

# IOC STRATEGIC FRAMEWORK ON HUMAN RIGHTS





# CONTENTS

<b>1</b>	<b>Context &amp; ambition</b>	<b>3</b>
1.1	Why Human Rights Matter to the IOC	4
1.2	The IOC's Human Rights Journey	4
1.3	Moving Human Rights Forward with Olympic Agenda 2020	7
<b>2</b>	<b>The IOC'S three spheres of responsibility &amp; strategic intents</b>	<b>15</b>
2.1	The IOC's Three Spheres of Responsibility	16
2.2	2030 Strategic Intents for the Three IOC Spheres of Responsibility	18
<b>3</b>	<b>The IOC's five Focus Areas &amp; Target Populations</b>	<b>20</b>
3.1	The IOC's Five Focus Areas	21
3.2	Target Populations	23
<b>4</b>	<b>The IOC's Objectives for 2024</b>	<b>24</b>
4.1	IOC as an Organisation	26
4.2	IOC as Owner of the Olympic Games	30
4.3	IOC as Leader of the Olympic Movement	36
<b>5</b>	<b>Making it happen</b>	<b>44</b>
5.1	Governance of Human Rights	45
5.2	Human Rights Management System	46
5.3	Collaboration and partnerships	47
5.4	Communicating and periodic review	47
5.5	Assurance	47
<b>6</b>	<b>List of acronyms</b>	<b>48</b>



# 1 CONTEXT & AMBITION



## 1.1 Why Human Rights Matter to the IOC

The IOC's commitment to improving the promotion and respect of human rights within its remit has been long-standing, and its foundations can be found within the [Olympic Charter](#). For example, the preservation of human dignity is reflected in Fundamental Principle of Olympism No. 2, which states: "The goal of Olympism is to place sport at the service of the harmonious development of humankind with a view to promoting a peaceful society concerned with the preservation of human dignity."

More specifically, the practice of sport contributes to the fulfilment of a number of human right, including the right to physical and mental health, the right to engage in leisure and recreational activities. Equally, the practice of sport as a human right requires inclusion and non-discrimination, safety, respect for basic needs and a healthy environment.

In order to fulfil the goal of Olympism, all constituents of the Olympic Movement need to respect internationally recognised human rights within their respective remit.

## 1.2 The IOC's Human Rights Journey

Besides placing of sport at the service of a peaceful society concerned with the preservation of human dignity, a number of other foundational elements in the Olympic Charter strongly relate to human rights standards, including the explicit prohibition of discrimination and the respect for universal fundamental ethical principles.

The IOC has carried out important work on human rights, even if it was not always labelled or identified as such. This includes the IOC's work on inclusion, gender equality and safe sport, the growing attention to and work on sustainability in all its dimensions, the integration of media freedom safeguarding provisions in the Host Contract, Olympic Solidarity measures or the broader social development through sport activities, amongst many others. But the dedicated attention to human rights started with the adoption of [Olympic Agenda 2020](#) in December 2014.



Figure 1A – Games &amp; Institutional Milestones before adoption of Olympic Agenda 2020 in 2014.

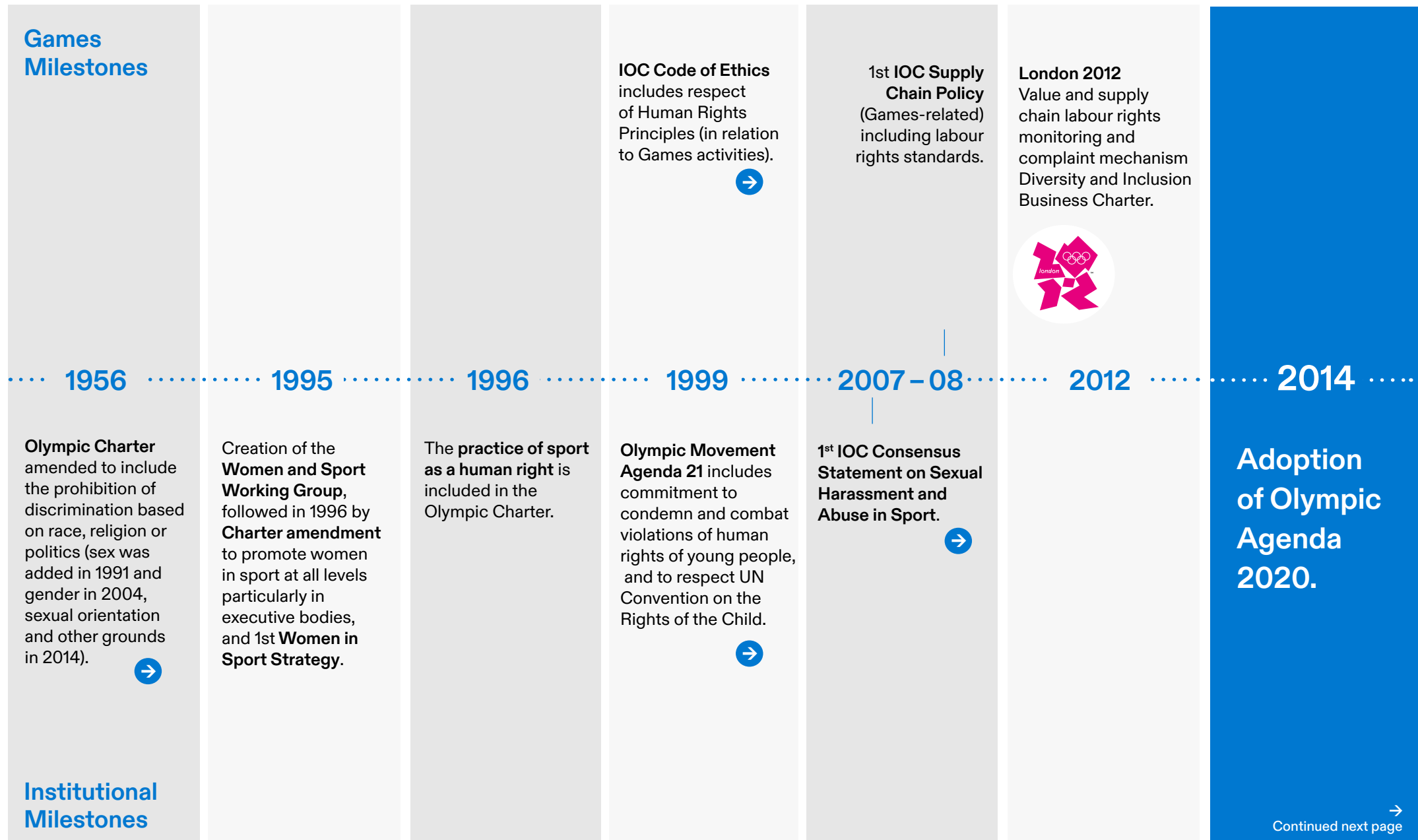
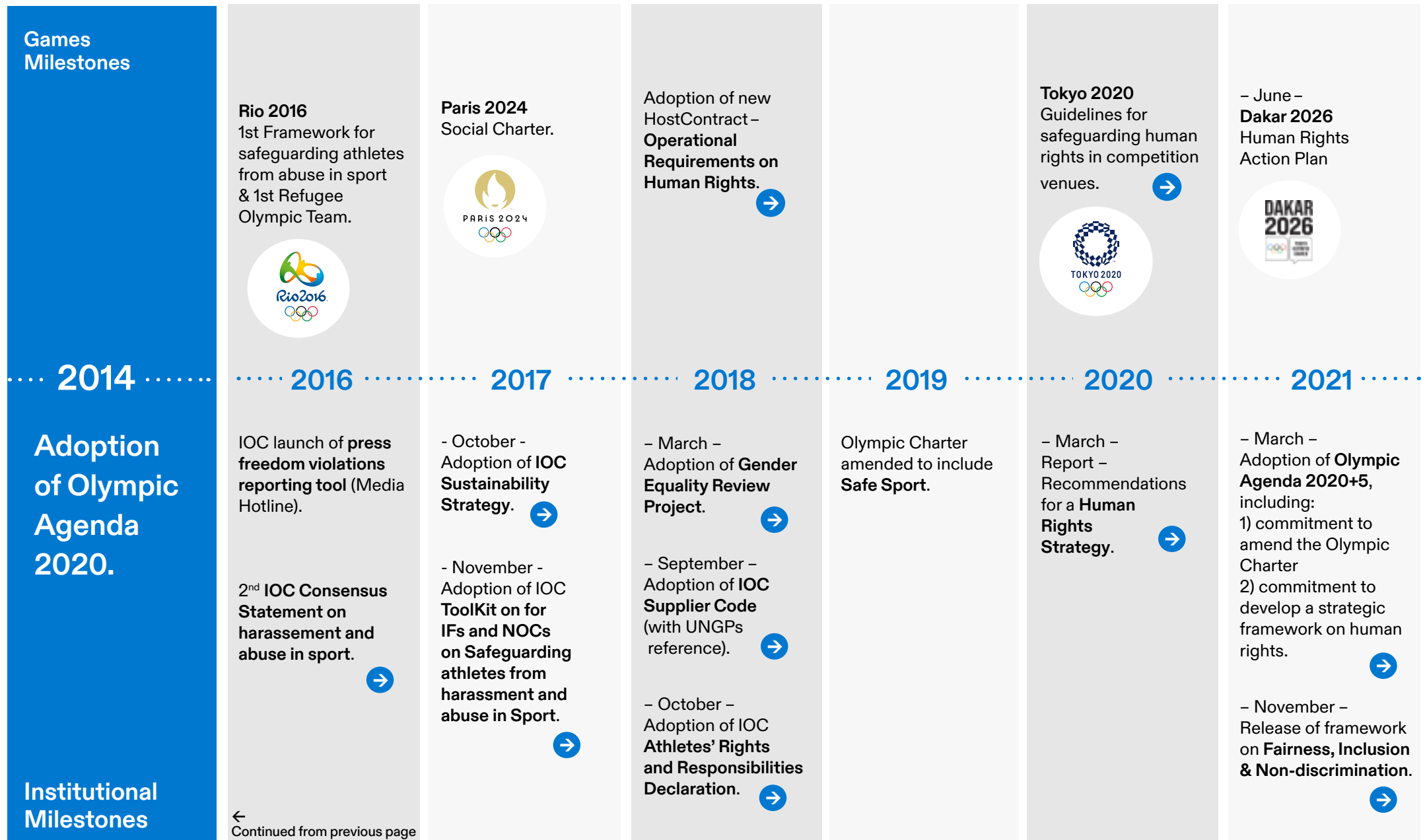


Figure 1B– Games &amp; Institutional Milestones after adoption of Olympic Agenda 2020 in 2014.



## 1.3 Moving Human Rights Forward with Olympic Agenda 2020

### Olympic Agenda 2020 (2015–2020)

From a strategic perspective, human rights gained additional traction at the IOC Session in December 2014 with the adoption of Olympic Agenda 2020, the Olympic Movement's strategic roadmap. The document included 40 detailed recommendations, whose overarching goal was to safeguard the Olympic values and strengthen the role of sport in society. Olympic Agenda 2020 was the result of a thorough consultation with all Olympic Movement stakeholders. With sustainability being one of the key pillars of Olympic Agenda 2020, the IOC adopted its first Sustainability Strategy in 2017. The goal of this strategy is to maximise positive benefits and minimise negative impacts in the social, economic and environmental spheres. This demonstrated a further determination to live up to the values and principles of the Olympic Movement.

Specifically, under recommendation 1 of Olympic Agenda 2020 on the Olympic Games bidding process, the IOC committed to include in the Host (City) Contract specific clauses to ensure respect of Fundamental Principle 6 (on non-discrimination) of the Olympic Charter, as well as environmental and labour-related matters.

This recommendation led to the adoption in 2018 of the modified Operational Requirements, which included a new section on the protection and respect of human rights.

Other recommendations paved the way for enhanced attention to and consideration of human rights in operational decision-making:

#### Human rights-related recommendations within Olympic Agenda 2020

- **Recommendation 2** (on the evaluation of bid cities) – included the athlete experience as a new criterion and underlined the importance for the Evaluation Commission to benefit from third-party, independent advice regarding social, economic and political conditions.
- **Recommendation 4** (on the inclusion of sustainability in all aspects of the planning and staging of the Olympic Games) – required the actual and potential organisers to develop a sustainability strategy encompassing the economic, social and environmental spheres – supported by the best possible governance.
- **Recommendation 5** (on the inclusion of sustainability within the Olympic Movement's daily operations) – required the IOC to include sustainability in its procurement of goods and services, as well

as in any events organisation – as well and to assist Olympic Movement stakeholders in integrating sustainability into their own organisations and operations.

- **Recommendation 11** (on fostering gender equality) – required the IOC to work with the International Federations to achieve 50 per cent female participation in the Olympic Games.
- **Recommendation 18** (on strengthening support to athletes) – required putting the athletes' experience at the heart of the Olympic Games and further investing in supporting athletes on and off the field of play.
- A number of recommendations strengthened the overall engagement activity of the IOC – **Recommendation 21** called for strengthening the IOC's advocacy capacity; **Recommendation 22** focused on further spreading Olympic values-based education; and **Recommendation 23** focused on engagement with communities.
- In addition, a number of recommendations focused on strengthened governance – **Recommendation 27** required all organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance, and **Recommendation 28** emphasised cooperation between national authorities and sports organisations.

Overall, the Olympic Movement’s new strategic roadmap clearly affirmed the IOC’s ambition to ensure that people’s rights are put at the core of operations and are respected in line with international standards – within the IOC’s remit and across its three spheres of responsibility – as an organisation, as the owner of the Olympic Games, and as the leader of the Olympic Movement.

Besides the new operational requirements on human rights for the Organising Committees of the Olympic Games (OCOGs), the main human rights considerations in this first strategic phase included:

- The commissioning of an independent third-party assessment on human rights to inform the selection of Future Hosts.
- Progress towards achieving gender equality across the latest editions of the Games.
- The 2016 adoption and deployment of the Safe Sport Action Plan, followed by the 2018 adoption and deployment of the Athletes’ Rights and Responsibilities Declaration.
- The 2018 adoption and deployment of the IOC Supplier Code.



More recently, the IOC launched a more integrated approach towards human rights across its various departments. In 2019, the IOC commissioned Prince Zeid Ra’ad Al Hussein, former UN High Commissioner for Human Rights, and Rachel Davis, vice president and co-founder of Shift, a leading centre of expertise on the UN Guiding Principles on Business and Human Rights (UNGPs), to produce a series of Recommendations for an IOC Human Rights Strategy. The authors engaged extensively with civil society organisations with insights into the perspectives of affected stakeholders and with the IOC to draw up a set of recommendations that informed this strategic framework, and its focus areas and objectives.

At the same time, the IOC started to define rights-respecting principles that International Federations should consider as pathways to inclusion in elite sport without discriminating on the basis of gender identity or sex variations, whilst maintaining the fairness of elite competition. For the first time, the IOC consulted with affected stakeholders as part of this work. This led to the publication in 2021 of the IOC Framework on Fairness, Inclusion and Non-Discrimination on the basis of gender identity and sex characteristics.



## Olympic Agenda 2020+5: Renewing and Deepening Commitment on Human Rights

With the launch of Olympic Agenda 2020+5 as the successor to and evolution of the Olympic Movement's strategic roadmap, 15 interconnected recommendations were developed based on key trends identified as likely to be decisive in the post-COVID 19 world. These are areas where sport and the values of Olympism can play an important role in turning challenges into opportunities in a world affected by the following key trends:

- **Solidarity**  
the need for greater solidarity within and among societies.
- **Digitalisation**  
the growth in digitalisation, including the need to expand digital capability to the currently under-served.
- **Sustainable development**  
the urgency of achieving sustainable development.
- **Credibility**  
the growing demand for credibility, both of sports organisations and related actors, including leaders and officials.
- **Economic and financial resilience**  
the need to build resilience to tackle the financial and economic consequences from the COVID-19 pandemic which will influence priority-setting among governments and businesses.

## Recommendation 13

### Continue to lead by example in corporate citizenship (key extracts)

- Adopt an overarching IOC human rights strategic framework with specific action plans for each of the IOC's three different spheres of responsibility: the IOC as an organisation, the IOC as owner of the Olympic Games and the IOC as leader of the Olympic Movement
- Link the overarching IOC human rights strategic framework to various existing or forthcoming IOC strategies
- Amend the Olympic Charter and the "Basic Universal Principles of Good Governance" of the Olympic and Sports Movement to better articulate human rights responsibilities
- Enable the newly created IOC Human Rights Unit to develop the IOC's internal capacity with regard to human rights.

In this context, the IOC's commitment to and progress on human rights was both renewed and strengthened as part of **Recommendation 13** – Continue to lead by example in corporate citizenship. This included the establishment of a Human Rights Unit in March 2021 in the Corporate and Sustainable Development Department, to which the sustainability and gender equality and inclusion units already sit. The IOC strategic framework on human rights will complement existing strategies, such as the ones on environment and climate action, gender equality and inclusion and the IOC safe sport action plan. Together these strategies will mutually reinforce the work of the IOC on sustainable development and corporate citizenship.

As part of Olympic Agenda 2020+5, **Recommendation 13** calls for the development of a strategic framework on human rights.

Beyond Recommendation 13 itself, the IOC Strategic Framework on Human Rights will tie into the following recommendations:

- **Recommendation 2**  
Foster sustainable Olympic Games.
- **Recommendation 3**  
Reinforce athletes' rights and responsibilities.
- **Recommendation 5**  
Further strengthen safe sport and the protection of clean athletes.
- **Recommendation 10**  
Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals.
- **Recommendation 11**  
Strengthen the support to refugees and populations affected by displacement.
- **Recommendation 14**  
Strengthen the Olympic Movement through good governance.

The IOC Human Rights Strategic Framework will enable the Human Rights Unit to engage with the rest of the organisation on the recommendations related to human rights in Olympic Agenda 2020+5 and pertaining to the IOC's three spheres of responsibility.

Figure 2 – Mainstreaming of Human Rights in Olympic Agenda 2020+5



The IOC Human Rights Strategic Framework will reinforce key programmes and initiatives by mainstreaming a human rights approach into current work and programmes, in close cooperation with the teams in charge of complementary topics such as gender equality, safeguarding, sustainability and key functions and departments within the IOC.

Figure 3 – Key Functions and Stakeholder Departments



## The IOC's Standard of Reference: the UN Guiding Principles on Business and Human Rights

The IOC affirms its commitment to respecting human rights within its remit in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs). The UNGPs are the standard of reference for the United Nations. As a result, they are widely embraced by many stakeholders inside and outside the Olympic Movement, including sports' governing bodies and Olympic partners. They consist of a set of principles for the management of human rights impacts and are articulated around three pillars:

- **Pillar 1**  
The UNGPs recognise that States have existing duties to protect, respect and fulfil human rights where those rights are or may be affected by the activities of non-State entities, including business enterprises.
- **Pillar 2**  
The UNGPs also recognise that business enterprises have an independent responsibility to respect human rights, even when States do not manage to fully meet their human rights obligations.

- **Pillar 3**  
The UNGPs recognise that enabling access to remedy is critical, so that affected people, whose rights have been negatively impacted, can seek redress, and that both States and business enterprises have roles to play in this regard.

To meet these expectations in practice, the IOC will continue to carry out human rights due diligence: an ongoing risk management process to identify, prevent, mitigate and account for any adverse human rights impacts across its relevant activities. This includes integrating meaningful engagement with affected stakeholders into these processes.

Where prioritisation of efforts is necessary, the IOC's approach will be informed by a focus on where the risks to people are most severe. Indeed, the IOC recognises that some individuals or communities may be at greater risk of being affected.

These groups may include women, the LGBTQIA+ community, racial and ethnic minority groups, children, migrant workers and forcibly displaced populations, amongst others.

The IOC will promote respect for human rights by enabling the various functions and departments within the IOC, and expecting other entities in the Olympic Movement to meet their own human rights responsibilities within their respective remit.

Figure 4 – The 3 Pillars of the UNGPs

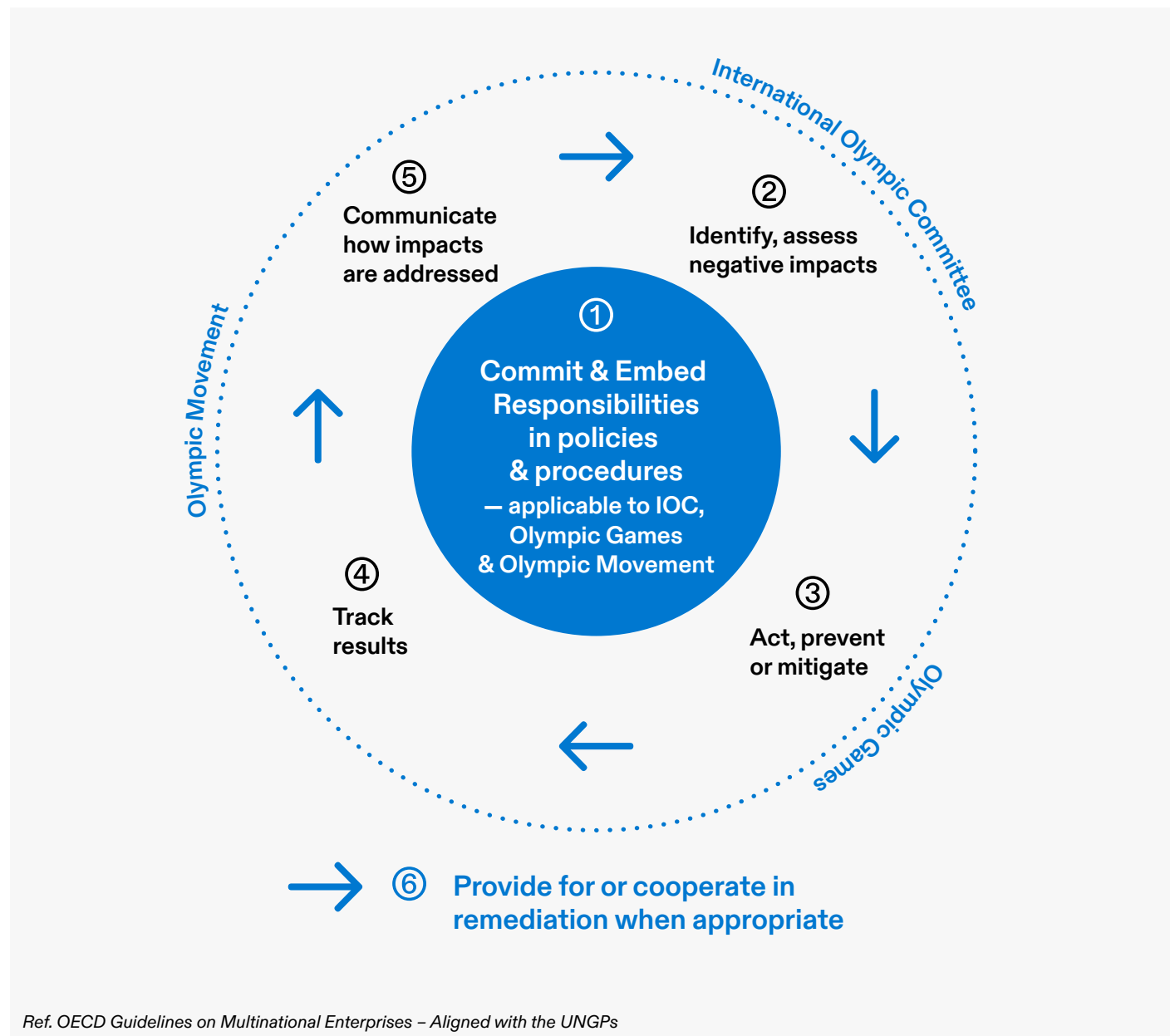




This engagement will take different forms, depending on the projects and initiatives and the nature of the IOC's involvement with human rights impacts. For example, it may consist of educating, encouraging and assisting other entities or, where appropriate, requiring them to take action to meet their own human rights responsibilities to prevent and address human rights impacts ; or exploring different forms of leverage to provide for or cooperate in remediation where appropriate, as well as setting up grievance mechanisms or building the capacity of the organisation or the IOC's partners and stakeholders on the UNGPs.

The IOC is committed to a process of continuous improvement on human rights, through which it will further embed respect for international human rights standards across its activities and build its own capacity to be a positive influence for the wider Olympic Movement.

Figure 5 – Human Rights Due Diligence Process



## Human Rights and the UN Sustainable Development Goals

The IOC's alignment with other United Nations (UN) norms and standards is informing this strategic framework. The Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The "Global Goals" are an integral part of the 2030 Agenda for Sustainable Development and are firmly anchored in human rights principles and standards, including the Universal Declaration of Human Rights and international human rights treaties.

Ninety per cent of the goals and targets of the SDGs correspond to human rights obligations<sup>1</sup>. The Agenda's commitment to **"leave no one behind"** and its strategy to **"reach those further behind first"** demonstrate this. Additionally, the preamble of the 2030 Agenda highlights that the SDGs "seek to realise the human rights of all."

The SDGs have become an important reference for the world of sport. The UN 2030 Agenda for Sustainable Development explicitly states that **"Sport is also an important enabler of sustainable development."**

<sup>1</sup> Sources: SDG\_HR\_Table.pdf (ohchr.org) and The Human Rights Guide to the Sustainable Development Goals | Linking human rights with all Sustainable Development Goals and targets

With a specific resolution on sport for development and peace, the UN regularly reiterates regularly its call to member States to leverage sport to achieve sustainable development, working in collaboration with all relevant stakeholders, including the sports community, civil society, international organisations and businesses. The resolution cites the "invaluable contribution of the Olympic and Paralympic movements in establishing sport as a unique means for the promotion of peace and development, in particular through the ideal of the Olympic Truce, acknowledging the opportunities provided by past Olympic and Paralympic Games".

The resolution affirms sport's contribution to promoting tolerance and respect and empowering women, young people, individuals and communities. Finally, it also underlines the positive impact sport has on health, education, social inclusion and the fight against corruption, encouraging governments' efforts to focus on these topics.

The IOC recognises that promoting respect for human rights across its spheres of responsibility is an integral part of delivering its contributions to the success of the SDGs, and that the most effective way to achieve the maximum positive impact on people and the planet is to ensure that negative impacts are prevented and addressed.

Figure 6 – The IOC's contribution toward the SDGs



# 2 THE IOC'S THREE SPHERES OF RESPONSIBILITY & STRATEGIC INTENTS

## 2.1 The IOC's Three Spheres of Responsibility

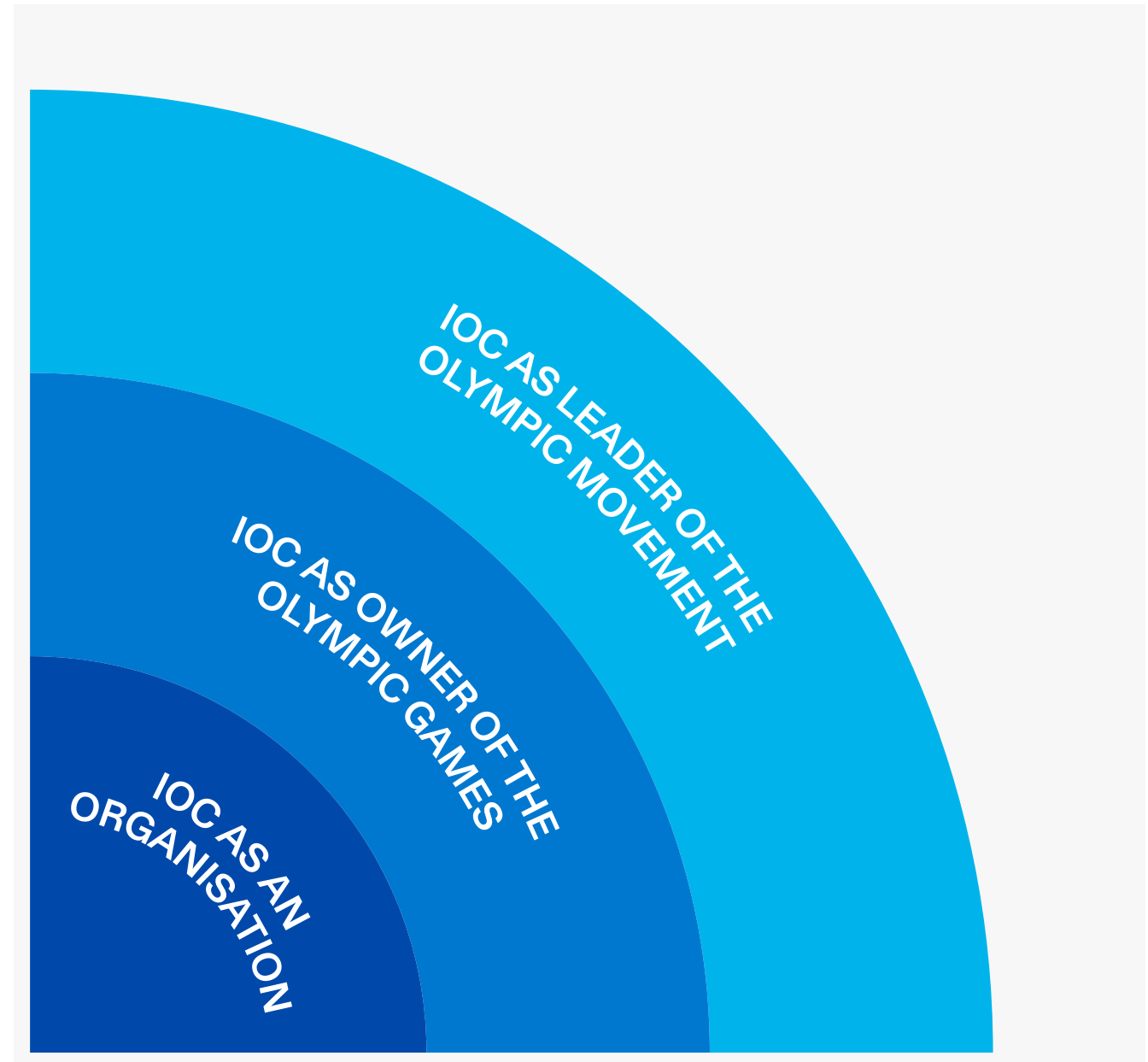
The mainstreaming of human rights is about maximising positive impacts and minimising negative impacts on people and communities. In this context, the IOC affirms its commitment to the United Nations Guiding Principles on Business and Human Rights (UNGPs) in how it will seek to manage the human rights impacts that the IOC may cause, contribute to or be linked to through its relationships across its three main spheres of responsibility:

These spheres are:

### 1. IOC as an organisation

- **Governance:** This involves **setting the rules and regulations** of the IOC, the Olympic Games and the Olympic Movement. This includes upholding and amending the Olympic Charter, decision-making by the IOC Session and IOC Executive Board, and nominations to and decisions by IOC commissions.
- **Administration:** This involves the **daily operations** of the organisation in areas such as: people management, procurement, organisation of institutional events, use of IOC media and communication channels and management of broadcasting, sponsorship and marketing rights.

Figure 7 – The IOC Three Spheres of Responsibility





## 2. IOC as owner of the Olympic Games

The Olympic Games are the world's largest international multisport event. This is reflected in the number of sports on the programme, the number of athletes participating in the competitions and the number of people from different nations gathered together at the same time, in the same place, in the spirit of friendly competition. The Olympic Games, both summer and winter editions, together with the Paralympic Games take place every four years. The Youth Olympic Games follow a similar cycle. The IOC's work within the second sphere covers two types of activities:

- **The election of Future Hosts:** A new and streamlined approach for electing Future Hosts of the Olympic Games was introduced in 2019. This new process engages Potential Future Hosts in a three-step process featuring increased dialogue, flexibility and cooperation on a bilateral level.
- **The organisation and delivery of the Olympic Games:** The Olympic Games act as a catalyst for sustainable development in the regions where they are hosted. Each Games edition is organised by an Organising Committee for the Olympic Games (OCOG). The OCOG relies on a variety of partners and typically works closely with the national and/or regional authorities to deliver the event. Sometimes specific national entities may be set up to oversee projects linked to the Olympic Games, such as the building of new sports venues.

Altogether, this represents on average a seven-year cycle from the election of the Future Host to the delivery of the Games.

## 3. IOC as leader of the Olympic Movement

At the heart of the Olympic Movement are the **athletes**. The IOC supports thousands of athletes in different ways and hears directly from them through the IOC Athletes Commission. They are represented by two main constituents of the Olympic Movement:

- **International Federations (IFs)**  
These are independent, international non-governmental bodies governing one or more sports at world level. They encompass organisations governing sports at national level, such as national federations.
- **National Olympic Committees (NOCs)**  
These are independent organisations whose statutes are subject to the approval of the IOC. Their mission is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter. The NOCs are the only organisations that can select and designate the city(ies)/region(s) which may apply to organise Olympic Games in their respective countries. In addition, they alone can send athletes to the Olympic Games.



## 2.2 2030 Strategic Intents for the Three IOC Spheres of Responsibility

The IOC has defined strategic intents for 2030 for each of its spheres of responsibility. The year 2030 was considered a relevant timeframe because it aligns with the timeline of the Sustainable Development Goals (SDGs). These strategic intents for 2030 represent the vision of where the IOC wants to be, as concerns respect for human right in relation to the activities of the organisation, the Olympic Games and the Olympic Movement. This will also form a major part of the IOC's contribution towards achieving the SDGs.

### Strategic intents for 2030 – by Sphere of Responsibility

#### IOC as an organisation:

The IOC is continuously advancing respect for human rights across its operations, through enhanced policies and practices, in alignment with the UNGPs.

#### IOC as owner of Olympic Games:

The IOC is driving human rights best practices in the selection of Future Hosts, and in the organisation and delivery of the Olympic Games, working together with the Organising Committees, within their remit, and providing them with clear requirements and supporting tools.

#### IOC as leader of Olympic Movement:

The IOC is accelerating the adoption, by IFs and NOCs, of pro-active measures on human rights-related challenges.



As the governing body of the Olympic Movement, the IOC as an organisation must “walk the talk”. It is also crucial to use the experience and learnings from the IOC’s activities to improve support on human rights topics for Olympic Movement stakeholders.

As the owner of the Olympic Games, the IOC considers respect for human rights as fundamental to the success of the event for everyone involved. By strengthening the work already undertaken, the IOC can lay the foundation for a long-lasting positive legacy for the host territories and help demonstrate the societal value of hosting the Games.

As the leader of the Olympic Movement, the IOC assists its constituents within their remit to meet their own human rights responsibilities. The Olympic Movement is made up of many independent organisations, and each has a defined role in ensuring that the rights of athletes, workers, local communities and other affected populations are respected. The IOC can also facilitate progress in areas where human rights challenges are shared across the Olympic Movement.





# 3

## THE IOC'S FIVE FOCUS AREAS & TARGET POPULATIONS



### 3.1 The IOC's Five Focus Areas

The IOC is committed to respecting human rights within its remit in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs). The IOC respects within its remit all internationally recognised human rights, meaning those contained in the International Bill of Human Rights (Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights), and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. The Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of the Child will guide the IOC's work on gender equality and children's rights respectively.

Whilst not intended to limit the scope, the focus areas below are designed to translate internationally recognised human rights standards into clearly defined areas of engagement for the IOC's human rights efforts, focusing on salient risks across the IOC's three spheres of responsibility. These focus areas build on the risk identification carried out in the report prepared by Prince Zeid Ra'ad Al Hussein and Rachel Davis, as well as further internal engagement by the Human Rights Unit.

These focus areas are inter-connected, meaning an impact in one area (e.g. equality and non-discrimination) may have another impact in another (e.g. safety and well-being). Vulnerable populations may be at even greater risk (e.g. child athletes).



Across its three spheres of responsibility, the IOC will focus on:

### Equality and non-discrimination

The right to equality and non-discrimination is central to the enjoyment of almost every human right. Discrimination refers to any form of distinction, exclusion, restriction or preference which is based on personal characteristics that are protected under international human rights law. Personal characteristics include for example age, race or ethnicity, disability, sexual orientation, gender identity, language, national or social origin, political or other opinion, religion or other status .

### Safety and well-being

Everyone is entitled to the highest attainable standard of physical and mental health, and sport can be a key contributor to physical, mental and psychosocial well-being. This also requires taking active steps to prevent harm – whether from harassment and abuse or from unsafe working conditions.

### Livelihood and Decent Work

Everyone is entitled to an adequate standard of living and to decent work. This includes earning sufficient income to sustain a decent livelihood. Everyone is to be free from precarious conditions, including modern slavery and child labour.

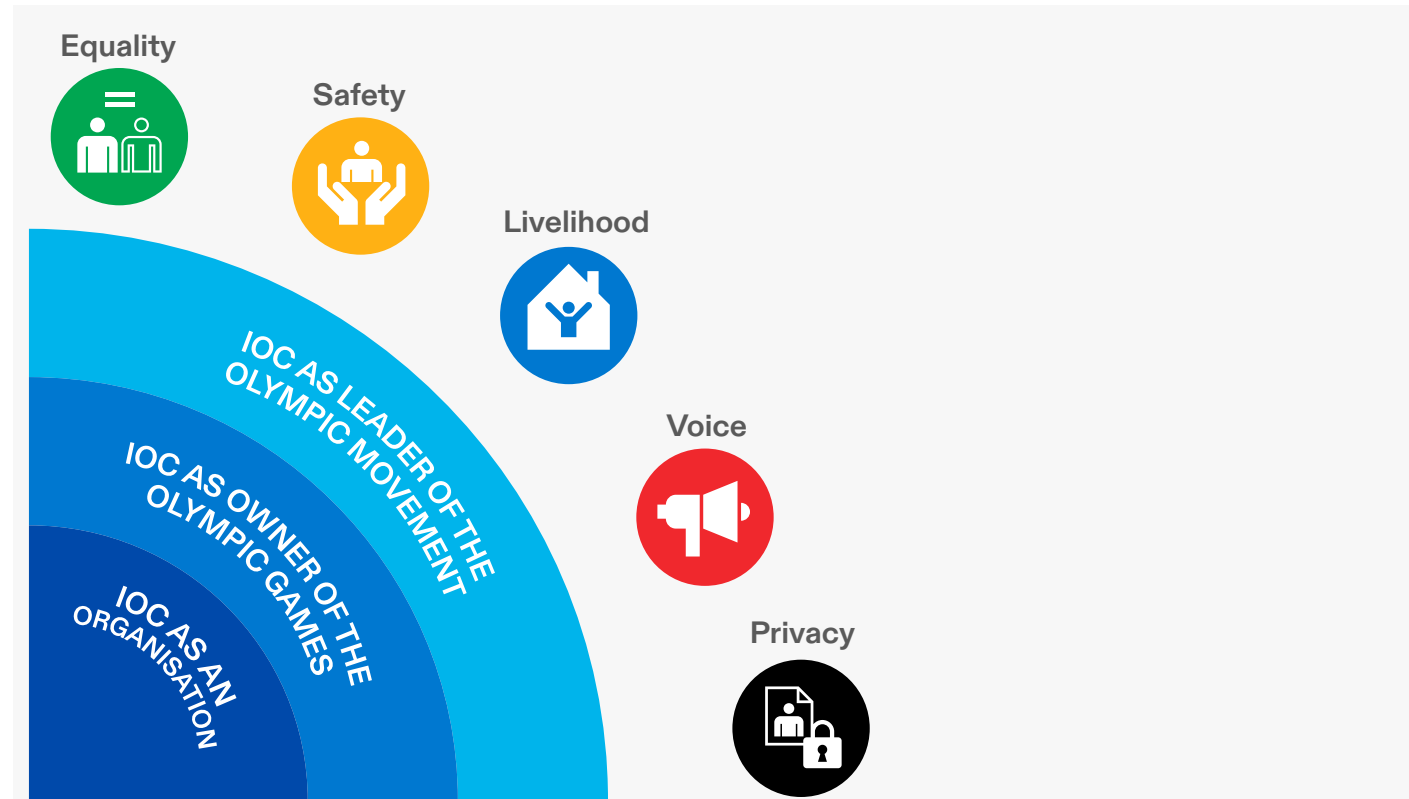
### Voice

Everyone has the right to freedom of speech, freedom of association and peaceful assembly. More broadly, where decisions may affect people’s lives or well-being, the perspectives of those who could be affected should be taken into account through meaningful engagement.

### Privacy

Everyone has the right to protection from arbitrary or unreasonable interference with their privacy, including physical privacy. This protection helps safeguard people’s physical safety, well-being and livelihood.

Figure 8 – IOC’s Three Spheres of Responsibility with Focus Areas



## 3.2 Target Populations

The IOC has identified several common groups of people who are directly contributing to IOC operations or are impacted by them. The list below details the broad categories and their link to IOC operations:

### 1. Athletes

Athletes are at the heart of the Olympic Movement. On the field of play, athletes are central to the sporting competition upon which the Olympic Games are built. They are role models who inspire millions of people around the world to participate in sport and reflect the Olympic ideals. Elite athletes start at a young age. They come from all over the world. They include both women and men in all diversity. Some are also refugees. Their entourage (coaches, physicians, etc.) is essential to their success.

### 2. IOC, OCOG, IF and NOC workforce

They deliver the Games and enable the broader Olympic Movement to carry out its efforts. They include permanent staff and senior leadership, as well as interns, volunteers and consultants involved on a contractual basis.

### 3. The workers in supply and value chains

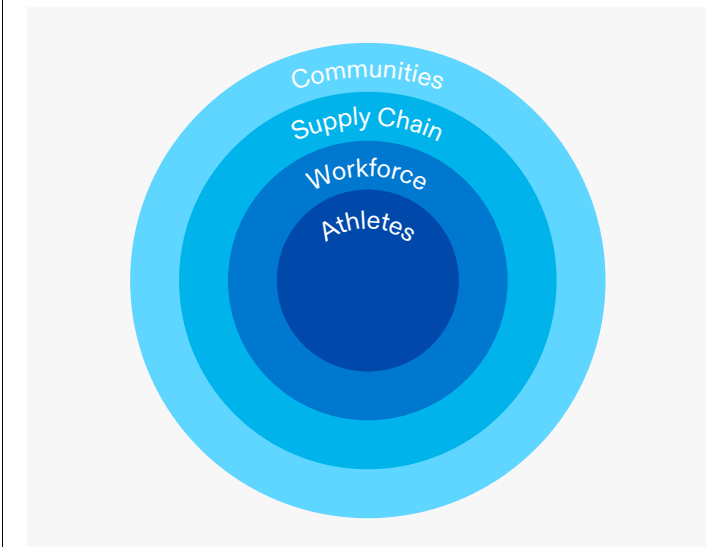
They are the workers behind the scenes who produce the goods and help deliver services across the three spheres. They include the contractors providing technology, security and event services, and factory workers producing IOC licensed goods. In the case of the OCOGs, they include those producing and providing all the goods and contracted services for the successful delivery of every Games edition.

### 4. Olympic-related communities

These communities are made up of a variety of people who are involved in or impacted by Olympic-related operations. They include the accredited news media who report on the Games; the spectators and fans attending the Games and their related events; and the communities living in the vicinity or otherwise affected by the Games.

Where prioritisation of efforts is necessary, the IOC will focus on where the risks to people are most severe. The IOC recognises that some individuals or communities may be at greater risk of discrimination or exclusion. It is important to note that many women face discrimination, due not only to gender but also to factors such as age, race, ethnicity and socio-economic status. This is particularly for people from potentially vulnerable or marginalised groups such as LGBTQIA+ communities, racial and ethnic minority groups, children, migrant workers and forcibly displaced populations.

Figure 9 – Target Populations





# 4

## THE IOC'S OBJECTIVES FOR 2024





As a first step towards meeting its strategic intents and as part of Olympic Agenda 2020+5, the IOC has identified 16 objectives to be implemented by 2024. The year 2024 coincides with the end of an Olympiad, which is the activity cycle for the IOC.

These first objectives will contribute towards the IOC's longer-term strategy and address the most pressing risks that were identified.

2030 Strategic Intents		2024 Objectives
	<p><b>IOC as leader of the Olympic Movement</b> The IOC is accelerating the adoption, by IFs and NOCs, of pro-active measures on human-rights related challenges.</p>	8
	<p><b>IOC as owner of the Olympic Games</b> The IOC is recognised as driving human rights best practices in the selection of Future Hosts, and in the organisation and delivery of the Olympic Games, working together with the Organising Committees, within their remit, and providing them with clear requirements and supporting tools.</p>	4
	<p><b>IOC as an organisation</b> The IOC is continuously advancing respect for human rights across its operations, through enhanced policies and practices, in alignment with the UNGPs.</p>	4

## 4.1 IOC as an Organisation

The IOC is a not-for-profit independent international organisation. The IOC acts as the leader of the Olympic Movement and as a catalyst for collaboration within it. The various stakeholders include the media rights-holders partners, the Olympic Partners (TOPs), and more. The IOC ensures the regular celebration of the Olympic Games; supports all member organisations of the Olympic Movement; and promotes Olympism and the Olympic values worldwide. The organisation is 100 per cent privately funded and distributes 90 per cent of its revenue to the wider Olympic Movement. The IOC as an organisation's sphere of responsibility covers two main types of activities:

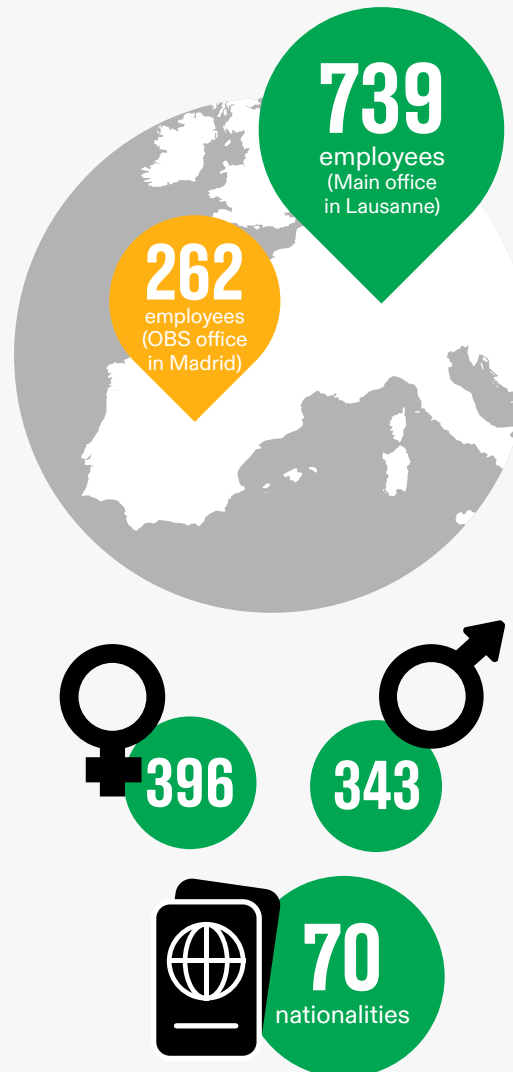
### 1. Governance

This involves includes **setting the rules and regulations** of the IOC, the Olympic Games and the Olympic Movement through upholding and amending the Olympic Charter, decision-making by the IOC Session and IOC Executive Board, and nominations to and recommendations by the IOC commissions.

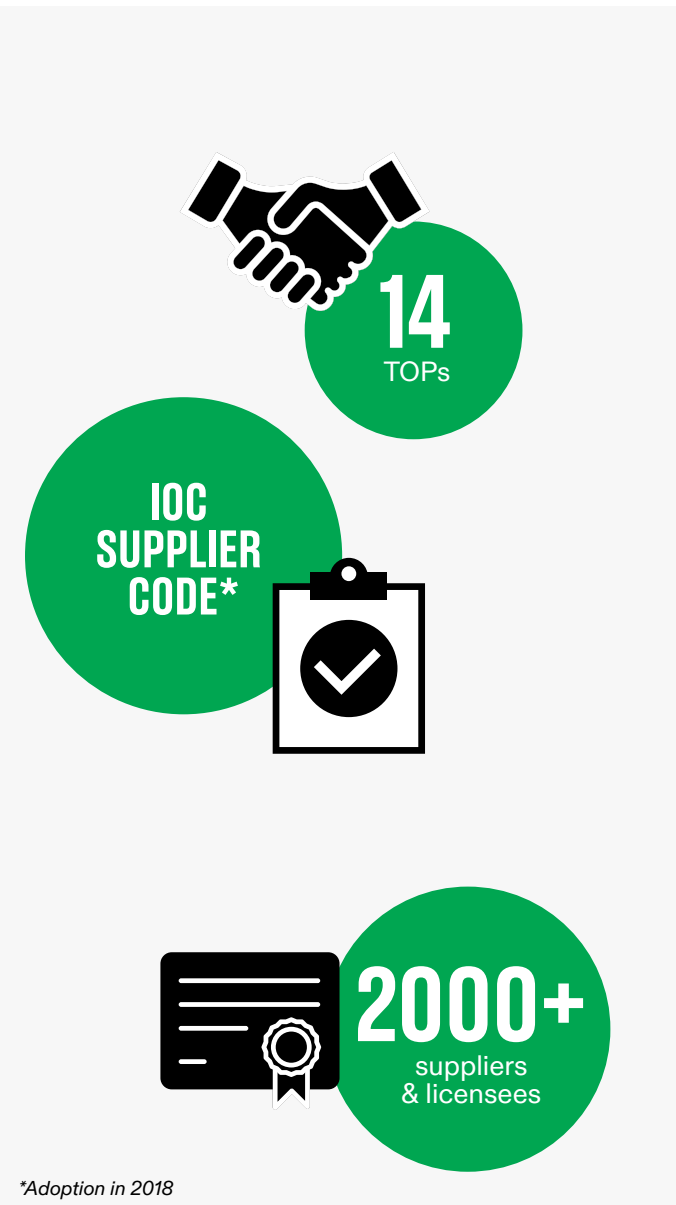
### 2. Administration

This involves the **daily operations** of the organisation in areas such as: people management, procurement, organisation of institutional events, use of IOC media and communication channels and management of broadcasting, sponsorship and marketing rights.

### Key facts & figures



Source: IOC, as of August 2022



\*Adoption in 2018

## 4.1.1 Governance

Recommendation 13 calls for amending the Olympic Charter and the “Basic Universal Principles of Good Governance” of the Olympic and Sports Movement to better articulate human rights responsibilities and to enable the newly created IOC Human Rights Unit to develop the IOC’s internal capacity with regard to human rights.



### 2024 – Objective 1

Amend the Olympic Charter to better articulate human rights responsibilities during the IOC Session in 2023. Update the “Basic Universal Principles of Good Governance” in 2022.

#### Action 1.1

Amend the Olympic Charter by 2023 to better articulate human rights responsibilities.

#### Action 1.2

As part of the review of the Olympic Charter, review the wording of Rule 50.2 to reflect the IOC Guidelines.

#### Action 1.3

By 2023, integrate human rights considerations and promote alignment with the UNGPs in the Basic Universal Principles of Good Governance to better articulate the responsibilities of the Olympic Movement stakeholders on human rights.

### 2024 – Objective 2

Set up the IOC Human Rights Advisory Committee in 2022 and develop IOC internal capacity on UNGPs and the Strategic Framework, including through credible external experts.

#### Action 2.1

Finalise the setting up and ensure the effective operation of the Human Rights Advisory Committee so that it can support the IOC to meet its commitments under the Strategic Framework through expert advice, as well as helping to monitor and evaluate its implementation.

#### Action 2.2

Continue strengthening the ability of the Human Rights Unit to engage the IOC on the UNGPs and the Strategic Framework, including building capability of key IOC departments on human rights.

## 4.1.2 Workforce

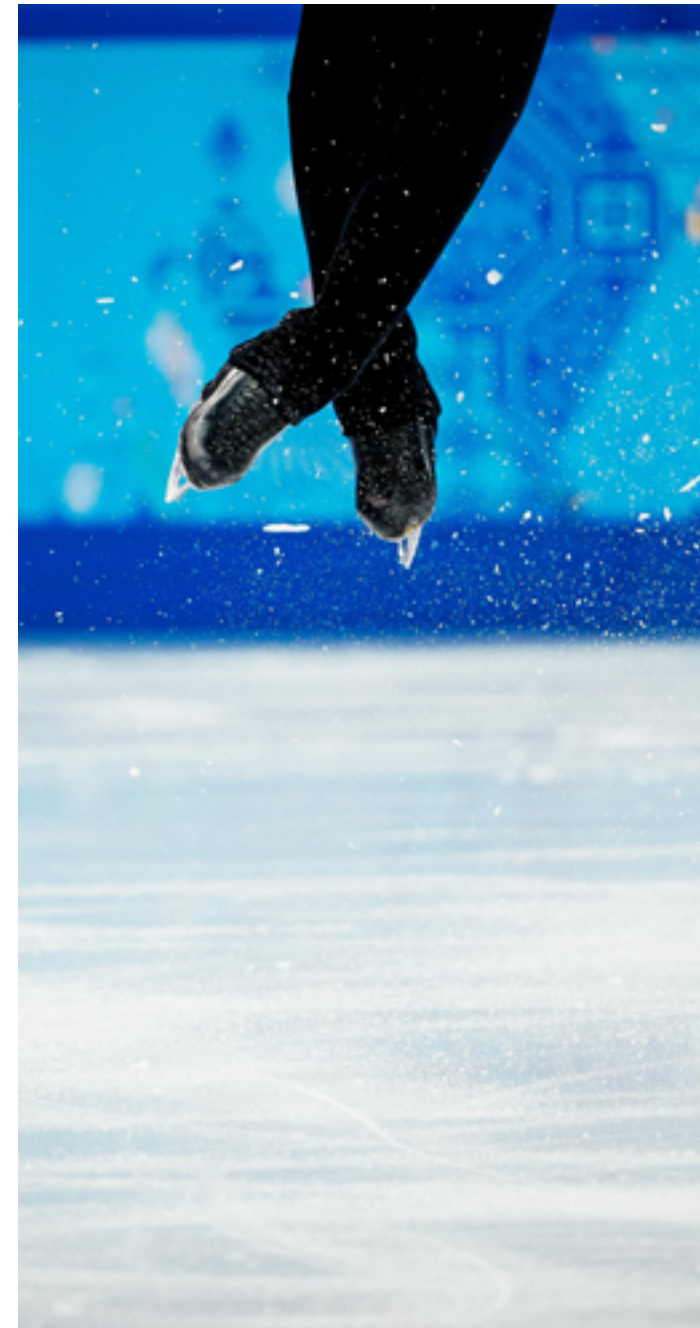
The IOC can only achieve its mission through the dedication of its workforce. The well-being and sense of belonging of the IOC's workforce is critical to the organisation's success. The IOC's human rights approach towards human resources management focuses on ensuring dignity at work and enforcing a zero-tolerance policy against harassment and discrimination in the workplace.

### 2024 – Objective 3

Assess and strengthen internal policies and procedures on non-discrimination and harassment in close collaboration with the gender equality, diversity and inclusion and safeguarding units, in line with the principles of the UNGPs on prevention, mitigation and remediation.

#### Action 3.1

Review current policies in light of the IOC's human rights responsibilities and the focus areas outlined in the Strategic Framework. Work closely with the Human Resources Department and Chief Ethics and Compliance Officer to strengthen the related policies and procedures to effectively prevent, mitigate and remediate any case of harassment or discrimination.





### 4.1.3 Responsible Sourcing

The IOC is committed to adhering to the UNGPs and social and environmental standards in its sourcing of goods and services. Responsible sourcing for the IOC encompasses:

1. not-for-resale goods and services the IOC buys and commissions in the context of the Olympic Games and its day-to-day operations – this means direct suppliers of the IOC and its subsidiaries in Lausanne and Madrid.
2. the Olympic branded goods sold to the general public through the shop in The Olympic Museum in Lausanne and the Olympic Shop online – this means direct suppliers and licensees of the IOC/OCOGs.
3. goods and services supplied to the IOC/OCOGs through the partnerships the IOC enters into its sponsors (TOPs).

Based on the IOC's risk and materiality assessment related to procurement, the IOC's work has first focused on its direct suppliers and licensees. The IOC Supplier Code draws on internationally recognised standards such as the UNGPs and ILO Conventions. The IOC's direct suppliers and licensees must comply with these requirements.

The IOC is committed to continuing to expand its responsible sourcing programme and strengthen its human rights due diligence across the above three areas.

#### 2024 – Objective 4

Following the principles set out in the UNGPs, continue to promote adherence to the social and environmental standards in the IOC supply chain (i.e. IOC direct suppliers, licensees and sponsors).

##### Action 4.1

Strengthen procurement and licensing policies and procedures to reflect the IOC's commitment to the UNGPs and leading human rights practices.

##### Action 4.2

Educate all departments and business managers on responsible sourcing, and at the same time build a community of responsible sourcing champions within the organisation in partnership with the IOC procurement, buying and marketing teams.

##### Action 4.3

Strengthen the IOC's human rights risk assessment and due diligence within the IOC supply chain, focusing on high-risk categories of products and services.

##### Action 4.4

Disseminate best practices and share procurement due diligence tools with IFs and NOCs.



## 4.2 IOC as Owner of the Olympic Games

The Olympic Games act as a catalyst for sustainable development in the communities where they are hosted. The promotion of sport and the actual delivery of the Games result in wider societal benefits. These positive social impacts can be tangible or intangible, such as increased enthusiasm for less popular sports, new cultural heritage assets, and upgraded urban parks and leisure areas. Leaving long-term positive legacies of the Games for the local population has been at the heart of IOC efforts since the adoption of Olympic Agenda 2020.

In this context, it is essential that the IOC assess and manage any negative impact in order to truly maximise the positive benefits of the Games.

The “IOC as Owner of the Olympic Games” sphere covers two types of activities:

### 1. The election of Future Hosts:

A new and streamlined approach to electing Future Host was introduced in 2019. This process engages Potential Future Hosts in a three step process that emphasises increased dialogue, flexibility and cooperation on a bilateral level. It consists of:

- an Informal Exchange where Potential Future Hosts can express their interest in hosting any edition of the Olympic Games;
- a Continuous Dialogue where the IOC more actively supports Potential Future Hosts in developing a Games concept
- a Targeted Dialogue where the IOC Executive Board invites one or more Potential Future Host to refine their proposal to host a specific edition of the Games.

As part of the Targeted Dialogue phase, the IOC has introduced a set of questions on human rights in the Future Host Questionnaire. The IOC expects potential future hosts to describe how they will seek to identify and address adverse human rights impacts, in line with the UNGPs, throughout the lifecycle of and within the remit of the Olympic Games. In addition, the IOC commissions a high-level independent assessment of the human rights situation in the potential future host country to help inform the selection process.

### 2. The organisation and delivery of Olympic Games and Youth Olympic Games:

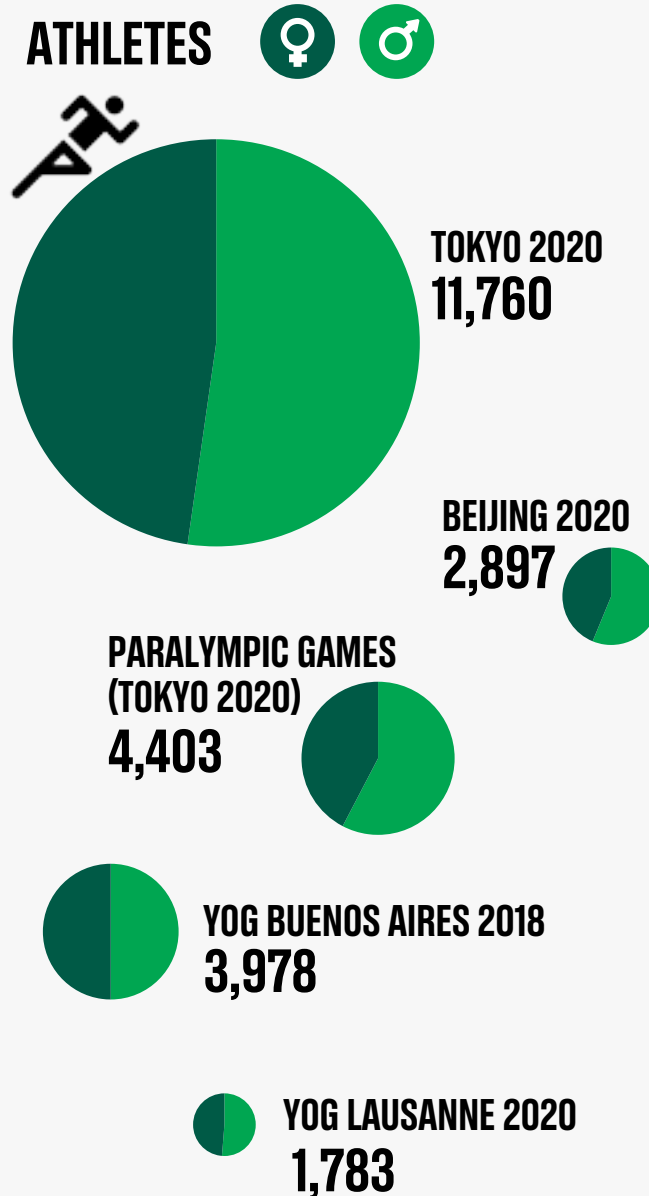
The Olympic Games are the world’s largest international multisport event. This is reflected in the number of sports on the programme, the number of athletes participating and the number of people from different nations gathered together at the same time, in the same place, in the spirit of friendly competition.

The IOC requires that the hosts fully respect the Olympic Charter and the Olympic Host Contract in all activities related to the organisation of the Olympic Games. In 2019, the IOC introduced a clause on human rights in the Host Contract and a set of specific deliverables for the OCOGs, namely a commitment towards respecting human rights and the development of a human rights strategy with action plans based on assessment of human rights impacts related to the organisation and delivery of the event.

The Youth Olympic Games (YOG) are an elite sporting event for young people from all over the world. They are distinct from other youth sports competitions, as they also include a series of educational activities with three areas of focus: protecting the athletes, working on performance, and assisting the athletes outside sport. The sports programme is mainly based on that of the Olympic Games. In addition, it includes exciting new sports, disciplines and formats.

When the IOC elects a new host city/region for either the Olympic Summer or Winter Games, it simultaneously selects the host city of the Paralympic Games. This is the result of an important partnership dating back to the Olympic Games Seoul 1988, when the two events were first organised to take place consecutively. The IOC works closely with the International Paralympic Committee (IPC), the owner of the Paralympic Games. The IOC will continue to make it obligatory 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. A specific focus on the rights of persons with disabilities is applied in the selection, organisation and delivery of the Summer and Winter Olympic and Paralympic Games. The objectives presented in relation to the Olympic Games are therefore implicitly also related to the delivery of the Paralympic Games.

### Key facts & figures



### TOKYO 2020



Large-scale events such as the Olympic Games can have significant positive impacts on the people involved in their organisation and delivery. For example, volunteers tell moving stories of how the Games generated powerful lifetime memories for them; and statistics show how the Games benefited the local economy by generating new employment opportunities. At the same time, the IOC strives to minimise any negative impact the Games might cause, especially for the most vulnerable or marginalised groups.

In line with the four groups identified earlier, the IOC will pay attention to:

### 1. Athletes

- The **Olympians** who are central to the sporting competition upon which the Olympic Games are built.

### 2. IOC, OCOG, NOC and IF workforce

- The Organising Committee's own **workforce** and **volunteers**
- **Games delegations**, including coaches, sports officials and other personnel.

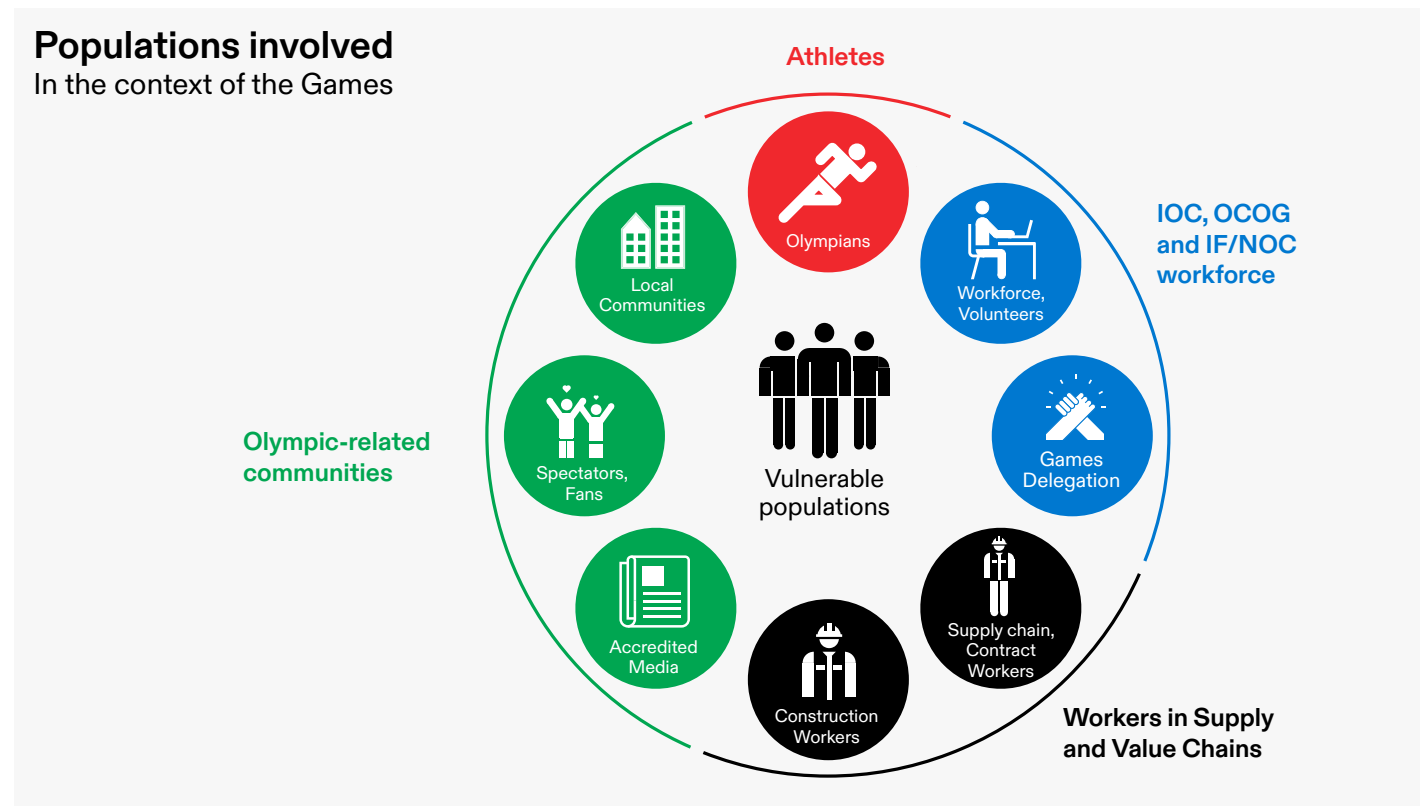
### 3. Workers in supply and value chains

- The **workers in supply chains** who produce the goods (e.g. mascots and branded merchandise) and those who provide services for the Games (e.g. security staff)
- The **construction workers** who build the sites and venues for the Olympic Games (e.g. Olympic villages, stadiums and sports arenas)

### 4. Olympic-related communities

- The **accredited media** covering the Games and their related events.
- The local **community who might be displaced** or otherwise impacted, for instance through venue construction or gentrification.
- The **spectators** and **fans** attending competitions and Games-related events.

Figure 12 – Populations involved in the context of Olympic Games



## 4.2.1 Future Hosts

With the introduction of the new approach to electing Future Hosts in 2019, there is now a significant opportunity to engage Potential Future Hosts earlier and more meaningfully on human rights and to provide them with more concrete expectations on managing human rights impacts. This will allow the IOC to identify potential challenges as well as opportunities from the onset.

### 2024 – Objective 5

Further clarify the IOC's expectations toward Potential Future Hosts in terms of human rights impact management and strengthen the independent assessment to gather information and inform the Future Host Commission about the human rights situation – within the remit of the Olympic Games.

#### Action 5.1

Revise the Future Host questionnaire and clarify the IOC's expectations in terms of management of human rights impact for the populations at risk and in alignment with the UNGPs in the context of the organisation and delivery of the Games.

#### Action 5.2

Further reflect specific expectations on human rights risks management, working closely with the Legal Department, on the operational requirements applying to Future Hosts.

#### Action 5.3

Gather more in-depth information about the human rights situation in the host country and/or region by strengthening the breadth and depth of the independent human rights assessment and equip the IOC to better engage with the Future Host on the topic.

### 2024 – Objective 6

Engage Future Hosts in the development of appropriate human rights impact prevention, mitigation and remediation measures – within the remit of the Olympic Games.

#### Action 6.1

As part of the dialogue, develop an engagement plan with Potential Future Hosts to discuss and clarify the IOC's expectations in terms of management of possible human rights impacts, and build their understanding of what they can do practically to address them.

## 4.2.2 The Olympic Games and Youth Olympic Games

The Olympic Games offer an opportunity for extraordinary inspiration and positive impact, and the IOC must strive to attain the best possible outcome for all participants and stakeholders. It is important to put plans in place that effectively prevent and mitigate any possible negative impacts connected to the Games. It is crucial that the Olympic Games engage with affected stakeholders and specifically the populations most at risk, to understand, prevent and mitigate any possible negative impacts; and do so in an ongoing way. This is essential to ensuring the long-term attractiveness of the Games for potential host cities and their residents. The same applies to other events staged by the IOC, including the Youth Olympic Games (YOG).

Regarding these objectives set for 2024, the IOC will focus on the following editions of the Olympic Games: Paris 2024 Milano Cortina 2026 and Los Angeles 2028 as well as the Youth Olympic Games Gangwon 2024 and Dakar 2026.

### 2024 – Objective 7

Engage regularly with relevant international human rights experts and stakeholders to inform the IOC's own due diligence and provide support to Organising Committees (OCOGs) on human rights impact identification, prioritisation and monitoring, to assist with effective prevention, mitigation and remedy of any negative human rights impacts.

#### Action 7.1

Access information on human rights risks in the host countries on a regular basis to further assist the OCOGs with risk identification and prioritisation.

#### Action 7.2

Support OCOGs in their local stakeholder engagement by providing tools and facilitating meaningful engagement that informs risk identification and monitoring.

#### Action 7.3

Identify key milestones throughout the organisation and delivery of the Games for independent human rights impact assessment to support the OCOG with evaluating the effectiveness of its action plans as well as any changes in the salient risks, and to provide support with areas of improvement.

In terms of risks to athletes, it is important to note the vulnerabilities of athletes under the age of 18. People younger than 18 are defined as children under the UN Convention on the Rights of the Child. Child athletes represent a small percentage (around 1.5 per cent) of the athletes participating in the Olympic Games and make up the vast majority of the athletes competing in the Youth Olympic Games, which are for young athletes between the ages of 15 and 18.

The IOC Safe Sport Games-time Framework seeks to prevent and address some of the risks to athletes, including young athletes, through the work of the IOC Safeguarding Officer and the related reporting structures for incidents of harassment and abuse. These measures have been successfully implemented at every edition of the Games since Rio 2016, and at the YOG since Buenos Aires 2018. The IOC recognises that this issue requires further attention given the evolution in practice.



## 2024 – Objective 8

In the context of the Olympic and Youth Olympic Games, strengthen the measures related to the protection of athletes (especially children and young athletes) and their entourage; and the measures to protect the rights of accredited media.

### Action 8.1

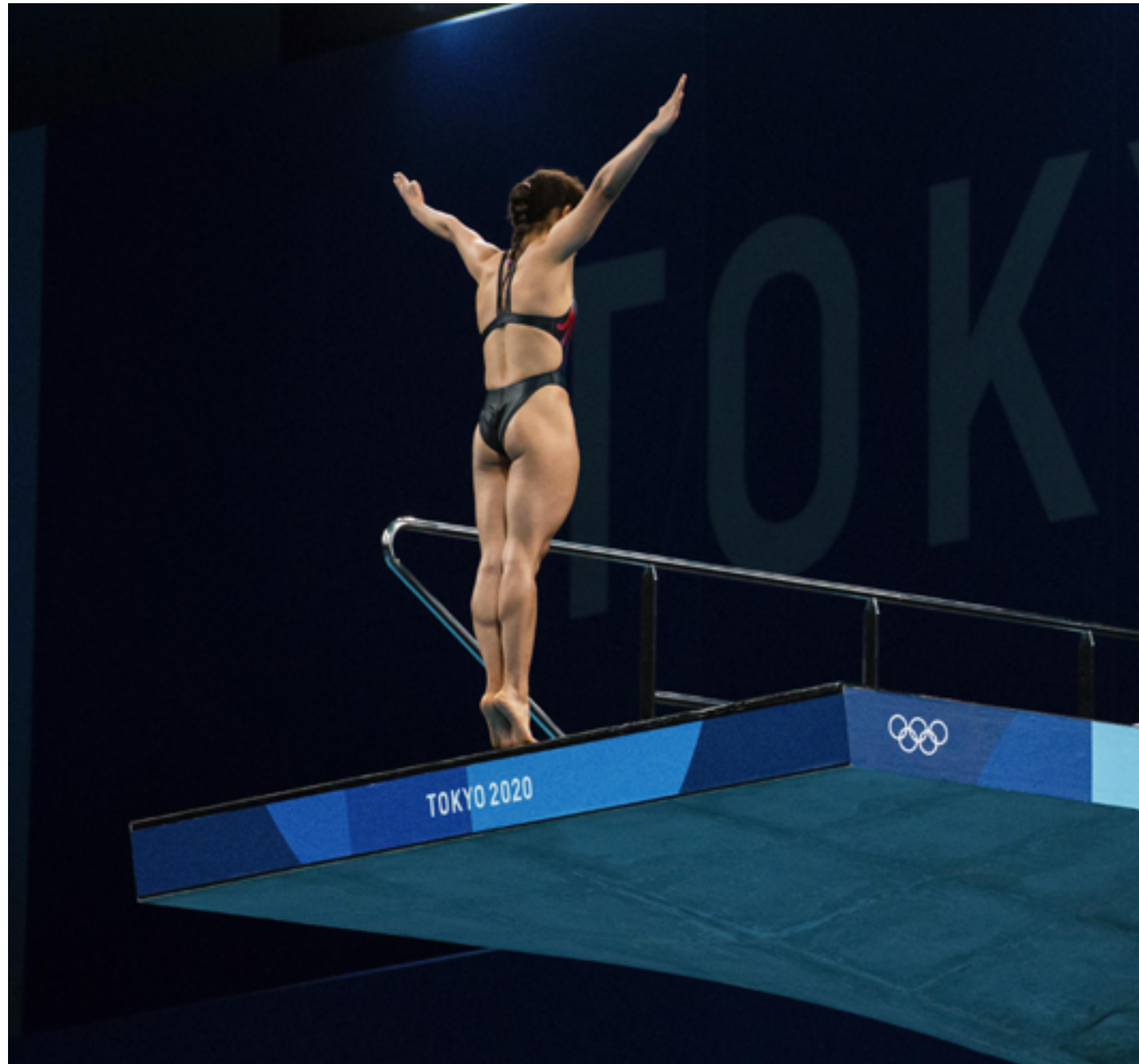
Further strengthen the engagement and reporting mechanisms in the field of safeguarding to take into account the particular needs of potentially affected stakeholders.

### Action 8.2

Review and strengthen current measures for the protection and safeguarding of children and young athletes participating in the Olympic Games and Youth Olympic Games.

### Action 8.3

Review and further align the IOC's existing Games-time reporting mechanism for journalists with the UNGPs' expectations on operational-level grievance procedures.



## 4.3 IOC as Leader of the Olympic Movement

The IOC's third sphere of responsibility is the Olympic Movement, of which athletes are at the heart. The IOC's role towards the Olympic Movement and specifically the athletes is manifested in different ways, including through International Federations (IFs) and National Olympic Committees (NOCs) (whose roles in the Olympic Movement and Olympic Games are detailed in the Olympic Charter):

### The athletes

- The IOC supports thousands of athletes through Olympic Solidarity programmes, with a budget in 2021 of approximately USD 35 million. This funding includes direct support through Olympic Scholarships and Team Support Grants to prepare for the Olympic Games; direct support to train at continental level; support for younger athletes to qualify and compete at the YOG; and indirect support for athletes' entourage, including coaches and NOC athletes' commissions.
- The IOC hears directly from athletes through the IOC Athletes' Commission. This Commission is an elected body serving as a link between athletes and the IOC. Its mission is to ensure that the athletes' viewpoint remains at the heart of Olympic Movement decisions.
- Through the newly established athletes' Department, the IOC supports athletes' and Olympians' physical and mental well-being and career transitions. The Department also helps IFs and NOCs in their efforts to support their athletes. The Department also works to reinforce the implementation of the Athletes' Rights and Responsibilities Declaration ([Athletes' Declaration](#)).

### International Federations (IFs):

These are independent international non-governmental bodies governing one or several sports at world level and encompassing organisations governing sports at national level (i.e. national federations).

### National Olympic Committees (NOCs)

These are independent organisations whose statutes are subject to the approval of the IOC. Their mission is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter. The NOCs are the only organisations that can select and designate the city(ies)/region(s) which may apply to organise Olympic Games in their respective countries. In addition, they alone can send athletes to the Olympic Games.

The IOC also plays a role in relation to other independent institutions that are central to the governance of the world of sport, such as the World Anti-Doping Agency (WADA), and the International Testing Agency (ITA).

## Key facts & figures

### IFS GOVERNED BY THE OLYMPIC CHARTER



### NOCs GOVERNED BY THE OLYMPIC CHARTER

The IOC is the sole authority to recognise a NOC. Together with the International Sport Federations, the NOCs are a constituent of the Olympic Movement under the leadership of the IOC. The mission of the NOCs is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter.”



Data on number of IFS and NOCs governed by the Olympic Charter

It is important to recognise the diversity of the Olympic Movement, which is present in 206 territories in the world across more than 70 sports governed by their International Federations. The nature and severity of human rights impacts may vary from country to country and sport to sport.

The objectives below address shared and common challenges in line with the focus areas. All the areas detailed below are closely related to rights reflected in the Athletes’ Rights and Responsibilities Declaration adopted by the 133rd IOC Session in 2018.

As the leader of the Olympic Movement, the IOC has set itself a general objective that responds to the different needs of IFS/NOCs, and specific ones by topic in line with the five focus areas.

### THE ATHLETES RIGHTS AND RESPONSIBILITIES DECLARATION (ARRD)

#### 1. Consultation

**ATHLETES**  
4,292



**COUNTRIES**  
190

**SPORTS**  
120

#### 2. Adoption



**NOCs** 51

**IFS** 22

### 2024 – Objective 9

Call on IFS and NOCs and assist them to address their own human rights responsibilities within their remit and to facilitate, through the exchange of experiences and the provision of expertise on human rights and the UNGPs, the design of policies and approaches on shared human rights-related challenges.

#### Action 9.1

Develop opportunities for exchange amongst IFS’ and NOCs’ human rights practitioners to share best practices.

### 4.3.1 Representation and meaningful consultation

For the IOC, meaningful engagement with athletes or their legitimate representatives is an ongoing process that enables the organisation to hear, understand and respond to their views and concerns. The IOC does this in two ways: through the IOC Athletes' Commission and via direct engagement with athletes belonging to potentially vulnerable or marginalised groups.

#### IOC Athletes' Commission

The IOC Athletes' Commission (the majority of whose members are athletes elected by athletes participating in the Olympic Games) has the mission to ensure that the athletes' viewpoints remain at the heart of the IOC's decisions. The work of the IOC Athletes' Commission includes empowering athlete participation in Olympic Movement decision-making processes and supporting athlete development in their sporting and non-sporting careers. The IOC Athletes' Commission works closely with the global network of athletes' commissions across the Olympic Movement, including to advance the Athletes' Rights and Responsibilities Declaration, which outlines an aspirational athlete-driven set of rights and responsibilities within the Olympic Movement. Effective representation is important because it can help enable respect for other rights. The IOC respects freedom of association and athletes' right to join or

form an athletes' union or to participate in other legitimate organisation of their own choosing. The IOC Athletes' Commission may engage from time to time with athletes' unions or other legitimate organisations to gather their views on specific issues.

#### Direct engagement with athletes belonging to vulnerable groups

This form of engagement is aimed at understanding the experiences of athletes, with a view to informing the IOC decision-making process, preventing as much as possible any negative impacts and fostering positive developments for them, as illustrated in the consultation carried out in the context of the development of the IOC Framework on Fairness, Inclusion and Non-Discrimination.



## 2024 – Objective 10

Continue strengthening the IOC’s model of athlete representation and continue to require Olympic Movement stakeholders to meaningfully engage with athletes and include their views in their decision-making process.



### Action 10.1

Continue to require Olympic Movement stakeholders (namely IFs and NOCs) to meaningfully engage with athletes and include their views, through their Athletes’ Commission, in their decision making, including:

- Direct Athletes’ Commission representation in executive Boards or equivalent decision-making bodies (and embed this in regulatory documentation)
- Communicate how athlete perspectives have been taken into account for major decisions affecting athletes.

### Action 10.2

Work with the IOC Athletes’ Commission to create additional channels to seek out diverse perspectives in their representative role, by considering who will be most affected by proposals and whose perspectives are missing (e.g. those of LGBTQIA+ athletes, child/young athletes, and athletes represented by legitimate trade unions).

### Action 10.3

Continue to ensure mechanisms are in place for athletes to meet in person or online to discuss topics important to them.

## 2024 – Objective 11

Consult with athletes from specific vulnerable groups and other relevant stakeholders on decisions that may impact those athletes.

### Action 11.1

As part of the IOC’s own human rights due diligence, assess when the organisation needs to make heightened efforts to understand impacts on athletes who may be particularly vulnerable or marginalised, and seek their input through appropriate means, including through their legitimate representatives. This will include individuals who have experienced abuse and child athletes.

### Action 11.2

Ensure that any consultation with affected stakeholders follows best practices, safeguards the well-being of those consulted and includes active feedback on how their input has been taken into consideration.



### 4.3.2 Safe Sport

Despite the many and varied benefits of sports participation, evidence shows that harassment and abuse are pervasive in sport, as they are in society at large. The IOC has been developing programmes to safeguard athletes since 2004, and this commitment is underlined in the Olympic Agenda 2020+5 strategic roadmap. Recommendation 5 outlines the IOC's commitment to "Further strengthen safe sport/safeguarding across the Olympic Movement to protect the physical and mental well-being of athletes." Implementation of this recommendation is overseen by the IOC Safe Sport Unit.

As part of ongoing efforts to promote athletes' safety and in recognition of the importance of strengthening local capacity in Safe Sport, in 2021 the IOC launched the "International Certificate: Safeguarding Officer in Sport". This eight-month remote-learning course, presented by thought leaders in the field of safeguarding in sport, provides participants with the skills and confidence to fulfil the role of Safeguarding Officer or Lead within their sports organisations. The course is open to everyone but is aimed particularly at IFs, NFs, and NOCs. Olympic Solidarity covers the registration fee for the candidates from NOCs.

In parallel, and further to the IOC Safe Sport Action Plan 2021–2024, the IOC Safe Sport Unit continues to support the implementation of safeguarding policies and procedures amongst all Olympic Movement stakeholders, and to support NOCs through Olympic Solidarity to deliver safeguarding education for their national stakeholders (athletes and entourage) through webinars, courses and international scholarships. This has led to many IFs and NOCs strengthening their approach to safeguarding in sport, including through the development and implementation of safeguarding policies and procedures, and in some instances the setting up of independent foundations or advisory bodies to receive and respond to safeguarding concerns from athletes at the national level.

The role of the IOC's Human Rights Unit will be to support the Safe Sport Unit by mainstreaming the principles of the UNGPs in the IOC's safe sport programmes. This will allow the IOC to focus on the most vulnerable athletes in the Olympic Movement, especially children; and engage IFs and NOCs in conversations about their responsibilities to mitigate harm and work towards remediation for affected persons. The IOC recognises that some IFs and NOCs may require specific support to ensure effective and coherent approaches when responding to reports of abuse, especially in challenging national contexts.

#### 2024 – Objective 12

Support IFs and NOCs in strengthening their safeguarding measures across the Olympic Movement from the local to the international level – including through effective prevention, risk mitigation, and appropriate remediation.

##### Action 12.1

Follow the UNGPs to inform the development of further work on safe sport.

##### Action 12.2

Support consultation with IFs and NOCs on pathways to support the effective mitigation of harassment and abuse in sport, and remediation of cases of harassment and abuse in national contexts, placing the rights and needs of individuals who have experienced abuse at the centre of the discussions.

##### Action 12.3

Support with the follow-up on this consultation to help address the shared challenges experienced by IFs and NOCs with tailored support measures for vulnerable groups, aligned with the principles of the UNGPs, including tools and guidance.

##### Action 12.4

Engage in meaningful consultation with individuals who have experienced abuse and with vulnerable groups to inform the above activities.

### 4.3.3 Children's rights

As stated in the 2015 IOC consensus statement on youth athletic development, the health, fitness and other advantages of youth sports participation are well recognised. However, considerable challenges exist – especially for young athletes – in maintaining inclusive, sustainable and enjoyable participation. Children are increasingly specialising in a sport at an early age.

As recognised in the UN Convention on the Rights of the Child, children have a right to rest and leisure, and to engage in play and recreational activities appropriate to their age. They need to be protected from economic exploitation and from any activity that is hazardous or interferes with a child's education; or is harmful to a child's health or physical, mental, spiritual, moral or social development.

Ensuring respect of the rights of the child requires a specific due diligence process which reviews operations based on the best interest of the child – the goal is to deliver the most suitable environment for girls and boys and to safeguard each child athlete's physical, mental, spiritual, moral, psychological and social wellbeing and development based on their different opportunities and needs.

#### 2024 – Objective 13

Identify gaps and opportunities in ensuring respect and promotion of the rights of child athletes across the Olympic Movement whilst ensuring fair play. As part of this, encourage IFs to review their age regulations.

##### Action 13.1

Set up a multi-disciplinary team, including human rights, safeguarding, medical, sport and athletes and engage with a representative selection of International Federations, National Olympic Committees and athletes, on strategies to respect and promote the rights of child athletes across the Olympic Movement, including a review of the current age regulations in Olympic sports.

##### Action 13.2

As part of this process, seek insights into the actual experiences of child athletes to understand their perspectives and how best to address them, taking appropriate steps to ensure the safety of those involved.



### 4.3.4 Inclusion

There are certain situations in which athletes might be excluded from sport, based on gender, ethnicity, race, sexual orientation, gender identity, religion and other characteristics. As a part of the IOC human Rights strategy, the Human Rights Unit will work with the Gender Equality and Inclusion and Safeguarding units to facilitate and promote the inclusion of all athletes.

Transgender athletes and athletes with natural sex variation are among those identified as being at particular risk of discrimination. It is important to consider ways to include these athletes in elite sport.

The IOC published its Framework on Fairness, Inclusion and Non-Discrimination on the basis of gender identity and sex characteristics in November 2021. The document offers guidance to IFs in their efforts to develop rights-respecting and evidence-based eligibility criteria for the inclusion in elite competition of transgender female athletes and female athletes with natural sex variations. The Framework aims to help sports bodies provide pathways to inclusion in elite sport without discriminating on the basis of gender identity or sex variations, while maintaining the fairness of elite competition.

The IOC has actively promoted the Framework and, upon request, assisted International Federations in developing or reviewing their eligibility regulations.

### 2024 – Objective 14

Promote the IOC Framework on Fairness, Inclusion and Non-Discrimination by assisting International Federations and National Olympic Committees through the design and delivery of education support tools, materials and workshops.

#### Action 14.1

Develop and deliver informational engagement with IFs and NOCs on the principles of the IOC Framework and assist IFs and NOCs in the development of their eligibility rules.

#### Action 14.2

Work with the relevant International Federations and National Olympic Committees to provide a supportive and safe environment for those transgender athletes or athletes with natural sex variations who qualified to compete at the Olympic Games.

### 4.3.5 Athletes' livelihoods

Livelihood is defined as being entitled to an adequate standard of living and to decent work. This includes earning sufficient income to sustain a decent living. Everyone should be protected from precarious conditions, including modern slavery and child labour.

Athletes earn a living in many different ways depending on the country where they live, the sport they practise, the availability of public and/or private funding and the level of their sporting achievement. Many athletes in the Olympic Movement successfully combine a dual career, whilst others rely solely on earnings from their sporting career. These earnings can take different forms, from salaries obtained through employment relationships, public funding from grants and stipends, funding of scholarships by sports stakeholders (including the IOC), to sponsorship deals and prize money.

The role of the IOC in this area is as follows:

#### Through Olympic Solidarity and other support programmes

The IOC provides assistance to all NOCs for athlete development programmes, in particular those with the greatest needs. The IOC Athlete Career Programme (ACP) helps athletes focus on these issues early on in their sporting careers so they can achieve sustainable success beyond the field of play.

## Managing the Olympic Movement funding model, based on solidarity principles

The Olympic Movement solidarity-based model enables funding from the IOC's global media, sponsorship and licensing programmes to be provided to all National Olympic Committees worldwide and to International Federations to support development of Olympic sports. The system also supports funding of the Olympic Games themselves. This solidarity-based model helps secure funding of all national Olympic teams and Olympic sports, regardless of the individual profile or commercial or sporting success of their athletes.

## Athletes' Rights and Responsibilities Declaration

In addition, the IOC, in collaboration with the IOC Athletes' Commission, has supported the establishment of the Athletes' Rights and Responsibilities Declaration Steering Committee, whose remit is to detail proposals on how to implement the Athletes' Declaration. The Steering Committee has identified fair athletes' agreements between sports organisations and their respective athletes as an important step in this process. Such agreements provide a framework for sports organisations and their members to work together to their mutual benefit.

### 2024 – Objective 15

Strengthen the IOC's understanding of athletes' livelihoods in their national contexts and sports, with a special focus on potentially vulnerable or marginalised groups.

#### Action 15.1

Strengthen the IOC's understanding of the current state of athletes' livelihoods in the Olympic Movement, especially for the most vulnerable athletes by reviewing existing research, commissioning further research as needed and participating in relevant policy discussions.

#### Actions 15.2

Assist NOCs and IFs to assess the situation of athletes in their sport and/or country.

### 2024 – Objective 16

Provide support to the Athletes' Declaration Steering Committee on the implementation of the Athletes' Declaration on topics related to human rights.

#### Action 16.1

Promote the educational material the IOC and the Steering Committee have jointly developed on athletes' agreements.

#### Action 16.2

Track uptake by Olympic Movement stakeholders and provide further information as needed.



# 5

## MAKING IT HAPPEN



Good governance is a prerequisite for achieving the IOC's goals. It provides the structure that enables organisations to understand and address challenges and opportunities.

## 5.1 Governance of Human Rights

### 5.1.1 Olympic Charter

The IOC's approach to human rights is embedded in the Olympic Charter. The Olympic Charter codifies the Fundamental Principles of Olympism and its essential values, including the concern for the preservation of human dignity and the guarantee set forth in the Olympic Charter of rights and freedoms without discrimination of any kind. As part of Olympic Agenda 2020+5, the IOC committed to amending the Olympic Charter to better articulate human rights responsibilities. Any amendments to the Olympic Charter need to be approved by the IOC Session.

Particular elements related to the IOC's own responsibilities and already found in the Olympic Charter include:

- Act against any form of discrimination
- Encourage and support elected representatives of athletes within the Olympic Movement
- Encourage and support the promotion of women in sport at all levels
- Protect clean athletes

- Encourage and support the medical care and health of athletes
- Encourage and support the social and professional futures of athletes
- Promote a positive legacy from the Olympic Games for host cities, regions and countries
- Promote safe sport and the protection of athletes from all forms of harassment and abuse.

### 5.1.2 IOC Code of Ethics

The IOC's strong commitment to human rights is reiterated in the IOC Code of Ethics. The Code is based upon the values and principles enshrined in the Olympic Charter. The Code recognises the requirement to respect universal fundamental ethical principles. It also cites the requirement to respect international conventions on the protection of human rights insofar as they apply to Olympic Games activities.

### 5.1.3 Basic Universal Principles of Good Governance

The Basic Universal Principles of Good Governance are part of the IOC Code of Ethics and support the commitment listed above of the Olympic Movement constituents. All constituents must adopt, as a minimum standard, these Basic Universal Principles of Good Governance. As part of Olympic Agenda 2020+5, the IOC committed to review and amend, when necessary, the principles to better articulate human rights responsibilities. This review is expected to be finalised by the end of 2022.

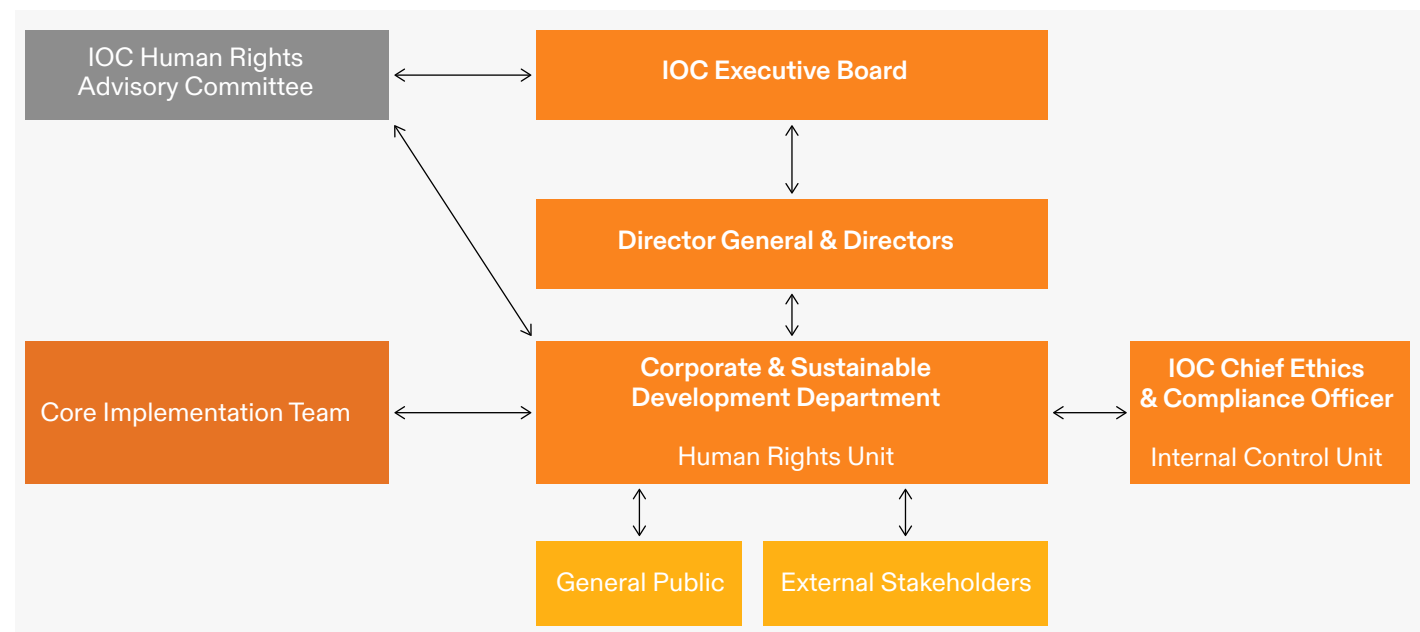
## 5.2 Human Rights Management System

- Executive Board:** The IOC Executive Board maintains responsibility for monitoring and evaluating the IOC's human rights work and delivering on the strategy with the support of the IOC Advisory Committee on Human Rights. On a periodic basis, the IOC Corporate and Sustainable Development Director reports directly to the Executive Board, with the support of the IOC Human Rights Unit, on progress regarding the human rights work. As part of its remit, the IOC Executive Board approves the Human Rights Strategic Framework.
- Ethics and Compliance:** The Human Rights Unit works closely with the IOC Chief Ethics and Compliance Officer in the implementation and enforcement of the IOC Code of Ethics, as far as human rights principles are concerned and within the IOC's remit. The Human Rights Unit also works closely with the Internal Control Unit in the implementation of key policies relevant to the IOC Strategic Framework on Human Rights.

- Advisory Committee on Human Rights:** Once operational, the Advisory Committee will provide strategic advice and recommendations to the IOC President and Executive Board on how to meet the IOC's human rights responsibilities. It will also provide help and support to the IOC Human Rights Unit in the delivery of the human rights strategy through periodic engagement.

- Within the IOC administration, the Director General is the lead executive officer. He oversees the running of the organisation and allocation of resources – including for the delivery of the Human Rights Strategic Framework. The Director General provides the interface between all departments and the Executive Board, and reports directly to the IOC President. The Corporate and Sustainable Development Department is in charge of developing, coordinating and implementing the Human Rights Strategic Framework.

Figure 14 – Populations involved in the context of the Olympic Games



### 5.3 Collaboration and partnerships

The Human Rights Unit engages with expert stakeholders on a regular basis. This engagement helps build understanding of possible impacts across the IOC's three spheres of activities and/or specific topics. These stakeholders can be internal or external to the IOC. Some are in a position to share their lived experiences and others may also provide important insights.

As part of the IOC Strategic Framework on Human Rights and in accordance with the IOC's commitment to the UNGPs, the Human Rights Unit will engage with legitimate representatives of affected stakeholders and credible proxies for their views, including civil society organisations and other relevant experts.

### 5.4 Communicating and periodic review

Consistent with its current public reporting practices on sustainability, the IOC is committed to publishing an IOC Human Rights Report every two years starting in 2024. This report will follow the UN Guiding Principles Reporting Framework.

Aligned with the IOC Sustainability Reports, a biennial frequency was chosen because of the IOC organisation being linked to Olympiad cycles.

### 5.5 Assurance

With regard to the IOC administration, the IOC internal audit function will provide management with an objective review of the effectiveness of the processes established as part of the Human Rights Strategic Framework. Additionally, the IOC Human Rights Advisory Committee will serve as a valuable review body alongside performing its advisory function. To enable stakeholders to have confidence in the integrity of the reporting, the IOC will seek independent assurance of its human rights reporting and programme achievements.

The Human Rights Strategic Framework will be reviewed every four years to ensure it remains relevant to meet the IOC's long-term ambitions in the human rights context.



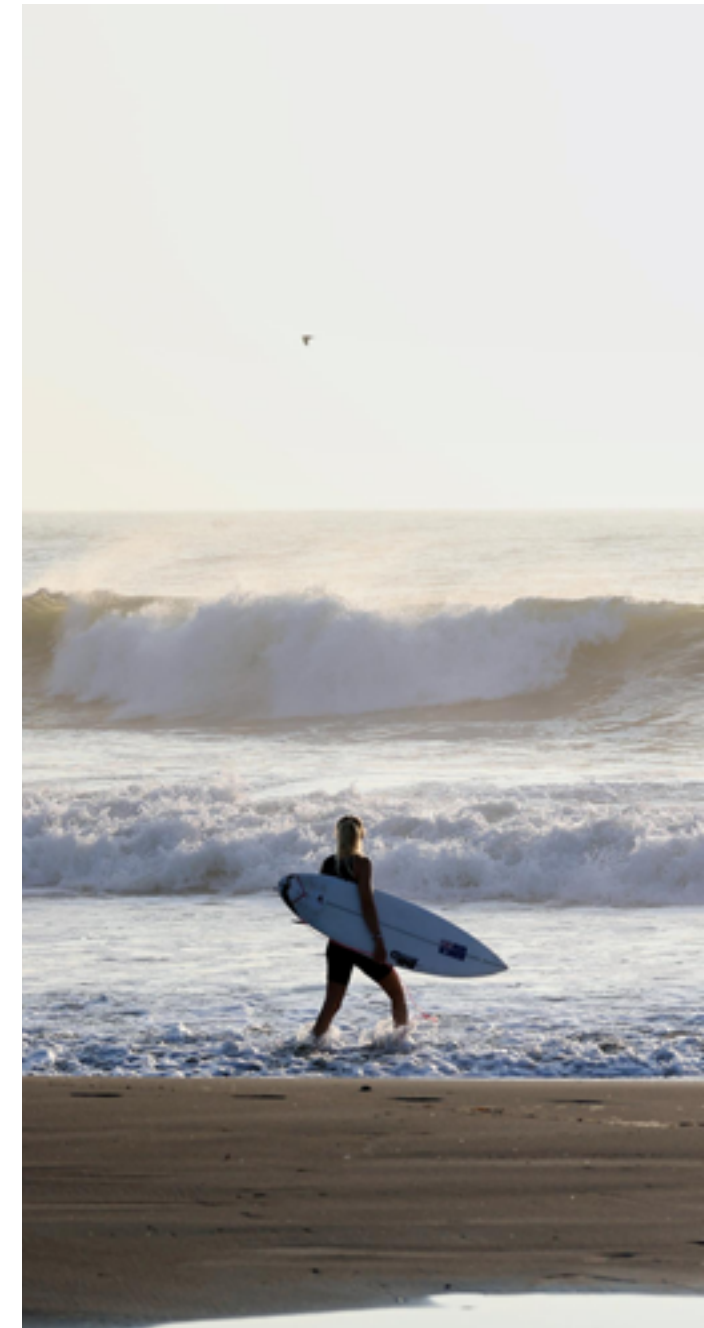
# 6

## LIST OF ACRONYMS



<b>AC</b>	Athletes' Commission
<b>ACP</b>	Athlete Career Programme
<b>ARRD</b>	Athletes' Rights and Responsibilities Declaration
<b>FPO</b>	Fundamental Principle of Olympism
<b>IF</b>	International Federation
<b>ILO</b>	International Labour Organisation
<b>IOC</b>	International Olympic Committee
<b>IPC</b>	International Paralympic Committee
<b>ITA</b>	International Testing Agency
<b>LGBTQIA+</b>	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and other non-heterosexual people
<b>NF</b>	National Federation
<b>NOC</b>	National Olympic Committee

<b>OBS</b>	Olympic Broadcasting Services
<b>OCOG</b>	Olympic Games Organising Committee
<b>OHCHR</b>	United Nations Office of the High Commissioner on Human Rights
<b>SDGs</b>	Sustainable Development Goals
<b>TOP</b>	The Olympic Partner programme
<b>UN</b>	United Nations
<b>UNEP</b>	United Nations Environment Programme
<b>UNGPs</b>	United Nations Guiding Principles on Business and Human Rights
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>WADA</b>	World Anti-Doping Agency
<b>YOG</b>	Youth Olympic Games







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