shared values.

In addition, athletes and their entourage have been put at the heart of some of the TOP partners commercial activities, including the P&G's successful Thank You Mom campaign, which has instilled values-based themes in line with Olympism in Action since it's onset.



RECOMMENDATION 19

Launch an Olympic Channel

The IOC to launch an Olympic Channel.

STATUS: ACHIEVED



19. Launch an Olympic Channel

Executive summary

By creating more than 25,000 pieces of athlete-focused content, streaming more than 5,400 live events from its 95 International Federations (IFs) partners, amassing more than 3.3 billion video views across all of its branded platforms and having nearly 75% of its social media engagement coming from fans under 35 years old, the Olympic Channel has exceeded expectations in its initial mission of providing an innovative platform for promoting Olympism and engaging, in priority, communities of younger generations and new fans with the Olympic Movement. The Olympic Channel has provided worldwide exposure for sports and athletes 24/7/365 through award-winning original programming, digital content, news coverage and live-streamed international sporting events. The Olympic Channel operations have remained within the approved operational budget until 2021 and are on track to break even.

Since the beginning of the COVID-19 pandemic, the Olympic Channel has successfully managed to maintain people's engagement and connection with sport and Olympic values. The Olympic Channel global digital platform is subscription-free, currently available worldwide in 12 languages at olympicchannel.com and on its apps for mobile and connected TV devices; key localisation efforts have focused on Japan, India and the United States, which have consistently been on the top three for users during the past year.

The strong content creation, digital, technology and data analysis capabilities developed by the Olympic Channel are already providing a solid basis to successfully deliver on the mission of the new IOC Digital Strategy: to grow direct relationships with people and enable the consolidation of people-centric digital activities in order to promote Olympism through marketing communications and digital products. The Olympic Channel launched following the Closing Ceremony of the Olympic Games Rio 2016 in support of the IOC's goal, set out in Olympic Agenda 2020: providing an innovative platform for promoting Olympism and engaging communities (see recommendation 23), in priority, younger generations and new fans with the Olympic Movement. The Olympic Channel offers worldwide exposure for sports and athletes 24/7/365 through award-winning original programming, digital content, news coverage and live-streamed international sporting events. The Olympic Channel global digital platform is subscription-free and currently available worldwide in 12 languages at olympicchannel.com and on its apps for mobile and connected TV devices.

New IOC "Digital Engagement and Marketing" department was created, per approved IOC Digital Strategy at the IOC Session and Executive Board in January 2020, with a dedicated mission to grow direct relationships with people to promote Olympism through marketing communications and digital products by evolving Olympic Channel operations and digital data capabilities and enable the consolidation of people-centric digital activities.



RECOMMENDATION 20

Enter into strategic partnerships

The IOC to open up to cooperation and network with competent and internationally recognised organisations and NGOs to increase the impact of its programmes.

STATUS: ACHIEVED



20. Enter into strategic partnerships

Executive summary

United Nations – The IOC and the United Nations (UN) signed a Memorandum of Understanding (MoU) at the start of Olympic Agenda 2020, resulting in cooperation at the highest level. The agreement underlined that the IOC and the UN “share the same values of contributing to a better and peaceful world through sport.” It also called for respect of the autonomous organisation of sport.

Since then, several UN declarations have stressed the autonomy of sport and the leadership role of the IOC.

A recent resolution adopted in December 2020 by the UN General Assembly sums up this cooperation.

- It is “acknowledging the Olympic Charter”.
- It affirms the “invaluable contribution of the Olympic and Paralympic movements in establishing sport as a unique means for the promotion of peace and development”.
- It “supports the independence and autonomy of sport as well as the mission of the International Olympic Committee in leading the Olympic Movement and of the International Paralympic Committee in leading the Paralympic Movement”.
- It encourages UN “Member States to include sport and physical activity in recovery plans post COVID-19, to integrate sport and physical activity into national strategies for sustainable development, taking note of the contributions sport makes to health, to promote safe sport as a contributor to the health and well-being of individuals and communities”.
- It welcomes “with appreciation all upcoming Olympic and Paralympic Games, in particular those to be held in Tokyo in 2021, in Beijing in 2022, in Paris in 2024, in Milano Cortina, Italy, in 2026 and in Los Angeles, United States of America, in 2028, as well as the Youth Olympic Games to be held in Dakar in 2026”.

In 2015, in a historic moment for sport and the Olympic Movement, sport was officially recognised as an “important enabler” of sustainable development and included in the UN’s 2030 Agenda for Sustainable Development.

World Health Organization (WHO) - The IOC expanded its collaboration with the WHO by signing a cooperation agreement in the midst of the global coronavirus pandemic. The agreement strengthens the joint efforts of the IOC and WHO to promote healthy lifestyles, including physical activity and sport, as a tool for health across the globe and in alignment with Sustainable Development Goal 3.

This has found expression in a global campaign called #HealthyTogether, which is co-branded by the IOC, the UN and WHO. The WHO is also advising the IOC and the Organising Committee in their preparations for safe Olympic Games Tokyo 2020, to be held in 2021. Additionally, the IOC and sports organisations have contributed to the WHO guidelines on mass gatherings during the COVID-19 pandemic, including sports events.

The collaboration between the IOC and the WHO found also its expression at the G20 Virtual Leaders’ Summit in November 2020, when WHO Director General Dr Tedros Adhanom Ghebreyesus said: “The WHO is working with the IOC to make next year’s Tokyo Olympics a success, and a symbol of hope for the world.”



UN Environment and UN Climate Change – The IOC, together with the UN Environment Programme (UNEP) and UN Climate Change (UNFCCC), developed and implemented the UN Sports for Climate Action Framework launched at the COP 24 in Katowice in 2018. The framework provides a clear trajectory for the global sports community to help combat climate change. This partnership has allowed over 175 member sports organisations, including the IOC, the IPC, the Organising Committees for the Olympic Games Tokyo 2020, Beijing 2022 and Paris 2024, 25 International Federations and 7 National Olympic Committees create, plan and implement tangible reduction measures in carbon with the aim of a 45% reduction by 2030 across the sport sector.

The IOC also expanded its collaboration with UNEP on a number of fronts and will contribute, with the support of the UNEP, to the Great Green Wall project – the African Union’s flagship initiative to combat the effects of desertification – by planting an “Olympic Forest” starting in 2021. In addition to using the carbon credits generated through this project, it will also allow the IOC to support communities in Africa's Sahel region to build local resilience to climate change, improve health and well-being, create jobs and boost economic opportunities. In addition, the IOC partners with UNEP on the Clean Seas programme, where 10 IFs, six NOCs and three of the IOC’s commercial partners have joined this global action to fight pollution in the environment. This programme has also benefited from athlete involvement, an example of this can be seen in the Big Plastic Pledge, a campaign run by Hannah Mills, an Olympic gold and silver medallist, supported by the IOC as part of our ambassador programme, where to date, over 2500 athletes have joined in taking tangible actions to reduce plastic pollution in their lives and through their sport.

IUCN – The IOC signed a collaborative agreement with the International Union for Conservation of Nature (IUCN) in 2017 for a period of three years. In addition to producing four Sport and Biodiversity guides, which offer advice to sports event organisers on how to reduce the impact on biodiversity and promote its conservation throughout all phases of event planning, the IOC received advice from IUCN on the candidature process for the Olympic Games 2024 and has undertaken other tasks related to its sustainability strategy .

INTERPOL, UNODC, OECD – Memoranda of understanding with INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and for the first time ever the Organisation for Economic Cooperation and Development (OECD) are fostering cooperation with governments on sports credibility.

The IOC and INTERPOL deliver tailored workshops around the world to support National Olympic Committees, International and National Sports Federations, law-enforcement agencies, government entities, and betting regulators and operators in addressing competition manipulation and related corruption. From June 2015 to December 2020, INTERPOL trained and built capacity of over 1,000 decision-makers from the main stakeholder groups of NOCs and national sports federations, law enforcement, governmental authorities and betting entities involving 49 countries across all continents.

In 2017, the International Partnership against Corruption in Sport (IPACS) was launched. It is a multi-stakeholder platform with the mission to bring together international sports organisations, governments and inter-governmental organisations to strengthen and support efforts to eliminate the risks of corruption and promote a culture of good governance in sport. The IPACS founding partners are the International Olympic Committee (IOC), the United Kingdom Government, the Organisation for Economic Cooperation and Development (OECD), the Council of Europe and the United Nations Office on Drugs and Crime (UNODC). Together with its partners in IPACS, the IOC has produced new guidelines to mitigate the risks of corruption, e.g. in procurement, prevention of conflicts of interests, events awarding process and good governance, and facilitate dialogue with governments on this topic. In 2019, the IOC also signed an MoU with EUROPOL for cooperation on specific situations.

The IOC awarded an extra contribution of USD 10 million to support various activities for the prevention of manipulation of competitions, in particular cooperation with INTERPOL and UNODC.



Three editions of the International Forum For Sports Integrity (IFSI) were held, involving stakeholders from the Olympic Movement, Intergovernmental Agencies such as the Council of Europe, UNODC, Interpol and Europol as well as sports betting operators, national regulating authorities, academics and other experts. All of them reaffirmed at the forums their determination to protect clean athletes and fair competition.

The IOC also launched in 2018 the “Believe in Sport” campaign which aims to raise awareness about the threat of competition manipulation among athletes, coaches and officials.

UNHCR and Refugees – The IOC’s 25-year partnership with the UN Refugee Agency continued to be an integral part of many activities to support refugees through sport.

In 2015, the IOC created the IOC Refugee Olympic Team. Supported in their preparation by Olympic Solidarity, 10 athletes competed for the first time at the Olympic Games Rio 2016, sending a message of hope to refugees and displaced persons around the world. Olympic Solidarity is now supporting a group of 50+ refugee scholarship holders aspiring to join the IOC Refugee Olympic Team for Tokyo 2020.

To broaden its engagement further, in 2017 the IOC created the Olympic Refugee Foundation, an independent, non profit registered in Switzerland, committed to leveraging sport to protect young people affected by displacement across the globe 365 days of the year. In its three years of existence, the Foundation has supported projects in Rwanda, Mexico, Turkey, the Democratic Republic of Congo, Kenya, Jordan, Uganda and Colombia, thereby providing to 200,000 young people affected by displacement, access to safe sport.

At the first-ever Global Refugee Forum held in December 2019, over 80 sports organisations, NGOs and governments came together under the leadership of the IOC to express their commitment to facilitate sports opportunities for refugees..

UN Women – The IOC renewed and broadened its MoU with UN Women in 2017 with a mutual commitment to further mainstream sport and physical activity as a tool for girls’ and women’s empowerment, education and health. The IOC and UN Women’s cooperation also aims to strengthen joint work on gender equality in and through sport, focusing on women’s equal access and participation in sport and sustainable sport programmes, targeting in particular girls in vulnerable communities; resource allocation to women sport and leadership and governance challenges; and leverage the power of sport, including large-scale sporting events and athletes as role models, to change harmful gender-based stereotypes and norms.

A joint initiative of the IOC and UN Women, the One Win Leads to Another (OWLA) programme, encourages women and girls at grassroots level via sustainable sports programmes. Launched in Brazil as a legacy of the Olympic Games Rio 2016, it has since expanded through Brazil but also into Buenos Aires, Argentina, as a legacy of the Youth Olympic Games 2018.

Inter-American Development Bank (IDB) – The IOC established a partnership with the Inter-American Development Bank (IDB) at the Youth Olympic Games in Buenos Aires 2018. This new collaboration led to the creation of Sportic, a programme created to strike a balance between the practice of sport and the use of technology. Sportic enables young people aged 12-18 from disadvantaged communities in Argentina, Colombia, and Ecuador to develop skills that are useful in their daily lives while also increasing their employability.



A digital platform was developed in response to the COVID-19 pandemic as activities were put on hold. The virtual campus includes an e-learning site in support of implementors, facilitators, coaches and trainers, including “train the trainers”, regional courses, as well as a library and a forum. A total of 194 trainings on the Sportic methodology have been delivered, and 374 trainers and teachers as well as 3,869 young people have been trained. The virtual campus now contains more than 200 educational materials on the use of sport and technology. The platform can be found under www.sportic.org.

Yunus Sport Hub – The IOC and the Yunus Sport Hub, a global community of experts dedicated to solving human challenges through sport & social business, started a pilot programme in Korea in 2020, aiming at leveraging the on the legacy of the Olympic Games PyeongChang 2018 Olympic Winter Games to create social businesses and local jobs. Local athletes are involved in the design and implementation of the project.

The Yunus Sport Hub also collaborates with the IOC on the Athlete 365 Career+ programme which has already reached more than 35,000 athletes from more than 185 countries, and will continue to grow its impact. One project, launched in 2020, the Athlete365 Business Accelerator is already proving a success.. The two-year pilot programme designed in cooperation with Noble Peace Prize Laureate Prof. Yunus seeks to enhance professional, educational and life-skills opportunities for athletes. It is supported by Olympic Solidarity. Some 5,500 athletes have already taken part in the online courses.



RECOMMENDATION 21

Strengthen IOC Advocacy Capacity

Strengthen IOC advocacy capacity:

The IOC to advocate to intergovernmental organisations and agencies.

The IOC to encourage and assist NOCs in their advocacy efforts.

STATUS: ACHIEVED



21. Strengthen IOC Advocacy Capacity

Executive summary

PyeongChang 2018 – The IOC first began to engage with both Koreas in 2014 in anticipation of PyeongChang 2018, and initiated a programme to support athletes from the DPRK in the qualification process for the Olympic Winter Games. That conversation continued, and evolved, through geopolitical ups and downs, including the Olympic Truce Resolution which was adopted by the UN General Assembly in 2017 by consensus during the very serious security crisis on the Korean Peninsula. The consensus included both the Republic of Korea (ROK) and the Democratic Peoples’ Republic of Korea (DPRK) as well as the future hosts of the Olympic Games: Japan, China, France and the United States of America.

In 2018 came a pledge to participate in the Games from the leader of the DPRK. The IOC initiated and led negotiations with the NOCs and governments of ROK and DPRK. They resulted in the Lausanne “Olympic Korean Peninsula Declaration”. It led to a joint march of athletes from both NOCs as one team, under the name “Korea” in the Opening Ceremony and behind the Korean Unification flag. It also led to a joint Women’s ice hockey team..

After the Games, President Moon Jae-in of South Korea and Chairman Kim Jong-un of North Korea both asked the IOC to continue to support the peace talks through actions in sport.

UN Secretary Antonio Guterres said in PyeongChang, when visiting the Games: “The Olympic Spirit is the most important symbol of peace in today’s world.” He continued on: “Obviously in the present context there is a lot of attention for this message of peace in relation to the Korean Peninsula, but I want to say very clearly, that the Olympic message of peace is not local, it’s universal, it’s for the whole world. It’s as valid in Korea as it is valid everywhere where we struggle to try to address the many complex conflicts that we are facing.”

G20 –The IOC President addressed the G20 Leaders at the G20 Summit in Osaka/Japan 2019 and at the G20 Virtual Leaders’ Summit in November 2020 and called on them to support the mission of the Olympic Games to unite the world in peaceful competition. In a milestone for the Olympic Movement, world leaders at the virtual G20 Leaders’ Summit in 2020 expressed their strong support for the Olympic and Paralympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022 in their final declaration: “As a symbol of humanity’s resilience and global unity in overcoming COVID-19, we commend Japan’s determination to host the Olympic and Paralympic Games Tokyo 2020 next year. (...) We look forward to the Beijing Winter Olympics in 2022.”

United Nations – The IOC engaged with the UN, Member States, and Host Countries at UN General Assembly Debates and High-Level Meetings, conferences and other events with governments and international organisations to position the IOC and the Olympic Movement on key issues in achieving world peace and the global Sustainable Development Goals (SDGs). This work led to the successful adoption of UN Resolutions on sport for peace and development, Olympic Truce Resolutions (OTR), and the UN Secretary-General’s Reports on sport for peace and sustainable development (also see recommendation 20).

World Health Organization – The IOC engaged in advocacy and preparatory work in the framework of the World Health Organization General Assembly which led to the historic adoption of the first Global Action Plan on Physical Activity (GAPPA). It marked the first time ever that physical activity had such a prominent place on the health agenda at the international level (also see recommendation 20).



UN Climate Change and UN Environment – The IOC’s and the Olympic Movement priorities on key sustainability and environment-related issues were further positioned through the launch of the Sports for Climate Action framework at the COP 24 Katowice (2018), in collaboration with UN Climate Change (UNFCCC). The framework serves as a key platform to advocate for climate action in and through the sports sector. (also see recommendation 20).

As part of its efforts to involve the Olympic Movement in the European Climate Pact, the IOC submitted a position paper to the European Commission outlining the readiness of the sports community to help address climate change. The paper has been endorsed by nine European National Olympic Committees and 13 International Sports Federations.

Refugees – The IOC, together with the Olympic Refugee Foundation and UNHCR, has leveraged the Global Refugee Forum (2019) to reaffirm the importance of sport for refugees and helped create a multi-stakeholder Sports Coalition to provide increased sporting opportunities for refugees. The IOC’s advocacy work has also ensured, with the support of UNHCR, the recognition of sport and the Olympic Refugee Foundation’s contribution to refugee well-being by the Global Compact on Refugees in 2018 (also see recommendation 20).

Human Rights – The IOC has made progress in the development and implementation of its human rights approach to address the issues within the scope of its responsibility across its three spheres of influence, following recommendations made by HRH Prince Zeid Ra’ad Al Hussein, a former UN High Commissioner for Human Rights, and Rachel Davis, Vice President of Shift – a non-profit centre of expertise on business and human rights. This was developed following a consultative process with key internal staff and expert civil society stakeholders.

The IOC has also leveraged multiple sessions and various platforms in the framework of the Human Rights Council and Office of the High Commissioner to strengthen its dialogue around sport and human rights, and engaged UN Member States and other stakeholders to advance the position of the IOC and the Olympic Movement in Human Rights Council resolutions.

European Union (EU) – The IOC has monitored, facilitated and informed discussions across various EU political platforms (EU Commission Sport Unit and others) and with Member States, in close collaboration with the EOC Liaison office in Brussels, to protect the autonomy of sport and the European Sports Model (ESM). The IOC also engaged with different directorates to promote the contribution of sport in other areas such as gender equality and climate action.



RECOMMENDATION 22

Spread Olympic values-based education

Spread Olympic values-based education

1. The IOC to strengthen its partnership with UNESCO to include sport and its values in school curricula worldwide.
2. The IOC to devise an electronic platform to share Olympic values-based education programmes of different NOCs and other organisations.
3. The IOC to identify and support initiatives that can help spread the Olympic values.

STATUS: PARTIALLY ACHIEVED



22. Spread Olympic values-based education

Executive summary

The IOC strengthened its partnership with UNESCO to include sport and its values in school curricula worldwide-through two projects:

- UNESCO's Quality Physical Education (QPE) guidelines for policy makers, and a pilot project taking place in Fiji, Mexico, South Africa, and Zambia.
- A partnership comprising OVEP between the IOC, UNESCO, World Anti-Doping Agency (WADA), FairPlay, Agitos Foundation (IPC) and ICSSPE. In October 2019, a joint publication "Sports Values in Every Classroom (SVIEC)" was presented during the pre-conference of Ministers of Education at UNESCO in Paris.

Discussions are under way to continue collaboration with UNESCO on projects for the 2021-2024 plan.

The electronic platform to share Olympic values-based education programmes of different National Olympic Committees (NOCs) and other organisations is now under consideration as part of the IOC digital strategy.

The IOC identified and supported initiatives to help spread the Olympic values thanks to OVEP toolkit, methodology and implementation, with the OVEP 2.0 resource pack:

- The OVEP Toolkit, a practical set of free learning resources designed to inspire and allow young people to experience life values such as excellence, respect and friendship, was launched in 2016 is available in eight languages (English, French, Lithuanian, Spanish, Slovak, Russian, Japanese and Chinese – translation of OVEP 2.0 resources pack in Estonian and Korean on-going) and has so far reached more than 25 million youngsters worldwide – 500 million if we include Organising Committees for the Olympic Games (OCOGs) especially Beijing (since 2005 V1);
- As an example, OVEP has been disseminated through 30'000 pageviews on OVEP-related webpages on olympic.org in 2019 and approximately 4'700 OVEP Toolkits were downloaded. "Train-the-Trainers" workshops (a roll-out methodology to reach young people through trainers and coaches of all kinds) took place in South Africa, Lithuania and Saudi Arabia and Slovakia in 2019. OVEP is now recognised and implemented at the Ministries of Education in Saudi Arabia, Slovakia, Trinidad and Tobago, Albania and the Punjab (Pakistan).

Several grassroots projects have been launched in relation to advocacy and policy development of delivering quality physical education and Olympic values-based teaching.

Thanks to the Culture and Education Hub, "The first point of contact to facilitate Olympic culture and education initiatives", The Olympic Foundation for Culture and Heritage manages 300+ requests per year (40% of requests come from the Olympic Movement. 60% of requests are coming from outside the Olympic Movement).

The Olympic Museum Education programmes (2016-2019) are dedicated to schools and extracurricular children (6-18 years old), but also for teachers/Parents and reached 240'000 to 260'000 visitors on site in Lausanne (school children: 100'000, extracurricular children: 40'000, families: 100-120'000 people). The offers are diversified and correspond to different targets, with one new thematic offering per year, two permanent offers based on Olympic history and values, two recurring events (during the school holidays, i.e. The Olympic Week) and 2-3 booklets. In addition, The Olympic Museum developed an international reach through online resources and contents formatted for external requests.

Olympic Solidary has continued to provide support to the NOCs for Olympic Values-based programmes. For the 2017-2020 quadrennium, this represented around 80 activities.



RECOMMENDATION 23

Engage with communities

Engage with communities:

1. Create a virtual hub for athletes.
2. Create a virtual club of volunteers.
3. Engage with the general public.
4. Engage with youth.

STATUS: PARTIALLY ACHIEVED



23. Engage with communities

Executive summary

The launch of Athlete 365, an online one-stop-shop for athletes (see Recommendation 18), the launch of the Olympic Channel (see Recommendation 19) and the creation of the new IOC “Digital Engagement and Marketing” (DE&M) department per approved IOC Digital Strategy at the IOC Session and Executive Board in January 2020 were the main achievements of this recommendation.

The dedicated mission of the new Digital Engagement & Marketing department is to grow direct relationships with people, to promote Olympism through marketing communications and digital products by evolving Olympic Channel operations and digital data capabilities and to enable the consolidation of people-centric digital activities (see recommendation 19).

Youth is one of the target groups of the digital strategy. Youth was also included as a key topic of the first Olympism in Action Forum, which allowed the IOC to “take the pulse” of young people’s opinions and interests around the world. IOC youth focus projects were reinforced, such as the IOC Young Leaders and Young reporters programme, youth engagement and athletes engagement activities. 17 IOC Young Leaders have been appointed to IOC commissions.

Another target has been engagement with volunteer communities. A certain level of engagement has been achieved in the context of anniversaries and legacies of Games editions, including Barcelona 1992, Nagano 1998, Sydney 2000, Beijing 2008 and the Youth Olympic Games Singapore 2010. Meanwhile, some early social media engagement with the volunteer community was created for Rio 2016 and for PyeongChang 2018 through e-mail addresses. If further volunteer engagement has remained limited to date, it is due to a current absence of available data, which needs to be gathered in collaboration with the Organising Committees for the Olympic Games (OCOGs) well in advance of Games editions.

En route to the development of the digital strategy, a new, fully mobile-accessible version of olympic.org, has been launched to allow for wider engagement with the general public.

The concept of the Olympic Festival project has been approved to increase engagement at the Olympic Games time outside the host country.



RECOMMENDATION 24

Evaluate the Sport for Hope programme

Evaluate the Sport for Hope programme:

1. The IOC to evaluate the success and impacts of the Sport for Hope programme over the next two to three years and, in the meantime, limit the programme to the two existing centres in Haiti and Zambia.
2. The IOC to develop a sustainable operational model for the two existing Sport for Hope centres and invite other NGOs to contribute their particular areas of expertise, with the goal of having the centres become self-sufficient, managed and operated by another entity, and no longer reliant on the direct heavy investment and support of the IOC.
3. The IOC to define further strategy of investment in locally adapted grassroots sport facilities, building on the experience and lessons learned from the Olympafrica model.

STATUS: ACHIEVED



24. Evaluate the Sport for Hope programme

Executive summary

The IOC has passed the management of the Sport for Hope Centre in Zambia to a local entity, in close collaboration with the National Olympic Committee and the Government of Zambia. The hand-over to the local community resulted in the rebranding of the Centre without the Olympic Property, which has permitted the Centre to gain new financial revenue streams and sponsorship contracts.

A strategy for the hand-over and the transfer of responsibility and management of the centre in Haiti to the Haitian community has been developed, and propositions for the new Board of Directors are finalized to enable the Centre to become self-sufficient and independent in 2021.

No further Sport for Hope centres are planned to be created by the IOC.

The IOC has strengthened its engagement with various grassroots sports organisations, in particular Olympafrica. Olympic Solidarity has supported all five Continental Associations to develop similar locally adapted grassroots sport facilities.



RECOMMENDATION 25

Review Youth Olympic Games positioning

The IOC to review with the stakeholders the positioning of the Youth Olympic Games.

1. The IOC Executive Board to set up a tripartite commission with the NOCs and IFs to review in depth the vision, mission, positioning, sports programme, Culture and Education Programme (CEP), protocol, organisation, delivery and financing of the Youth Olympic Games, and to come back to the IOC Session for final discussions and decisions.
2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4th Summer Youth Olympic Games, to be postponed from 2022 to 2023.

STATUS: ACHIEVED



25. Review Youth Olympic Games positioning

Executive summary

Following-up on the Recommendation 25 of Olympic Agenda 2020, the YOG Tripartite Working Group developed 5 strategic directions and 14 recommendations adopted by the IOC Session in Rio in 2016, to define a revised strategy and positioning for the YOG.

The revised YOG mission to “retain young people in competitive and organised sport and to promote the benefits of Olympism as a philosophy of life” has been successfully implemented in Buenos Aires 2018 and Lausanne 2020 and will continue with the upcoming YOG editions of Gangwon 2024 and Dakar 2026. The YOG positioning being defined as a combination of high-level of athletic performance, a purpose-driven sports festival, and an incubator for innovation has been widely accepted and adopted within the Olympic Movement.

The five strategic objectives have all been reached and lead to positive outcomes:

- The participation and level of competition of the YOG has increased: Following the introduction of two distinct competition periods in Lausanne 2020, 1,872 athletes took part. This is a significant increase in comparison to the 2016 numbers in Lillehammer where 1,067 athletes participated.
- The YOG have been brought to various types of cities, and contributed to bring Olympism to new territories: the fourth edition of the Summer YOG will be staged in Dakar in 2026, the first Olympic Event to be held on the African continent.
- The YOG reach and impact has been expanded with a refocused Athlete Education Programme. Initiatives such as Athlete Role Models, Young Change Makers and the Festival concept have made a positive impact on the participants and spectators.
- The YOG experience has been extended by leveraging on digital platforms: 6.1 million unique users visited the Olympic platforms and Olympic Social Media for Buenos Aires 2018. The number of unique users reached 3 million for Lausanne 2020.
- The YOG are now acting as an incubator for the IOC and the Olympic Movement: For Rio 2016, the News Service implemented was based on Youth Information Service created for YOG, and the Sport Experience Programme based on YOG sport initiation activities.

The 14 recommendations, intended to advance the strategic goals, have also achieved success in implementation, with 12 of the 14 recommendations achieved to date. The outstanding recommendation yet to be implemented, related to the Network of YOG events, is currently under development, with the potential to utilize the postponement of Dakar 2022 to 2026 as an opportunity to achieve its implementation.

Regarding the year of organization of the YOG, after evaluation and consultation of all stakeholders, it has been decided to continue to organise the YOG during Olympic years, as per the IOC Session decision at the IOC Session in PyeongChang (February 2018)



RECOMMENDATION 26

Further blend sport and culture

Further strengthen the blending of sport and culture at the Olympic Games and in-between.

1. At Games time:

Create the Olympic Laurel award for outstanding contributions to Olympism (culture, education, development and peace) at every edition of the Olympic Games. The award ceremony to take place during one of the ceremonies. The recipient of the “Olympic Laurel” to be nominated by a jury including independent highly respected personalities.

Study the development of an Olympic House to welcome the general public to engage in a dialogue with the Olympic Movement in its “philosophical face”

Study an “Olympic Museum on the move” concept to introduce Olympic culture to the general public in the context of the torch relay, live sites and/or the Cultural Olympiad.

Develop an artists-in-residence programme.

2. Between Olympic Games:

Study how to develop an impactful commissioned artists programme to engage a steady and authentic interaction with global cultural players and build a dynamic legacy.

Encourage NOCs to appoint an “attaché” for Olympic culture.

STATUS: ACHIEVED



26. Further blend sport and culture

Executive summary

1. At Games-time:

- **Olympic Laurel:** The first Olympic Laurel was awarded to Kipchoge Keino during the Olympic Games Rio 2016's Opening Ceremony. For the 2016 edition, the jury was composed of outstanding personalities. Kipchoge Keino was chosen by a jury from five continents presided by the IOC President, including: Michaëlle Jean, Secretary General of La Francophonie (Americas); Phumzile Mlambo-Ngcuka, United Nations Under-Secretary-General and Executive Director of UN Women (Africa); writer Paulo Coelho (Host Country); José Ramos-Horta, former President of Timor-Leste and Nobel Peace Prize laureate (Oceania); actor Michelle Yeoh (Asia); and the IOC Honorary President Jacques Rogge (Europe).
- The Olympic House (now called Olympic Agora), a cultural destination at the heart of the Games (with an online version) to present Olympic history, culture and values to the general public, is being developed for the first time for the Olympic Games Tokyo 2020 in 2021. This project was postponed to 2021 following the postponement of the Olympic Games. Discussions are underway with Beijing 2022 and Paris 2024 to evaluate the format and development of an Olympic Agora, taking advantage of the pilot project to be implemented in Tokyo. The purpose of the Olympic Agora in Tokyo is to spread Olympic Values, inspire the concept of Olympism with a wide audience, highlight the importance of Olympic Culture as a soft power to contribute to a better world and strengthen internal collaborations within the IOC and with partners of the Olympic Movement.
- **Olympism on the move,** a travelling Olympic exhibition following the route of the Torch Relay, was implemented during the Olympic Games Rio 2016. The travelling exhibition was installed in two trucks and travelled across 46 cities in Brazil, and attracted more than 200'000 visitors in four months. It also received favourable exposure at live sites (millions of views) during Games time. To date, Tokyo 2020 has not wished to develop this programme, but the concept is being evaluated with Beijing 2022 and discussions are underway for a longer travelling exhibition for the Olympic Games Paris 2024.
- The Artist-in-Residence and Artists' Commission programmes were developed in a complementary manner and implemented on the occasion of the Olympic Games Rio 2016 and the Olympic Winter Games PyeongChang 2018, as well as in Buenos Aires on the occasion of the Olympism in Action Forum and the Youth Olympic Games. Artists systematically reveal themselves as great ambassadors of Olympism, with differentiated public, bringing new audiences and a very strong media impact around the Olympic values and relevant legacy.
- **Artists in residence:** A programme took place during the Olympic Games Rio 2016, with three artists: JR, Tilman Spengler and Gerald Andal, with a massive and qualitative impact in traditional media (200+ international headlines), social media (44+ million likes on Instagram) and € 7.8 million AVE (advertising value equivalent). The communication was essentially positive, even in glowing terms, in addition to inclusive and participative operations during Games time with athletes in the Village, volunteers and the general public.



At the Olympic Winter Games PyeongChang 2018, Olympian artists in residence were commissioned to bring the Olympic values to life through art and to build interaction between Olympian-artists and athletes in the Olympic village. Two projects: the “Olympic Dream” short films (Alexi Pappas) and Olympians painting the Olympic Values (Roald Bradstock, Lanny Barnes and Jean-Blaise Evequoz) resulted in 89 headlines (off and online), 619 million contacts, and € 5.2 million AVE (advertising value equivalent).

In Buenos Aires, to mark the Olympism in Action Forum and Youth Olympic Games in October 2018, the IOC commissioned the famous artist Leandro Erlich to create “Ball Game”, a large-scale, temporary and participatory installation. A fresh dialogue on the Olympic values with the broadest possible audience, through art. It resulted in millions of contacts sharing the positive message of togetherness and unity linked to the Youth Olympic Games and at the benefit of the Olympic Movement, 109 headlines (off and online), 483 million contacts and € 4.4 million AVE (advertising value equivalent).

2. Between Olympic Games:

- Olympism made visible: The Olympic Foundation for Culture and Heritage produced two editions (in 2018 and 2020) of this long-term international photography project, aiming to reveal the values and impact of Olympism as it places sport at the service of humankind through community-based activities around the world. For each edition, five photographers were commissioned to travel to five regions around the world to capture five stories linked to the topic of social development through sport. Topics were identified in collaboration with other IOC Departments, and notably with the Olympic Refuge Foundation. Different exhibitions were organised, in particular during the Olympism in Action Forum in Buenos Aires in October 2018.
- The network of National Olympic Committees (NOCs) cultural attachés (now NOC Culture and Education Champions) took shape with the first General Assembly in Olympia in May 2019. The animation and development of this network continues to support and reinforce the values of Olympism through culture and education within the NOCs. To date, 103 NOC culture and education champions have been identified.



RECOMMENDATION 27

Comply with basic principles of good governance

All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (“PGG”).

1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.
2. Organisations to be responsible for running self-evaluation on a regular basis. The IOC to be regularly informed of the results of the organisations’ self-evaluations. In the event of missing such information, the IOC to request such an evaluation at its discretion.
3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.

STATUS: ACHIEVED



27. Comply with basic principles of good governance

Executive summary

The IOC provides support to all organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement. The organisations have implemented the “PGG” following different procedures.

For National Olympic Committees (NOCs), the NOC Relations department has developed detailed and practical monitoring and supporting tools, including for auditing, and has also shared best practice examples with the NOCs. The department has regularly followed up with NOCs, providing targeted and tailor-made assistance.

For International Federations (IFs), the Association of Summer Olympic International Federations (ASOIF) Good Governance Task Force has developed a set of good governance indicators to evaluate the current status on the basis of self-assessment programmes and to support progress to reach higher standards. A similar self-assessment tool was created for the Olympic winter sports (with the support of Association of International Olympic Winter Sports Federations (AIOWF)) and for the non-Olympic federations (with the support of Global Association of International Sports Federations (GAISF)) This evolution, in cooperation with the IOC, is an ongoing process.

For the Olympic Movement, the IOC and several intergovernmental organisations launched the International Partnership Against Corruption in Sport (IPACS), which aims to advise sport organisations on the best way to mitigate the risks of corruption, i.e. for procurement, conflict of interests, events awarding process and good governance, and facilitate the dialogue with governments on this topic.

For the IOC, see recommendation 29.



RECOMMENDATION 28

Support autonomy

The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country.

STATUS: ACHIEVED



28. Support autonomy

Executive summary

The IOC provides the National Olympic Committees (NOCs) with a template to facilitate cooperation between national authorities and sports organisations in a country with the aim to clearly define the roles and responsibilities between them based on the principles enshrined in the Olympic Charter relating to the responsible autonomy of the Olympic Movement.

The IOC NOC Relations department has offered the opportunity to all NOCs to use this template to create and sign Memoranda of Understanding and/or Cooperation Agreements with their Government authorities and has supported them on a case-by-case to adapt these to local circumstances.



RECOMMENDATION 29

Increase transparency

To further increase transparency

1. The financial statements of the IOC to be prepared and audited according to the International Financial Reporting Standards (IFRS), even if these higher standards are legally not required from the IOC.
2. The IOC to produce an annual activity and financial report, including the allowance policy for IOC members.

STATUS: ACHIEVED



29. Increase transparency

Executive summary

Since 2014 an IOC annual report is prepared and audited according to the International Financial Reporting Standards, even if these higher standards are not legally required from the IOC. This annual report includes the activity report, the financial summary and the indemnity policy for the IOC Members and the IOC President, in accordance with the Olympic Charter and Swiss law. The external auditor (PricewaterhouseCoopers) has stated in its report that the IOC's control environment is appropriate and adequately monitored for the organisation, which is the highest targeted maturity level for the IOC.

Other key deliveries include the implementation of new policies such as the policy on IOC contribution to third parties (Olympic and non-Olympic) and the Contribution Approval Panel and the due diligence policy on donations. At the same time, the new IOC Risk and Assurance Governance Model has been implemented on the model of the three lines of defence as well as the IOC Internal Control System, based on COSO Framework, compliant with Swiss law and annually audited by the external auditor. The Corporate Security jointly with the Technology Department ensures that the IOC continues its global activities in a safe and secure environment.

In 2016, the IOC hired the recognised IMD institution to perform an independent Good Governance review of the IOC. The review focused on three dimensions: integrity, efficiency and social responsibility. The following key recommendations were implemented: (i) a yearly self-assessment of the Executive Board, (ii) the launch of a new section on the IOC website dedicated to integrity, (iii) the improvement of the IOC's cybersecurity, (iv) the reviewing of the procurement policies, (v) the enhancement of the efficiency of the boards of IOC entities, (vi) the New Norm, which was presented during the 132nd IOC Session (vii) the creation of a disclosure of interests mechanism for all the IOC Members, including the Executive Board members and IOC top management, (viii) awareness trainings on ethical matters delivered to all IOC Members and employees, (ix) the strengthening of the Ethics Commission with the review of the Statutes and the Rules of Procedure and the appointment of an independent Chair (cf. recommendations 30, 31 and 32), and (x) the creation of a new HR Committee.

The remaining recommendations are on track and mostly related to improving succession planning (for IOC staff), the strategic use of consultants, the empowerment of women in senior leadership positions (7% female directors and associate directors in 2014, 29% female directors and associate directors in 2020, and 38.5% of female associate directors in 2020), the development of a human rights strategic framework following an Independent Expert Report with Recommendations and other recommendations related to good governance principles across the Olympic Movement.

In addition, the IOC continues to promote good governance among the Olympic Movement on specific measures such as the preparation of annual activity report, the audit of their financial statement by an independent and reputable firm, the publication of the annual audited financial statement on their website and the publication of allowances and benefits to officials and executives. The IOC is performing reviews of the financial reports of expenses incurred by the National Olympic Committees and due diligence reviews during the selection process of commercial partners.



RECOMMENDATION 30

Strengthen the IOC Ethics Commission independence

The Chair and the members of the IOC Ethics Commission to be elected by the IOC Session.

STATUS: ACHIEVED



30. Strengthen the IOC Ethics Commission independence

Executive summary

The Olympic Charter and the Statutes of the IOC Ethics Commission were amended to have the independent Chair and the members of the IOC Ethics Commission to be elected by the IOC Session. This process was implemented for the first time at the IOC Session in 2015.



RECOMMENDATION 31

Ensure compliance

The IOC to establish within the administration a position of a compliance officer, to:

1. Advise the IOC Members, IOC staff, NOCs, IFs and all other stakeholders of the Olympic Movement with regard to compliance.
2. Give advice on new developments with regard to compliance.

STATUS: ACHIEVED



31. Ensure compliance

Executive summary

An Ethics and Compliance Office has been created, and a unit dedicated to compliance, risk management and internal control was set up within this office. A new electronic tool has been developed to manage the disclosure of interests for all the IOC Members and IOC directors. Awareness raising programmes for IOC Members and IOC staff have been developed and support provided to the Olympic Movement's constituents for the concrete implementation in their activities of compliance with the basic principles of good governance, in particular the International Federations (IFs) have been supported in their review of governance. The IOC also initiated the International Partnership Against Corruption in Sport (IPACS) along with intergovernmental organisations, such as the UN Agency for the fight against corruption (UNODC), the OECD-G20 and the Council of Europe; this initiative aims to advise the sports organisations on the best way to mitigate the risks of corruption and facilitate the dialogue with governments on this topic.



RECOMMENDATION 32

Strengthen ethics

The IOC Ethics Commission to review the Code of Ethics and its Rules of Procedure to be fully aligned with the Olympic Agenda 2020 drive for more transparency, good governance and accountability.

STATUS: ACHIEVED



32. Strengthen ethics

Executive summary

The Statutes of the IOC Ethics Commission and the Rules of Procedure were revised in 2015, and further in 2017, the Code of Ethics and all its implementing provisions were revised in 2015 and in 2020, in order to align them with the Olympic Agenda 2020's drive for more transparency, good governance and accountability, in particular to strengthen the Rules of Conduct for the Continuous and Target Dialog, the Rules for the IOC's Register of Consultants and the new mechanism for the disclose of conflict of interests.



RECOMMENDATION 33

Further involve sponsors in “Olympism in Action” programmes

The IOC to adopt measures for TOP Partners to be integrated into the funding, promotion and implementation of IOC “Olympism in Action” activities and to strengthen sponsors’ recognition in this respect.

1. The IOC to define specifically which “Olympism in Action” programmes would help drive the Olympic brand.
2. The IOC to streamline “Olympism in Action” initiatives behind a few core ones which sponsors can “anchor” onto and which align with the central vision of “building a better world through sport”.
3. The IOC to review and understand what partnering with each TOP can offer in terms of furthering the IOC “Olympism in Action” goals.
4. TOP Partners to be engaged by IOC TMS to co-construct future “Olympism in Action” initiatives.
5. Enhance recognition of partners’ involvement in “Olympism in Action” programmes.

STATUS: ACHIEVED



33. Further involve sponsors in “Olympism in Action” programmes

Executive summary

The IOC has developed and refined a new approach to engaging TOP partners through programmes in the areas of Sustainability, Youth Development, Gender Equality and Inclusion, Olympic Solidarity/Athlete365, Safe Sport, Human Rights and Accessibility/Inclusion with over half of the TOP partner portfolio. As the TOP program continues to innovate, the development of TOP partnerships has evolved to encompass more strategic elements. Built on the traditional sponsorship model of revenue generation from TOP partners in their product category, the TOP partnership program grew to a hybrid sponsorship model involving revenue generation as well as budget relieving Value-In-Kind (VIK) products/services. As implemented during Olympic Agenda 2020, the future of strategic TOP partnerships, many of them as purpose-led, will further this evolution to allow the IOC to tap into more sources of value including the wealth of expertise and resources to directly impact the areas that the IOC has set out to address.

Partners announcements made during Olympic Agenda 2020 also reflect this new shift to have purpose-driven initiatives as key tenets of the TOP partnership program.

- In 2017 Dow was appointed the Official Carbon Partner of the IOC.
- The renewal announcement of P&G’s TOP partnership brought commitments in the areas of Equality and Inclusion, Sustainability and Community Impact to the forefront of their TOP X and TOP XI partnership programme.
- The IOC’s newest TOP partner, Airbnb, committed to programmes and initiatives areas of Sustainable Tourism (Sustainability), Refugee Crisis initiatives (ORF and EOR support) and athlete support programmes among others.

As referenced in Recommendation 18, Airbnb, Intel, Samsung, and P&G demonstrated their commitment to empowering athletes through creating innovative initiatives that leveraged TOP resources.

Beyond athlete support, there are several, non-exhaustive, examples of TOP partner programmes that furthered Olympism in Action objectives:

- Airbnb donated funds as well as engaged in a website design sprint for Olympic Refugee Foundation (ORF) and provided support IOC Refugee Olympic Team (EOR).
- Bridgestone collaborated with Dow and other key stakeholders in cities throughout Brazil to expand the scope and impact of Transforma, the official education program of the 2016 Rio Olympic and Paralympic Games. Bridgestone also sponsored the PyeongChang 2018 Education Program, reaching over 2m children in South Korean schools and online.
- Coca-Cola supported Sustainability, and Youth Education programs including the Rio 2016 Waste Picker Program, and was appointed the PyeongChang 2018 Sustainability Partner with a turnkey water replenishment programme.
- As Official Carbon Partner, Dow helped the IOC reduce over 5 million tonnes of carbon dioxide equivalent (CO₂e) greenhouse gas emissions through its carbon programmes.
- Intel is currently working with the IOC to assess its current digital footprint through a Materiality Assessment.
- Since 2017 Panasonic has held the presenting partnership of the IOC Young Leaders (formerly Young Changemakers) program, assisting in the implementation of Annual Youth Summits and as well as developing key pieces of content raising awareness for the program.



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- P&G's successful Thank You Mom campaign, ongoing since 2020 has instilled values-based themes in line with Olympism in Action since its onset. P&G has also supported the IOC Gender Equality initiative One Win Leads to Another (OWLA) upon its launch in Rio 2016, as well as supported the Tokyo 2020 Podium Project in which all Tokyo 2020 victory ceremony podiums will be made out of recycled plastic for the first time.
 - Since 2015 Toyota partnered with Olympic Games organising committees (OCOGs) to provide sustainable mobility solutions. During Rio 2016 Team Visa included 10 competitors on the IOC's first-ever team of Refugee Olympic athletes. Visa's Tokyo 2020 team roster has equal representation and equal pay of men and women.

Between March 2020 and November 2020 IOC TMS lead the engagement of all TOP partners in determining touchpoints in future Olympism in Action initiatives in line with IOC 2021-2024 objectives through working sessions that found 1-3 focus areas per TOP allowing the IOC and the TOP to evolve in those areas over the course of the partnership.



RECOMMENDATION 34

Develop a global licensing programme

The IOC to develop a global licensing programme, placing the emphasis on promotion rather than on revenue generation.

STATUS: ACHIEVED



34. Develop a global licensing programme

Executive summary

The IOC designed and refined the Global Licensing Strategy, which is divided into three core licensing programmes aimed at specific target groups:

1. The Olympic Heritage Collection aiming to celebrate the art and design of the past Olympic Games with a series of lifestyle and high-end products released in limited editions;
2. The Olympic Collection which aims to engage young people and to connect with a large audience through remarkable, authentic, high-quality products; and
3. The Olympic Games Programme, developed and managed by each Organising Committee for the Olympic Games (OCOG) for fans looking for a souvenir of their Olympic experience.

The Global Licensing Team has achieved significant milestones since its development including the 2018 launch of first Olympic online store in China on TMall platform, the formalization of multiple multinational Licensing Deals in the categories of apparel (Lacoste), toys (Mattel) and gaming (Nintendo) as well as the launch of the first product, ToyBoard®, under The Olympic Collection at Tokyo 2020 One-year-to-go.



RECOMMENDATION 35

Foster TOP sponsors' engagement with NOCs

The IOC to create a programme in view of increasing engagement between TOPs and NOCs.

1. The IOC to adapt tailor-made measures to increase TOP local activation and synergies with NOCs. Support individual NOCs and sponsors in developing and increasing sponsorship activations on a local level using the NOCs' assets.
2. The IOC to create IOC Marketing Seminars for NOCs in collaboration with Olympic Solidarity and ANOC to provide information on Olympic marketing and best practices. The seminar programme for all NOCs will enhance and develop the marketing and servicing capabilities of NOCs to engage with sponsors to better support and maximise sponsorship activations. The existing training pool for NOCs will be a key component of the seminar programme.
3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.

STATUS: ACHIEVED



35. Foster TOP sponsors' engagement with NOCs

Executive summary

The IOC developed and created a new process, with successful implementation between 2019 and 2020, for the onboarding of new TOP Partners. This process and implementation was facilitated by the IOC teams in a bespoke manner allowing for fostering relationships on the local level and better development of local TOPs programmes and campaigns with National Olympic Committees (NOCs).

IOC TMS also developed and conducted a total of four (4) Marketing Seminars serving between 149 - 175 NOCs at each event as part of the 2015 -2017 Partner Activation Development Programme, aimed to foster collaboration between TOPs and NOCs, beginning with TOP support from Bridgestone, Toyota, Panasonic and Alibaba and key NOC regions. Each Marketing Seminar had a theme IMWS to enrich the marketing capabilities of NOCs.

As of 2020, a new approach for the Olympic Marketing Seminars has been conceptualised including a new focus on the use of digital tools. IOC TMS is in ongoing discussions to translate current TOP engagements with NOCs into contractual obligations.



RECOMMENDATION 36

Extend access to the Olympic brand for non-commercial use

Extend access to the Olympic brand for non-commercial use.

STATUS: ACHIEVED



36. Extend access to the Olympic brand for non-commercial use

Executive summary

The IOC has defined key principles for the use of the Olympic properties for non-commercial purposes:

- Increase the visibility of the Olympic properties in support of the vision “Building a better world through sport”.
- Encourage the use and integrity of the Olympic properties through meaningful storytelling.
- Ensure the best balance between promotion and protection of the Olympic properties, in order to preserve the interests of all stakeholders, particularly the TOP Partners.

As a direct result, the Olympic Movement stakeholders had more opportunities to use Olympic properties in their non-commercial, legacy, institutional, academic, educational and cultural activities, making the Olympic brand more visible between Olympic Games:

- Olympic hosts: Increased use of large 3D Olympic symbol placed in past and future Olympic cities such as Beijing, Mexico, Montreal and St Louis; increased use of “Site/host of the Olympic Games” label and past Organising Committees for the Olympic Games (OCOG/YOGOC) marks, pictograms and images for storytelling in St Moritz, St Louis, Montreal, Lausanne; historical marks and look of the Games used for anniversary celebrations, such as Grenoble 1968, Mexico City 1968, Seoul 1988, Barcelona 1992, Sydney 2000 and Vancouver 2010.
- International Federations (IFs): Improved storytelling through the use of OCOG, historical marks, label “Sport in the Olympic programme”, “IF recognized by the IOC” including use of the Olympic rings, in international federations website, magazine and social media; use of a stamp featuring the Games signature for qualification events.
- National Olympic Committees (NOCs): Improved storytelling through the use of OCOG and historical marks in NOC publications and websites, enhanced integration of the Olympic terminology into the name of NOC initiatives e.g., NOC Olympic Team Training Centre, more visibility for the Olympic rings with the installation of the Olympic flag at the NOC headquarters.



RECOMMENDATION 37

Address IOC membership age limit

Address IOC membership age limit:

The IOC Session, upon the recommendation of the IOC Executive Board, may decide a one-time extension of an IOC member's term of office for a maximum of four years, beyond the current age limit of 70.

This extension to be applied in a maximum of five cases at a given time.

The Nominations Commission to be consulted.

STATUS: ACHIEVED



37. Address IOC membership age limit

Executive summary

The current age limit of 70 has been confirmed by the 127th IOC Session in 2014. The IOC Session may, on the proposal of the IOC Executive Board, extend the age limit for any IOC member (not subject to transitional provisions). There may be no more than five such IOC members for whom the age limit is extended at any time; and any extension is for up to a maximum of four years.

The IOC Members Election Commission (formerly Nominations Commission) and the Ethics Commission are systematically consulted before such an extension is proposed to the IOC Session.



RECOMMENDATION 38

Implement a targeted recruitment process

Move from an application to a targeted recruitment process for IOC membership:

1. The Nominations Commission to take a more proactive role in identifying the right candidates to fill vacancies in order to best fulfil the mission of the IOC.
2. The profile of candidates to comply with a set of criteria - to be submitted by the Nominations Commission to the IOC Executive Board for approval -, inter alia:
 - The IOC's needs in terms of skills and knowledge (e.g. medical expertise, sociological expertise, cultural expertise, political expertise, business expertise, legal expertise, sports management expertise, etc.)
 - Geographic balance, as well as a maximum number of representatives from the same country
 - Gender balance
 - The existence of an athletes' commission within the organisation for representatives of IFs/NOCs
3. The IOC Session to be able to grant a maximum of five special case exceptions for individual members with regard to the nationality criteria.

STATUS: ACHIEVED



38. Implement a targeted recruitment process

Executive summary

A new recruitment process has been put in place, with a set of principles developed to allow for a more proactive approach. Candidates with the relevant profiles are identified upfront by the IOC Members' Election commission. The Commission now identifies the fields where there are or will be a lack of expertise in the Membership to then conduct a recruitment process, including interviews if required, to fill in the identified gaps.

The IOC Members' election (formerly Nominations Commission) mission and responsibilities have been revised accordingly.

As an outcome of this new recruitment process, the IOC Session:

- Has now a wider range of skills within its membership
- Has now an improved balance of gender, reaching 38% in 2020, compared to 21% in 2013.



RECOMMENDATION 39

Foster dialogue with society and within the Olympic Movement

Foster dialogue with society and within the Olympic Movement:

1. The IOC to study the creation of an “Olympism in Action” Congress that would take the pulse of society every four years:
 - Bring together representatives of the Olympic Movement, its stakeholders and representatives of civil society.
 - Engage in a dialogue with representatives from all walks of life and backgrounds on the role of sport and its values in society.
 - Discuss the contribution of the Olympic Movement to society in fields such as education, cohesion, development, etc.
2. The IOC to turn the Session into an interactive discussion among IOC members on key strategic topics, with interventions from external guest speakers.

STATUS: ACHIEVED



39. Foster dialogue with society and within the Olympic Movement

Executive summary

The first edition of the Olympism in Action Forum took place in Buenos Aires on 5 and 6 of October 2018.

The Forum gathered more than 2'100 participants from all over the world, from the Olympic and sport movement and civil society.

A mix of plenary and workshop sessions addressed a wide variety of topics (Hosting the Olympic Games, the future of Sport, Doping, Women in Sport, Culture, Education...)

A “trends and perspective” paper, summarizing the discussions held during the Forum has developed with the help of Young Change Makers.

A new setting of the IOC Session as been implemented since 2015 to allow for more interactivity and discussions among IOC members. External guest speakers have been invited to each regular IOC Session. Diverse personalities have delivered keynote speeches and exchanged with IOC Members, such as Ban Ki Moon (sport, peace and social development), Sir Martin Sorrell (youth media consumption), Nobel Prize Laureate Professor Muhammad Yunus (social business and youth entrepreneurship), and Christiana Figueres (sustainability and climate action).



RECOMMENDATION 40

Review scope and composition of IOC commissions

1. The President to review the scope and composition of the IOC commissions, to align them with the Olympic Agenda 2020.
2. The IOC Executive Board to determine the priorities for implementation of the recommendations.

STATUS: ACHIEVED



40. Review scope and composition of IOC commissions

Executive summary

The scope and composition of the IOC Commissions were thoroughly reviewed in 2015 to ensure they were aligned with Olympic Agenda 2020. 7 commissions had a change in scope, while 7 were created and 6 discontinued.

The composition of the commissions is revised on a yearly basis, aimed at constantly improving gender and geographical balance as well as bringing the relevant expertise on board.

Since 2013, the ratio of positions held by women in IOC commission has increased from 20% to 48%. More than one third (34%) of IOC Commissions are now chaired by women.

From a geographic standpoint, the composition of each commission is more balanced.

In the spirit of Olympic Agenda 2020 and the willingness to open more to society at large, the majority (52%) of positions in IOC commissions are now held by non-IOC members

The IOC Executive Board has been systematically involved in the development of the yearly Olympic Agenda 2020 implementation plans. Dozens specific presentations on the implementation across the 40 recommendations have been shared with the IOC EB for guidance and approval.