



International  
Olympic  
Committee

# OLYMPIC AGENDA 2020 HIGHLIGHTS





# OLYMPIC AGENDA 2020

**Olympic Agenda 2020 has resulted in profound change and progress across the entire Olympic Movement, laying solid foundations for the future.**

Olympic Agenda 2020 is a set of 40 detailed recommendations whose overarching goal was to safeguard the Olympic values and strengthen the role of sport in society. Identified and collated through a collaborative and consultative process involving Olympic Movement stakeholders and outside experts, they were driven by a recognition that the world was evolving rapidly and that the Olympic Movement had the opportunity to be an agent of change. The motto underpinning the process from

identification to adoption to implementation was “change or be changed” – a philosophy that remains as compelling today as it was six years ago.

Built on the three pillars of Credibility, Sustainability and Youth, the 40 separate yet inter-related recommendations of Olympic Agenda 2020 can be likened to a jigsaw puzzle. When all 40 pieces are put together, a picture emerges in which progress in ensuring the success of the Olympic Games, strengthening the role of sport in society, and forging greater connections with young people and those outside the Olympic Movement becomes apparent. This picture, the outcome of six years of commitment and engagement by all stakeholders, has developed gradually, with the full impacts still continuing to emerge even now.

*In December 2020, a consultative meeting of the IOC Executive Board assessed the progress made over the previous six years and determined that some 88 per cent of the recommendations of Olympic Agenda 2020 have been achieved. This report outlines some of the major achievements in ten key areas – illustrating how this landmark set of recommendations has shaped and secured the future of the Olympic Movement.*

## OLYMPIC AGENDA 2020

40,000+

Created from 40,000+ submissions

14

Created through 14 working groups

2014

Adopted in December 2014 at the 127<sup>th</sup> IOC Session in Monaco

40 Recommendations



● Achieved
 ● Mostly achieved
 ● Partially achieved



Olympic Agenda 2020 has changed the Olympic Games, the IOC and the Olympic Movement. Achieving 88 per cent of its recommendations is a great example of what we can accomplish when we work together.

The achievements described in this report show that we have reached the objectives we set for ourselves in 2014. 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. We have to keep on changing in order to turn challenges into opportunities.

Carrying forth the unity which Olympic Agenda 2020 created within the Olympic Movement and building on its success, 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.

**Thomas Bach**  
IOC President



# OLYMPIC GAMES

Olympic Agenda 2020 has reimagined how the Olympic Games are awarded, organised and presented to a global audience that is bigger than ever.



- The IOC has completely reformed the way the Olympic Games are awarded with the introduction of the two Future Host Commissions, Winter and Summer, making the whole procedure more cooperative and targeted. This resulted in a decrease in the average candidature budgets for the Olympic Winter Games 2026 to USD 5 million, a reduction of some 80 per cent compared to the previous Olympic Winter Games.
- By maximising the use of existing or temporary infrastructure, addressing the service levels and other measures, the IOC has significantly reduced the costs of organising the Olympic Games. This is evidenced by:
  - **Tokyo 2020** Savings of approximately USD 4.58 billion, achieved over the past seven years through joint efforts by the IOC and Tokyo 2020 – over and above the IOC's contribution to the Games of USD 1.7 billion. It includes USD 2.2 billion saved during the venue master plan review, USD 2.1 billion saved

from the operational budget thanks to the New Norm, and an estimated USD 280 million in savings through initial simplification and optimisation efforts to deliver Games fit for a post-coronavirus world.

- **Paris 2024** A reduction in overall numbers of about 1,000 athletes and officials – a reduction of 592 in the athletes' quota compared to Tokyo 2020 (including all additional sports) to exactly 10,500, resulting in a reduction of 400 in the overall number of officials – and the expectation that 95 per cent of venues will be existing or temporary.
- **Los Angeles 2028** No new permanent venues are planned for the Olympic Games LA28.
- The IOC has undertaken what is probably the greatest reform of the Olympic programme in history:
  - Gender parity will be achieved at the Olympic Games Paris 2024, with exactly the same number of male and female athletes participating.
- The number of mixed events at the Olympic Games has grown from eight at London 2012, before Olympic Agenda 2020, to 18 at Tokyo 2020 and 22 at Paris 2024.
- Additional sports, which can be proposed to the IOC by the Organising Committees, are making the Olympic Games more urban, more youthful and more female.
- The Youth Olympic Games (YOG) have served as an innovation lab for testing new, more youthful and more urban sports, with initiation programmes organised for the Games attracting thousands.
- The YOG are now being brought to new cities, helping to bring Olympism to new territories. The fourth Summer YOG will be staged in Dakar, Senegal, in 2026, the first Olympic competition to be held on the African continent.

## THE FUTURE OF THE OLYMPIC GAMES



### Reforming the Candidature Process

Changes have resulted in huge cost savings for candidates to host the Games



Making the Games more affordable

**USD 35M**

Olympic Winter Games 2022

**USD 5M**

Olympic Winter Games 2026

**80%**

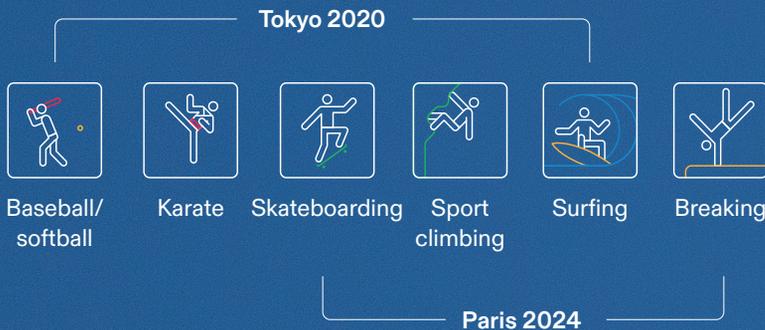
Reduction in candidature budgets

**USD 4.58BN**

Cost savings agreed for Tokyo 2020

### MORE URBAN, MORE YOUTHFUL

Additional sports are changing the face of the Games



### Introducing people to sport

Nearly half a million people took part in sports initiation programmes at the last two YOG

**250,000**

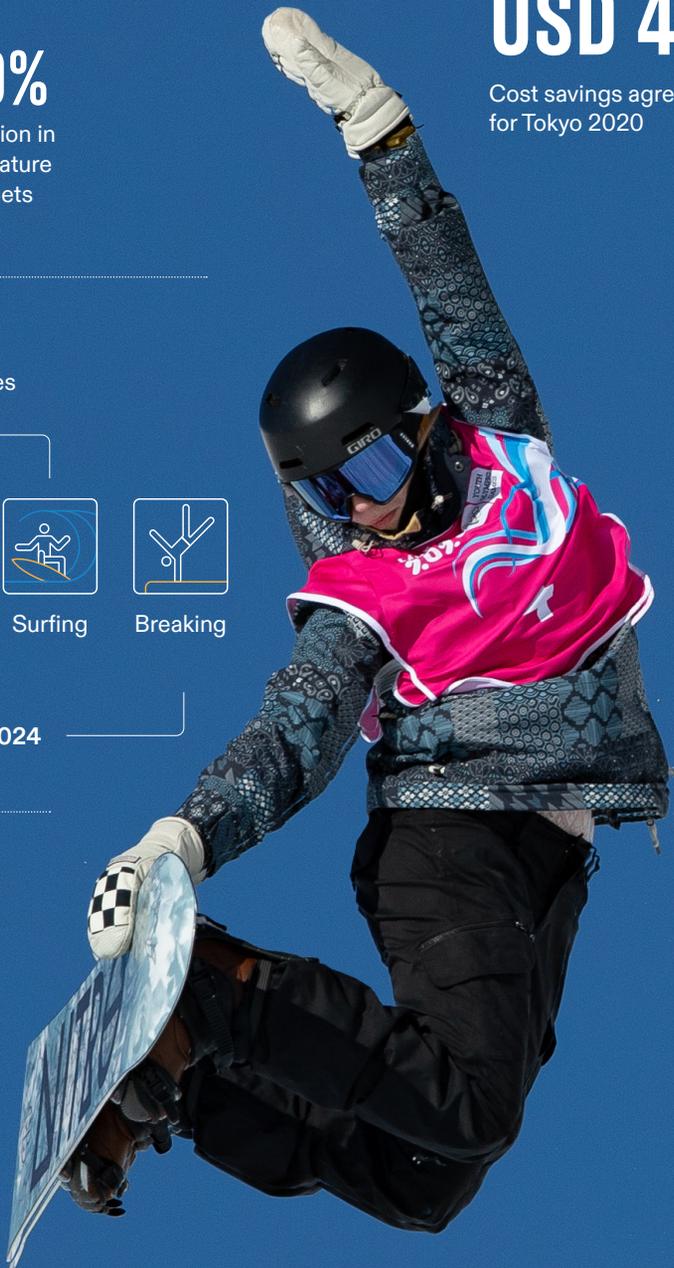


YOG Buenos Aires 2018

**200,000**



Winter YOG Lausanne 2020





# ATHLETES

In the last five years, the IOC has spearheaded a number of major initiatives to secure and promote the place of athletes at the heart of the Olympic Movement.

- More than 100,000 Olympians, elite athletes and their entourage members have signed up to Athlete365, a multilingual one-stop-shop and dedicated online platform offering specially tailored programmes and resources.
- Some 5,500 athletes benefited in the first year from support programmes offered in



the areas of dual careers, career transition and mental health, as well as a Business Accelerator Programme delivered in collaboration with the Yunus Sports Hub.

- A Safeguarding Framework, which includes an education component, a safeguarding officer and a reporting process, has been implemented on

site at every edition of the Olympic Games since Rio 2016, and at the Youth Olympic Games since Buenos Aires 2018, as part of the Prevention of Harassment and Abuse in Sport (PHAS) initiative.

- The IOC has decided to establish the International Safeguarding Officer in Sport Certificate, with the course leading to certification set to commence in September 2021. This is a first of its kind, because there is currently no certificate or minimum standard of education or training for safeguarding officers in sport on an international level.
- The number of International Federations (IFs) with Safeguarding Policies in place has increased from one in 2016 to 33 in 2020.
- Innovative programmes have been put in place to empower and support athletes through engagement with the IOC's Worldwide TOP Partners.





## ATHLETE365: PUTTING ATHLETES AT THE HEART OF THE OLYMPIC MOVEMENT

### Engaging with athletes

Athlete365 has created a new global athlete community



100,000

Registered users



Olympians  
Elite athletes  
Athlete entourage



6

Languages

- French
- English
- Arabic
- Chinese
- Russian
- Spanish

### SOCIAL MEDIA



Facebook



Instagram



Twitter



LinkedIn



olympic.org/  
athlete365

### Stronger safeguarding

Just one IF had a safeguarding policy in 2016 – but now:





# PROTECTION OF CLEAN ATHLETES

Olympic Agenda 2020 has led the IOC to strengthen its commitment to ensuring a fair and level playing field for athletes in all sports and at all levels around the world.

As a direct consequence of Olympic Agenda 2020, USD 60 million has been invested in the protection of clean athletes. Of this:

- **USD 30 million** was provided by the IOC to establish the International Testing Agency (ITA), which launched in 2018 to ensure the independence of anti-doping testing worldwide and create a level playing field for all athletes.
- **USD 20 million** was dedicated to a new “Protection of clean athletes” fund:
  - USD 10 million is dedicated to developing robust education and awareness programmes on the risks of match-fixing, manipulation

of competitions and related corruption. The latter has led to approximately 50 events reaching around 100 different countries, involving not only representatives from sport but also police, criminal justice and betting authorities.

- **USD 10 million** is dedicated to supporting projects offering new scientific approaches to anti-doping. Of this, USD 6 million was matched by governments, creating a fund of USD 12 million that was used by the World Anti-Doping Agency (WADA) to support projects selected by the WADA Health, Medical and Research Committee; and USD 4 million has been spent on 16 anti-doping research projects since 2014, 12 of which have been successfully completed.
- **USD 10 million** was dedicated to a special “Action Plan” announced by the IOC at the Fifth World Conference on Doping in Sport in November 2019, including USD 2.5 million for research; USD 2.5 million for intelligence and investigation, with a broader scope to include those who enable and encourage doping beyond athletes; and USD 5 million earmarked for long-term storage for reanalysis.

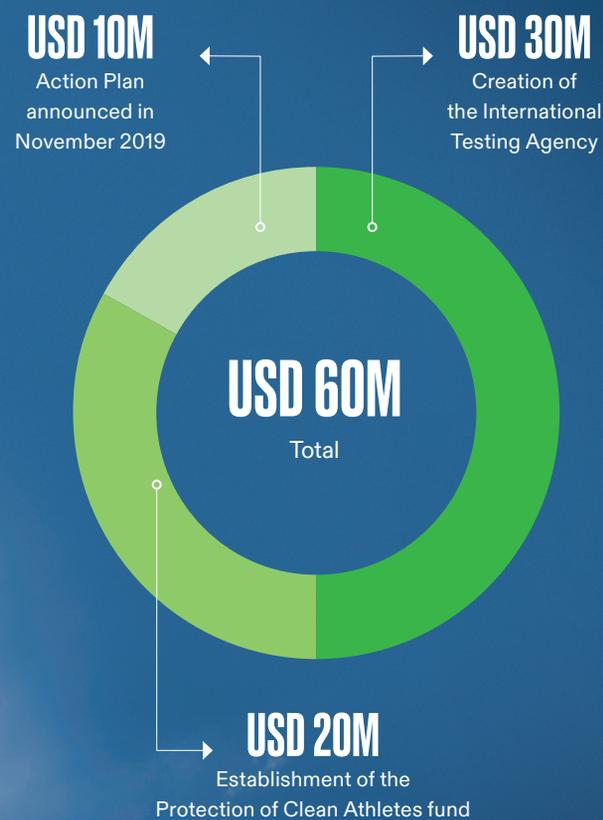
## MORE SUPPORT FOR ANTI-DOPING

The IOC's funding for WADA is the equivalent of the total funding provided by all governments around the world



## MORE PROTECTION FOR CLEAN ATHLETES

Olympic Agenda 2020 inspired the IOC to invest USD 60 million in new initiatives

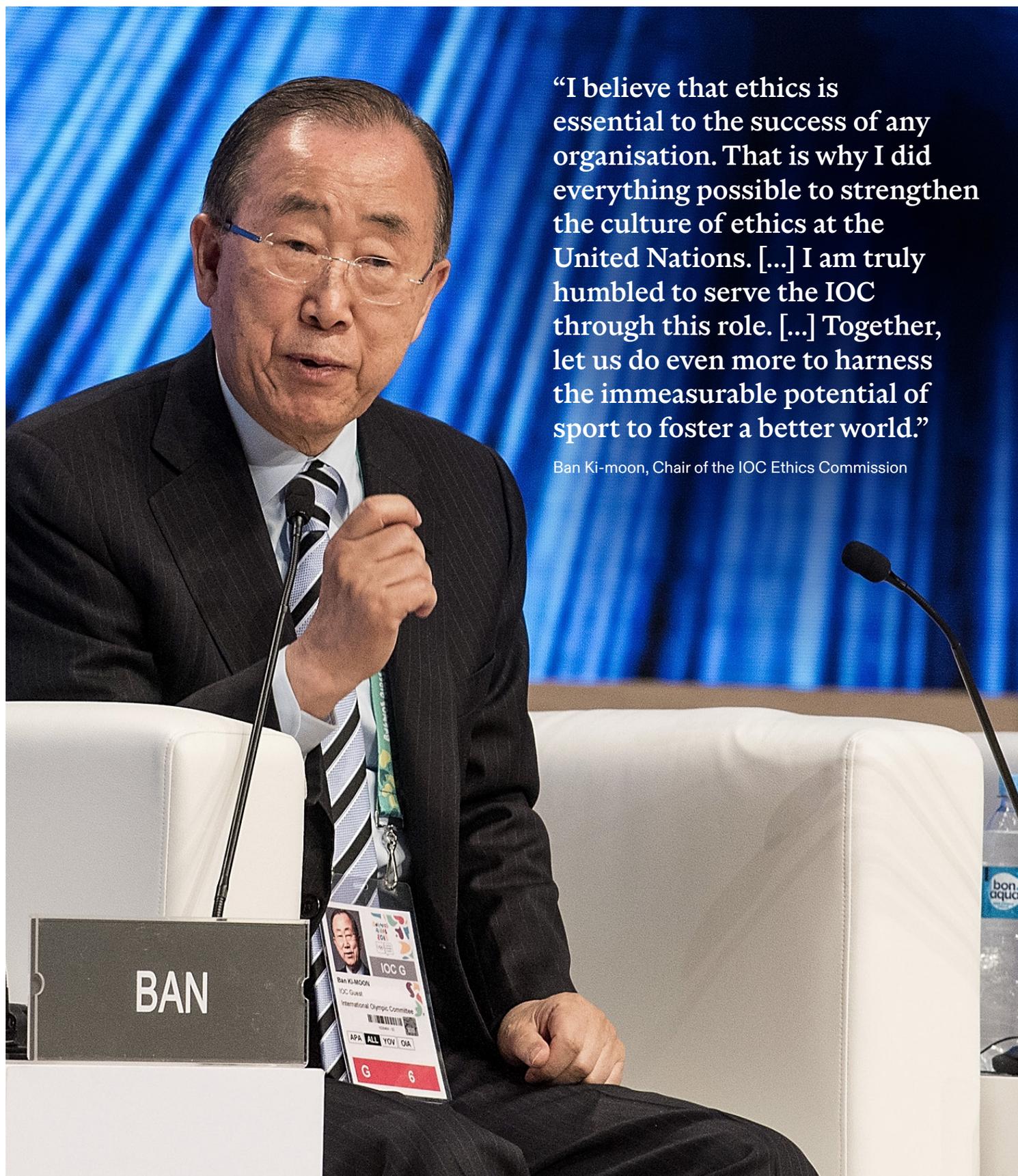




# GOOD GOVERNANCE

**The IOC is committed to being a strong values-based organisation, a leader in the field of sport and a model of governance quality.**

- Engagement with the International Partnership Against Corruption in Sport (IPACS) has resulted in the first tool to prevent corruption in sport. IPACS was launched at the IOC's International Forum for Sports Integrity (IFSI) in February 2017 as a multi-stakeholder platform with the mission "to bring together international sports organisations, governments, inter-governmental organisations and other relevant stakeholders to strengthen and support efforts to eliminate corruption and promote a culture of good governance in and around sport". The meeting of its first Working Group took place in June 2017.
- Memoranda of understanding with INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and the Organisation for Economic Cooperation and Development (OECD) are fostering cooperation with governments on sports credibility. Together with its partners, the IOC has produced new guidelines to mitigate the risks of corruption in such areas as procurement and the prevention of conflicts of interests.
- One hundred per cent of Olympic IFs are today compliant with the Olympic Movement Code on the Prevention of the Manipulation of Competitions, including the awareness-raising programme for athletes, entourages and officials.
- The independence of the IOC's Ethics Commission has been reinforced: the IOC Session elects the Commission Chair and members, and the majority of the Commission members are independent from the sports movement. The Chair of the IOC Ethics Commission is Mr Ban Ki-moon, a former Secretary-General of the United Nations (UN).
- An IOC Annual Report is published according to the International Financial Reporting Standards (IFRS), even though these higher standards are not legally required from the IOC. This report includes the activity report, the financial summary and the indemnity policy for IOC Members and the IOC President, in accordance with the Olympic Charter and Swiss law.
- Other key deliveries include the implementation of new policies such as the one on IOC contributions to third parties (Olympic and non-Olympic) and the Contribution Approval Panel, and the due diligence policy on donations. The new IOC Risk and Assurance Governance Model has been implemented on the model of the three lines of defence, along with the IOC Internal Control System, based on the COSO Framework, compliant with Swiss law and annually audited by the external auditor.



**“I believe that ethics is essential to the success of any organisation. That is why I did everything possible to strengthen the culture of ethics at the United Nations. [...] I am truly humbled to serve the IOC through this role. [...] Together, let us do even more to harness the immeasurable potential of sport to foster a better world.”**

Ban Ki-moon, Chair of the IOC Ethics Commission



# GENDER EQUALITY

The IOC's ambitions for gender equality across the Olympic Movement extend both on and off the field of play – from the training ground to the boardroom and beyond.

- Gender parity will be achieved at the Olympic Games Paris 2024 with exactly the same number of male and female athletes participating at the Games.
- The number of mixed events at the Olympic Games has grown from eight before Olympic Agenda 2020 (at London 2012) to 18 in Tokyo 2020 and 22 in Paris 2024.
- The IOC has called on all National Olympic Committees (NOCs) to include at least one woman and one man in their teams for the first time ever in history at the Olympic Games Tokyo 2020.
- The IOC's protocol guidelines have been changed to allow one female athlete and one male athlete from each NOC to carry the flag jointly during the Opening Ceremony.
- At both the Youth Olympic Games Buenos Aires 2018 and the Winter Youth Olympic Games Lausanne 2020, 50/50 gender parity was achieved.

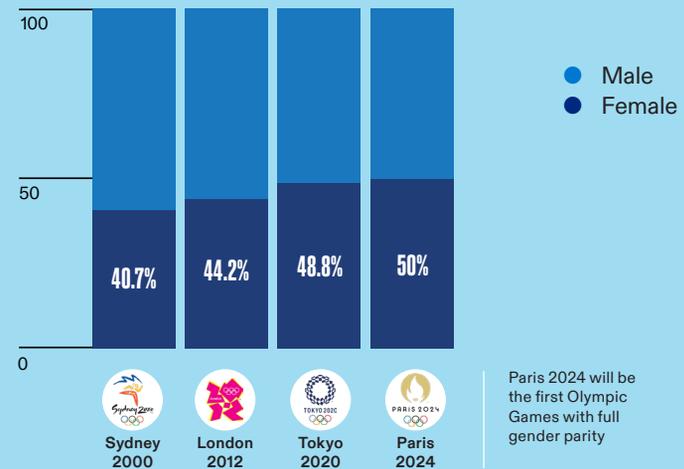
## GREATER FEMALE REPRESENTATION WITHIN THE IOC

More women are now in senior positions at the IOC than at the start of Olympic Agenda 2020 – but there is still work to do



## GENDER PARITY ACHIEVED AT THE OLYMPIC GAMES

There are more women athletes at the Games than ever before – with 50-50 gender parity to be reached at Paris 2024





# SOLIDARITY

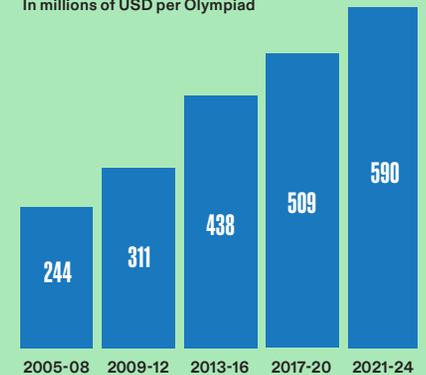
**A non-profit organisation, the IOC distributes 90 per cent of its revenues to the wider Olympic Movement – the equivalent of USD 3.4 million every day.**

Olympic Solidarity was established by the IOC to offer global assistance to NOCs, especially those with the greatest need, through targeted programmes, structured supervision and personalised advice – helping to ensure the universality of the Olympic Games. During the period of Olympic Agenda 2020, the budget allocated to Olympic Solidarity to support athletes and NOCs was increased from USD 311 million to USD 590 million for the Olympiad 2021-2024. This is an increase of 90 per cent.

During the coronavirus crisis, the IOC has actively supported the athletes, the NOCs and the IFs through an additional aid package programme of up to USD 150 million, enabling them to continue their preparations for the postponed Olympic Games this summer.

## OLYMPIC SOLIDARITY BUDGET INCREASED

In millions of USD per Olympiad



**1,600+**

Individual Olympic Scholarships for Tokyo 2020



**50+**

Athletes currently assisted through the Refugee Athlete Support programme

The IOC has created the IOC Refugee Olympic Team. Supported in their preparations by Olympic Solidarity, 10 refugee 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.

The IOC created the Olympic Refugee Foundation in 2017. In the three short years since it came into existence, it has already started and supported projects in Rwanda, Mexico, Turkey, the Democratic Republic of Congo, Kenya, Jordan, Uganda and Colombia. Up to 200,000 young people affected by displacement have been given access to safe sport.



# RELEVANCE OF SPORT IN SOCIETY

The IOC works widely with the United Nations (UN), many UN agencies and other non-governmental organisations to promote the key role of sport in social development.

- 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.
- A recent resolution adopted by the UN General Assembly, which “acknowledge[es] the Olympic Charter”, sums up this cooperation very well by:
  - Affirming the “invaluable contribution of the Olympic and Paralympic movements in establishing sport

as a unique means for the promotion of peace and development”.

- “Supporting the independence and autonomy of sport as well as the mission of the IOC in leading the Olympic Movement and of the International Paralympic Committee in leading the Paralympic Movement”.
- Encouraging 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”.

- Welcoming “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 the UN resolution establishing the UN Sustainable Development Goals, sport was recognised as an “important enabler” of sustainable development.
- The IOC expanded its collaboration with the World Health Organization (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: “Ensure healthy lives and promote well-being for all at all ages”. This has found expression in a global campaign called #HealthyTogether, which is co-branded by the IOC, the UN and WHO.

- 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 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 NOCs 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

**“The IOC represents, by its values, the same values that created the United Nations.”**

António Guterres, UN Secretary-General

contained exceptional decisions by the IOC to make the participation and the joint activities of the two teams possible. It followed a long process of negotiations and high-level government engagement by the IOC. When 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.

- The IOC has strengthened its commitment to inclusivity by signing a long-term agreement with the International Paralympic Committee (IPC), taking the 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 a requirement for any host of the Olympic Games also to organise the Paralympic Games. The IOC and the IPC are working together to enhance the Paralympic brand and increase the visibility of the Paralympic Games.





# SUSTAINABILITY

Guided by Olympic Agenda 2020, the IOC is now embedding sustainability across its operations as an organisation, as the owner of the Olympic Games and as the leader of the Olympic Movement.

- Olympic House, the new home of the IOC, inaugurated in 2019, is one of the most sustainable buildings in the world.
- As a result of Olympic Agenda 2020, the IOC will make the Olympic Games and Olympic Winter Games climate positive from 2030 onwards. This builds on the efforts made to date by the IOC, working with the Organising Committees for the Olympic Games, to ensure that all upcoming Olympic Games are carbon neutral and have a significantly reduced carbon footprint.
- The IOC is now a carbon-neutral organisation, and has committed to becoming a climate-positive organisation by 2024.

**“We will continue harnessing the immense power of sport to build a better, fairer and more sustainable world.”**

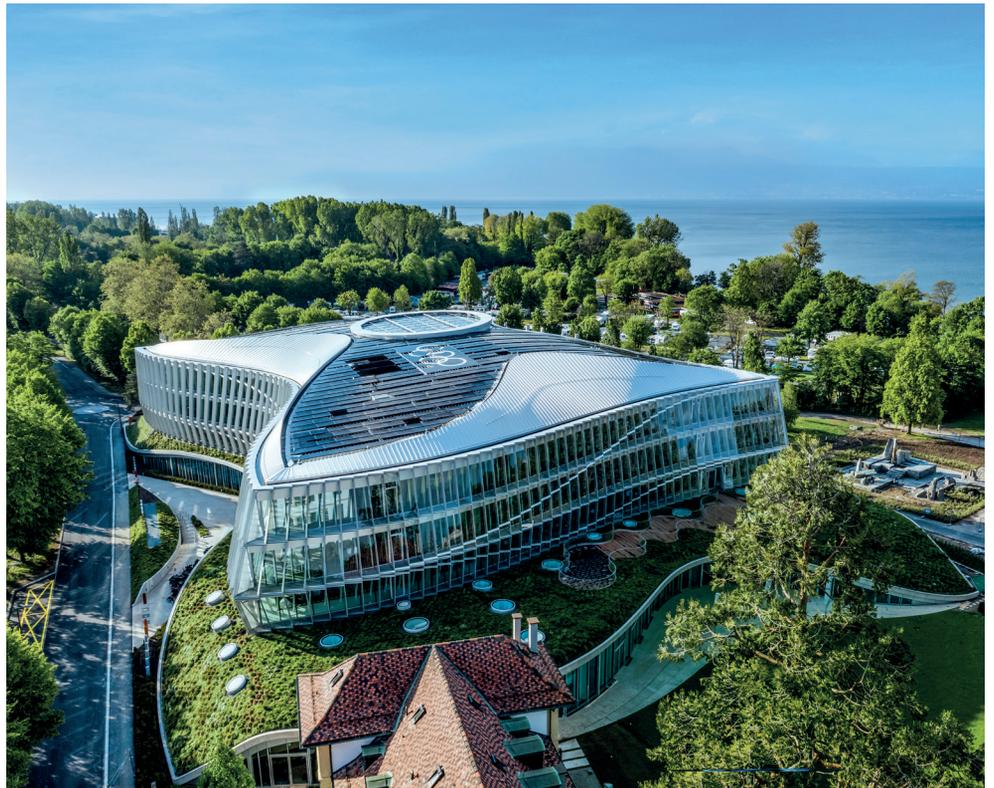
HSH Prince Albert II of Monaco,  
Chair of the IOC Sustainability  
and Legacy Commission

- As part of its commitment to move from a carbon-neutral organisation to a climate-positive organisation, the IOC will contribute, with the support of the UN, 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.

- The IOC has contributed to the development and implementation of the UN Sports for Climate Action Framework, which is aimed at providing a clear trajectory for the global sports community to help combat climate change. To date, more than 170 sports organisations have joined the Framework, including Organising Committees for the Olympic Games (OCOGs), the IPC, IFs and NOCs.





# OLYMPIC CHANNEL

The IOC's new digital strategy was inaugurated with the launch in 2016 of the Olympic Channel, the "always on" platform to connect the Olympic Movement and the wider public.



Worldwide Olympic Partners Bridgestone, Toyota and Alibaba Group supported the creation of the Olympic Channel as Founding Partners



**3.4BN**

Video views across all platforms



**12**

Languages



**25,000+**

Pieces of athlete-centric content created



**75%**

Social media engagement with under-35s



**10.4M**

Social media followers



**95**

Collaboration agreements with Federation partners



**76+**

Original series and films launched



**175**

Territories with which the Channel has linear distribution partnerships





# TRUST CREATES STABILITY

The success of Olympic Agenda 2020 and the far-reaching impact of its recommendations have cemented trust in the IOC from its many partners around the world.

Olympic Agenda 2020 reforms have deepened the confidence and trust that our commercial partners are placing in us, resulting in financial stability.

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 Worldwide Olympic 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.

As a result of these reforms and the confidence of our Partners, the revenues from our TOP Partners have tripled. Similarly, revenues from Rights-Holding Broadcasters (RHBs) have also seen growth, with long-term commitments already secured through to 2032.

“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.”

Thomas Bach, IOC President

## WORLDWIDE OLYMPIC PARTNERS

The IOC's TOP Partners provide invaluable support for the Olympic Movement



## SECURING THE FUTURE OF THE OLYMPIC MOVEMENT



**USD 4.1BN**

Already secured from TOP Partners and RHBs for 2029-2032



# USD 4.5BN

IOC broadcast revenues for  
the 2017-2020 Olympiad –  
an all-time high



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