

STRATEGIC FRAMEWORK

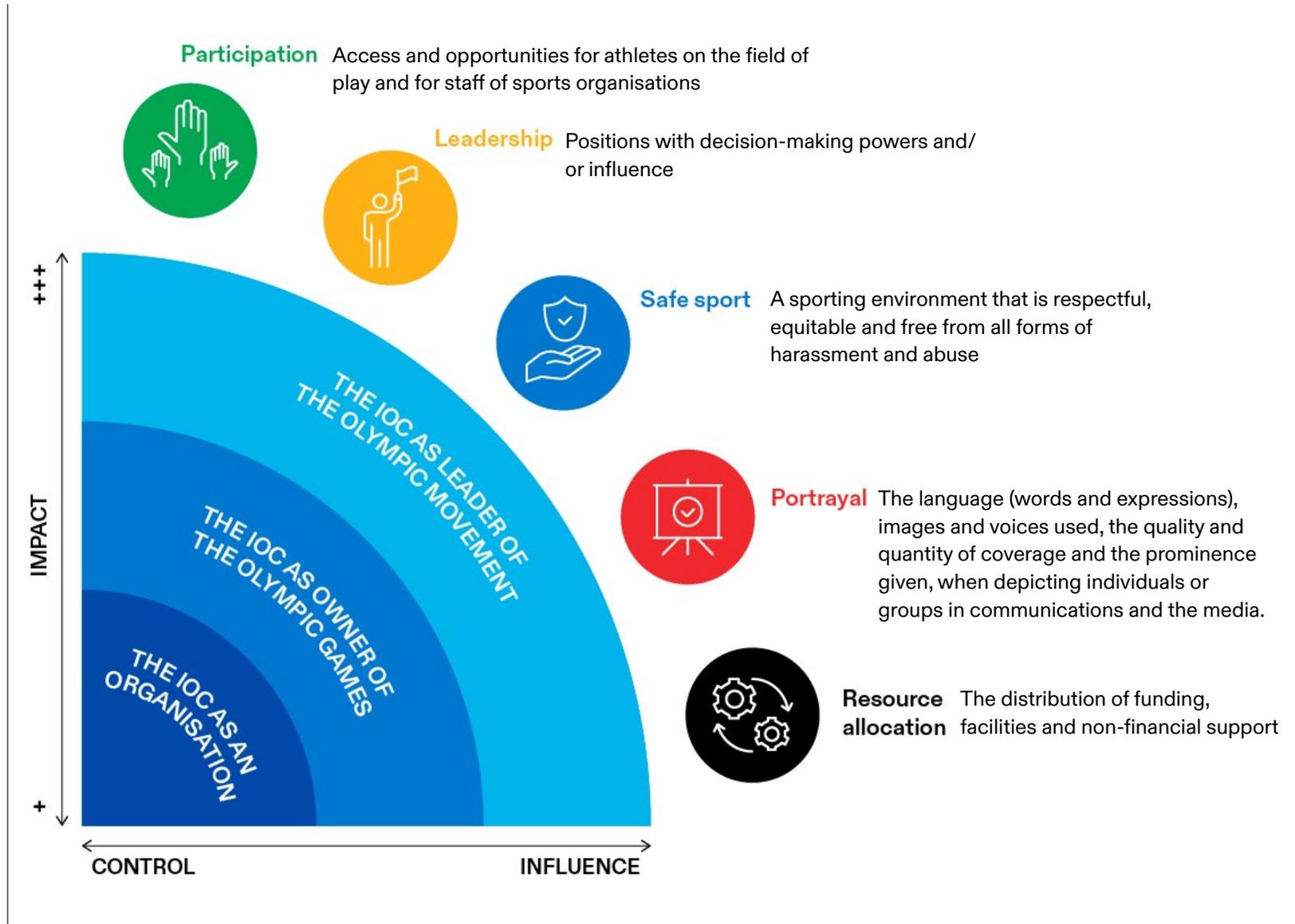
To support the implementation of Olympic Agenda 2020+5, we have developed 21 Gender Equality and Inclusion Objectives for 2021-2024. These objectives build on many of the recommendations of the IOC Gender Equality Review project with the goal of continuing the “promotion of women in sport at all levels and in all structures”, whilst ensuring an inclusive approach that accounts for diverse and intersectional identities of women and men.

The Objectives were developed using a strategic framework that covers the IOC’s three spheres of responsibility (IOC as an organisation, IOC as Owner of the Olympic Games and IOC as leader of the Olympic Movement) across five focus areas (participation, leadership, safe sport, portrayal and resource allocation).

The focus areas were selected after considering the extensive research to date examining common barriers faced by women in sport as well as today’s key gender equality and inclusion challenges in which we believe we can most effectively contribute. Unsurprisingly, these five focus areas are aligned with the principles of UN Women’s Sport for Generation Equality initiative. The five focus areas are strongly inter-related and should be considered as a whole.

To establish our objectives for 2021-2024, we have taken into account our roles and activities in each of these spheres as well as the relative degrees of influence and control we have across the five focus areas.

Notably, this framework is aligned with that used for the IOC Sustainability Strategy. This structure has been purposefully chosen in order to further strengthen the synergies between these areas of sustainable development.



OBJECTIVES 2021-2024

OBJECTIVE		PRELIMINARY MEASUREMENT CRITERIA (NON-EXHAUSTIVE)*
IOC AS AN ORGANISATION		
1	Based on the achievements to date (women represent 37.5 per cent of IOC Members, 33.3 per cent of IOC Executive Board members, 48 per cent of IOC commission members and 37 per cent of IOC commission chairs), the IOC to continue to increase gender balance at the IOC governance level	<ul style="list-style-type: none"> Percentage of women/men IOC members Percentage of women/men IOC Executive Board members Percentage of women/men IOC commission chairs Percentage of women/men IOC commission members
2	The IOC to adopt and implement an IOC Inclusion and Diversity Action Plan for its administration to foster a diverse, inclusive and gender-equal workforce at all levels	<ul style="list-style-type: none"> Feedback from regular staff surveys assessing the level of inclusion within the IOC workplace culture Percentage of women/men IOC directors Percentage of women/men IOC senior managers and staff in Lausanne and Madrid No. of nationalities in Lausanne and Madrid
3	The IOC to entrench gender-equal portrayal practices for all forms of communications in line with the IOC Portrayal Guidelines	<ul style="list-style-type: none"> Evidence of a formal process in place to track the gender breakdown of stories and posts across our various communication platforms Results of regular IOC pay audit to assess the gender pay gap among staff Percentage of women/men participating in IOC internal training Percentage of women/men participating in IOC programmes
4	The IOC to continue gender-equal and fair allocation of resources and benefits (e.g. IOC Young Leaders programme, staff remuneration)	<p>In many respects, this objective has already been achieved; however, vigilance is required to ensure that this remains the case going forward.</p> <ul style="list-style-type: none"> Results of regular IOC pay audit to assess the gender pay gap among staff Percentage of women/men participating in IOC internal training Percentage of women/men participating in IOC programmes
IOC AS THE OWNER OF THE OLYMPIC GAMES		
5	The IOC to mainstream gender equality in all aspects of the Olympic Games and Youth Olympic Games (YOG), including by revising relevant existing operational requirements	<ul style="list-style-type: none"> Evidence of a systematic review of all Olympic Games-related policies and requirements
6	The IOC, in collaboration with IFs and NOCs, to foster gender balance, non-discriminatory and fair participation in the Olympic Games and YOG through the Olympic programme and competition schedule (including athlete quotas, number of medal events and competition format)	<ul style="list-style-type: none"> No. of quota places for women and male athletes at the Olympic Games and Youth Olympic Games No. of sports with equal medal events for women and men No. of hours of competition and no. of medal events per gender per day of the Olympic programme

OBJECTIVE	PRELIMINARY MEASUREMENT CRITERIA (NON-EXHAUSTIVE)*
<p>7 The IOC to recommend NOCs strive for gender balance in their Games leadership roles, with at least 30 per cent women (such as chefs de mission, deputy chefs de mission and team leaders)</p>	<ul style="list-style-type: none"> No. of women accredited to the Olympic Games and Youth Olympic Games in key NOC leadership roles, such as chefs de mission, deputy chefs de mission, team leaders, doctors, and coaches
<p>8 The IOC to encourage IFs to transition to gender-balanced representation among their International Technical Officials (ITOs) at the Olympic Games, taking into account that women represented 29 per cent of ITOs at Rio 2016 and 31 per cent at PyeongChang 2018</p>	<ul style="list-style-type: none"> No. of women technical officials at the Olympic Games and Youth Olympic Games
<p>9 The IOC to encourage OCOGs to strive for gender balance in their leadership, particularly in the composition of their governance body and their senior executive level</p>	<ul style="list-style-type: none"> Percentage of women/men in OCOG governing body(ies) Percentage of women/men in OCOG senior executive positions Percentage of women/men in OCOG staff Percentage of women/men among volunteers
<p>10 The IOC to ensure that consideration for the safeguarding of athletes (specifically women and girls) is included at every stage of the lifecycle of the Olympic Games and YOG, across all policies and programmes, in line with the IOC Safe Sport Objectives 2021-2024 (e.g. rooming allocations)</p>	<ul style="list-style-type: none"> Evidence of the implementation of the IOC Safe Sport Objectives for 2021-2024 with the development of specific resources and support systems for female athletes and marginalised where appropriate
<p>11 The IOC to work with its stakeholders (Rights-Holding Broadcasters, Olympic Partners, the media and non-rights-holders) to ensure the implementation of gender-equal and fair portrayal practices in their communications around the Olympic Games and YOG</p>	<ul style="list-style-type: none"> Evidence of workshops, presentations and discussions with stakeholders regarding the importance of gender-equal and fair portrayal practices Revision of the IOC Media Rights Agreements and other policies as appropriate
<p>12 The IOC to continue to assess gender-equality implications in the allocation of resources to IFs and NOCs to facilitate their participation in the Olympic Games and YOG</p>	<p>In many respects, this objective has already been achieved; however, vigilance is required to ensure that this remains the case going forward</p> <p>Measure:</p> <ul style="list-style-type: none"> No. of events using different venues for women's and men's events Percentage of women/men Olympic Games scholarships holders
<p>IOC AS LEADER OF THE OLYMPIC MOVEMENT</p>	
<p>13 The IOC to continue to support initiatives that foster equal participation of women and girls, from grassroots to high-performance sport, to close the play gap (e.g. Women and Sport Awards, Sport and Active Society Programmes, Olympic Solidarity Programmes)</p>	<ul style="list-style-type: none"> Evidence that a gender lens is systematically applied to all guidelines and project frameworks aimed at fostering equal participation of women and girls in sport from the grassroots to the high-performance level
<p>14 As part of good governance, the IOC to encourage IFs and NOCs to transition to gender balanced representation in their decision-making bodies, with a minimum of 30 per cent women's representation</p>	<ul style="list-style-type: none"> No. of NOCs and IFs with women representing more than 30 per cent of members on their governing bodies (Executive Committees, Councils, Congresses, etc.) Percentage women/men chairing IF and NOC Commissions No. of NOCs and IFs that include gender equality as a criterion within statutes and policies pertaining to their governing bodies
<p>15 Taking into account that women represent 10 per cent of coaches at the Olympic Games, the IOC to coordinate the development of an action plan in collaboration with IFs and NOCs, for more women to be eligible and selected to participate in World Championships and the Olympic Games</p>	<ul style="list-style-type: none"> Existence of an action plan to increase the number of women eligible and selected to participate in World Championships and the Olympic Games

OBJECTIVE	PRELIMINARY MEASUREMENT CRITERIA (NON-EXHAUSTIVE)*
<p>16 The IOC to continue to support IFs and NOCs to implement safeguarding policies and procedures in line with the IOC Safeguarding Toolkit and ensure they have a designated person who has completed the International Safeguarding Officer in Sport Certificate course or equivalent (which includes a module on vulnerable groups (in particular women and girls))</p>	<ul style="list-style-type: none"> • No. of IFs and NOCs with an accredited safeguarding officer • No. of IFs and NOCs with a safeguarding policy
<p>17 The IOC to encourage IFs and NOCs to entrench gender-equal portrayal practices in all forms of communication, in line with the IOC Portrayal Guidelines</p>	<ul style="list-style-type: none"> • No. of IFs and NOCs that are aware of the IOC Portrayal Guidelines
<p>18 The IOC to encourage IFs and NOCs to include gender equality as a criterion in decisions regarding resource allocation (e.g. particularly prize money, payments)</p>	<ul style="list-style-type: none"> • No. of IFs and NOCs allocating equal prize money and allowances • Evidence that IFs and NOCs are equally supporting women and men in terms of the provision of funding and human resources
<p>19 The IOC to provide mechanisms and platforms to ensure the exchange of information and best practices between Olympic Movement stakeholders</p>	<ul style="list-style-type: none"> • Evidence of mechanisms and platforms provided by the IOC to foster the exchange of information and best practices between Olympic Movement stakeholders
<p>20 The IOC to implement a reporting system to monitor and measure the progress made towards gender equality in the Olympic Movement</p>	<ul style="list-style-type: none"> • Evidence of a system in place to monitor key gender equality progress indicators across the Olympic Movement
<p>21 The IOC to encourage Olympic Movement stakeholders to join the UN Women Sports for Generation Equality Initiative to demonstrate their leadership in advancing gender equality and commitment to accelerating progress</p>	<ul style="list-style-type: none"> • No. of IFs and NOCs that join UN Women’s Sport for Generation Equality Initiative

These measurements are under review and subject to change

FEEDBACK AND CONTINUOUS DIALOGUE

Gender equality, inclusion and diversity are viewed and understood differently according to where you are around the world, requiring a culturally sensitive lens and tailored approach to ensure meaningful and consistent progress. Our gender equality, inclusion and diversity work considers both the cultural and social contexts of our stakeholders, promoting an “adopt-and-adapt” approach, and is only possible through the active collaboration and participation of numerous stakeholders.

We intend to continue in this spirit of open dialogue and cooperation, and therefore we welcome feedback, comments and suggestions for further improvements as we go forward.

To do so, please contact us either in English, French or Spanish at genderequality@olympic.org

GLOSSARY

ACTIVE ALLYSHIP:

Actively using your position of privilege to demonstrate support and create space for the voices and perspectives of under-represented or marginalised groups to be heard. (Based on definitions from UN Women and Catalyst)

GENDER:

Refers to socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for women and men. (UN Women)

GENDER BIAS:

Prejudiced actions or thoughts that affect a person or a group of people based on their perceived gender. Gender bias either implicitly/unconsciously or explicitly/consciously favours one gender over another, leading to unequal and/or unfair treatment. It is a form of gender discrimination. (European Institute for Gender Equality (EIGE))

GENDER EQUALITY:

The equal rights, responsibilities and opportunities of women and men and girls and boys. (UN Women)

GENDER EQUITY:

The process of being fair to men and women. To ensure fairness, measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. Equity is a mean. Equality is the result. (UNESCO)

GENDER BALANCE:

Equal participation and representation of women and men in all areas of work, projects, programmes or communication. (EIGE).

GENDER MAINSTREAMING:

A strategy or means to achieve the goal of gender equality, which assesses the implications for women and men in all activities carried out by an organisation so that women and men benefit equally, and inequality is not perpetuated. (Based on definitions from EIGE and ILO)

GENDER IDENTITY:

People's inner sense of their gender, which may or may not correspond with the sex they were assigned at birth. (Catalyst)

INCLUSION:

Creating an environment that is respectful and welcoming to all, and where people feel confident to be themselves and make a full contribution. (This definition is based on a collection of UN and Corporate sector definitions, including McKinsey, Catalyst and UN Economic and Social Affairs).

INTERSECTIONAL EQUALITY:

A system of equality that recognises how different forms of inequality (including those relating to gender, race, ethnicity, socio-economic status, religion, sexual orientation, health status, disability, and gender identity) can interact and compound experiences of discrimination then works to address the root causes of inequality and thereby tackle overlapping forms of discrimination, simultaneously. (Kimberlé Crenshaw, professor of law at UCLA and Columbia Law School)

SEX:

Assigned at birth and refers to the biological characteristics that define a person as female, male or intersex. (WHO)

WOMAN:

Refers to a gender identity and/or female adult person. (Based on definitions from UN Women, Catalyst and WHO). In this publication it has been used as a gender identity. In this publication it has been used as a gender identity.

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