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INTEGRITY IN SPORT: IOC APPROACH

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1. Introduction

The IOC is a values-based organisation whose mission it is to contribute to a better world through sport. It does so by organising the Olympic Games, but also by promoting the development of sport and Olympism around the world. The IOC leads the Olympic Movement. This mission comes with responsibilities. Breaches of ethical conduct by sports administrations and administrators across the world have direct consequences on the credibility of the IOC and the Olympic Movement.

The notion of integrity in sport has emerged in recent years in reference to upholding ethical principles in sport. For the IOC, integrity in sport is a principle which is upheld through five pillars:

- 1) ethical behaviour,
- 2) good governance and anti-corruption measures,
- 3) the integrity of competitions (competition manipulation/match-fixing, doping-free sport, technological manipulation, and judging and refereeing),
- 4) the safeguarding of members and athletes,
- 5) the respect of human rights.

These pillars rely on different sets of rules and regulations which may vary at the international and national level. Upholding these five pillars also requires:

- awareness-raising and education (of athletes, athlete support personnel, members and administrators);
- compliance-monitoring processes;
- reporting mechanisms;
- intelligence and investigations processes;
- sanctioning and disciplinary processes.

Ethical and integrity standards are addressed by the IOC under the IOC Code of Ethics and its implementing provisions, including the Basic Universal Principles of Good Governance in the Olympic Movement (BUPGG), which were first published in 2009 and then updated in 2022.

The IOC's role with regard to integrity in sport comes under three spheres:

- i) as an organisation, the IOC needs to be best in class and lead by example;
- ii) as the owner of the Olympic Games, the IOC strives to ensure integrity of competitions along with the responsible sports organisations, and to support the Organising Committees for the Olympic Games (OCOGs) to reach the highest levels of integrity;
- iii) as the leader of the Olympic Movement, the IOC needs to be an advocate for integrity in sport and sports values, to lead by example and to address deficiencies.

This Paper summarises the work led by the IOC to support the Olympic Movement in upholding the overall ethical principles, in particular the BUPGG, and reducing the prevalence of threats to the integrity of sport.



2. Anti-corruption work in the IOC and the Olympic Movement

2.1. Ethical behaviour within the IOC

In 1998, the IOC was confronted with the Salt Lake City scandal involving some of its Members. As a response, and with a view to preventing such wrongdoing in the future, the IOC not only took disciplinary measures by sanctioning the IOC Members involved in bribery (including the exclusion of some Members) but also introduced significant reforms. These included a full review of the IOC's governance, e.g. term limit, age limit, mandatory grace period for members of the Executive Board, etc., with the most important measure being the creation of a permanent independent Ethics Commission.

Since 1999, [the IOC Ethics Commission](#)'s mission has been to safeguard the ethical principles within the Olympic Movement. These are set out in [the IOC Code of Ethics](#) and its Implementing Provisions. The Ethics Commission has three main functions, which are:

- 1) to draw up and update a framework of ethical principles, including a Code of Ethics and its Implementing provisions, based on the values that are enshrined in [the Olympic Charter](#);
- 2) to examine situations of potential non-compliance with the Code of Ethics and make recommendations to the Executive Board on those situations; and
- 3) to provide advice to the IOC, when requested to do so, on the implementation of the ethical principles.

The Commission's independence is ensured by its nine members. The Chair and the majority of the members are not IOC Members, Honorary Members or former IOC Members, but rather independent personalities. The Chair and all the members of the Commission are elected by the IOC Session, for a term of four years, and they may be re-elected twice. The Commission is currently chaired by the former UN Secretary General, Ban Ki-moon.

The IOC Code of Ethics clearly defines the IOC Ethics Commission's scope of competence: the IOC, each of its Members and its administration at all times and in all circumstances, all the recognised entities and their officials in their relations with the IOC, the Interested Parties during the duration of their dialogue with the IOC, etc.

The IOC Staff Regulations include the Code of Conduct based on anti-bribery and anti-corruption principles. In particular, there are provisions concerning gifts, conflicts of interests, anti-discrimination and anti-harassment in all times and in all circumstances.

Regular mandatory **awareness-raising programmes** are deployed for both IOC Members and the IOC administration. Furthermore, all IOC Members and IOC Directors have to disclose their interests on an annual basis. A flag mechanism is in place to protect the integrity of IOC contract management.

For more than two decades, the process for the awarding of the Olympic Games and Youth Olympic Games has been under the overarching **Rules of Conduct**.

Those Rules of Conduct have been specifically adapted and reviewed for the new procedure of awarding the Games, which includes Continuous and Targeted Dialogues with the Interested Parties for the Future Hosts of the Olympic Games and Youth Olympic Games. They are guided by the core Olympic value of fair play, the Olympic Charter and the IOC Code of Ethics and its Implementing Provisions, in particular the Rules Concerning Conflicts of Interest Affecting the Behaviour of Olympic Parties.

**Useful links:**

- [Olympic Charter](#)
- [IOC Code of Ethics](#)
- [IOC Ethics Commission webpage](#)
- [IOC Integrity webpage](#)

2.2. Anti-corruption measures within the Olympic Movement

In addition to the actions carried out within the IOC itself, the IOC has been actively involved in safeguarding the integrity of the Olympic Movement, in particular by being at the origin of the creation of [the International Partnership against Corruption in Sport \(IPACS\)](#).

The idea of a coordinated response to corruption in sport was sparked by corruption scandals in some major sports federations. At the initiative of the UK Government, it then became an official agenda point during the [London Anti-Corruption Summit in May 2016](#). This meeting, and subsequent discussions between the IOC and key stakeholders, paved the way for officially creating the multi-stakeholder partnership during the second [International Forum for Sports Integrity \(IFSI\)](#), organised by the IOC in Lausanne in February 2017. The founding partners were: the Council of Europe, the IOC, the Organisation for Economic Cooperation and Development (OECD), the UK Government and the United Nations Office on Drugs and Crime (UNODC).

IPACS' primary mission, since its creation six years ago, has been to bring together sports organisations, governments and intergovernmental organisations with expertise in anti-corruption to strengthen and support efforts to mitigate corruption and promote a culture of good governance in sport.

IPACS is a pragmatic initiative developing concrete outputs, which are driven by four expert taskforces focusing on four different areas:

- 1) procurement of infrastructure and services in major sports events,
- 2) awarding of major sports events,
- 3) good governance as mitigating factor of corruption and
- 4) effective cooperation between sports organisations, criminal justice and law enforcement authorities.

The outcomes of these taskforces, which consist in practical recommendations, best-practice examples and toolkits, are available on a dedicated website: www.ipacs.sport. In addition, building on the work developed by the fourth taskforce, IPACS is currently in the process of setting up a network, named the "IPACS Frontrunners Network", to develop mechanisms which enhance the exchange of information and knowledge between law enforcement authorities and sports organisations for the effective management of corruption cases in sport, offering a response to the multiple calls by the international community and sports organisations on this matter.



Interest in the Partnership has grown significantly since its formation, and its aims and programme of work have been discussed at numerous international events and fora, in particular within the G20 anti-corruption Working Group and the Conference of the States Parties to the UN Convention against Corruption and also [the Swiss Federal Council's Anti-corruption Strategy 2021-2024](#). Recently, the IPACS initiative was also directly referred to by the United Nations General Assembly (UNGA) in its [Resolution "Sport as an enabler of sustainable development" \(A/77/L.28\)](#), adopted in December 2022. Through its growing recognition and the commitment of its official stakeholders, IPACS aims to continue its important work by addressing the challenges and proposing pragmatic solutions to tackle the risks of corruption in sport.

Useful link:

- [IPACS website](#)

3. Good governance work in the IOC and the Olympic Movement

Following the Salt Lake City scandal, the IOC enforced a full governance reform for its organisation, in particular with the reform of the IOC 2000 Commission in 1999, which includes term limits, age limits, segregation of duties, etc. In the same effort to improve its level of good governance, [the Olympic Movement Basic Universal Principles of Good Governance \(BUPGG\)](#) were approved by the IOC Congress in 2009.

During the last decade, the good governance standards have evolved towards a higher level of requirements. As part of Recommendation 14 of [Olympic Agenda 2020+5](#) – the new strategic roadmap of the IOC and the Olympic Movement through to 2025 – the BUPGG have been reviewed with a view to adjusting to meet the highest standards. The IOC Executive Board approved the new text of the BUPGG on 9 September 2022. A vast campaign of dissemination and awareness-raising is currently underway to ensure implementation throughout the Olympic Movement.

The good governance principles have been harmonised and improved to reach the highest level of good governance through various initiatives, such as the NOC Guidelines (document currently being updated), [the ASOIF Good Governance Survey](#) and [the IPACS Benchmarks](#). This has also been mirrored in the new version of the BUPGG.

Useful links:

- [Basic Universal Principles of Good Governance within the Olympic Movement](#)
- [Olympic Agenda 2020+5](#)
- [ASOIF Good Governance Survey](#)
- [IPACS Benchmarks](#)



4. Financial control systems in the IOC and the Olympic Movement

The IOC's risk and assurance system is a core element of its governance model. An effective risk and assurance governance model helps the IOC to reduce potential risks and take advantage of opportunities, while also ensuring that it can fulfil its missions and objectives. The IOC follows the internationally recognised “**Three Lines Model**” for risk management:

- 1) The First Line consists of the operational functions that own and manage risks, and which are embedded in the IOC's day-to-day activities. IOC departments ensure that risks are identified, reported, evaluated and responded to in a timely manner.
- 2) The Second Line consists of the managerial functions that help build and/or monitor the first-line controls. This serves as an oversight function within the IOC administration, ensuring that controls, frameworks, policies and procedures are set up, aligned with the IOC's objectives, and implemented throughout the administration.
- 3) The Third Line consists of the independent functions that provide assurance to the organisation's governing bodies and the Director General on how effectively the organisation assesses and manages its risks, including the way that the first and second lines operate. The independence of these functions is critical to guaranteeing its objectivity.

Complying with Swiss law, the **IOC Internal Control System (ICS)** is guided by the Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework, revised in 2013 as the **Internal Control – Integrated Framework**, which covers control environment, risk management, control activities, information and communication, and monitoring activities. The ICS and its operating effectiveness in key business processes are audited annually by the IOC's external auditor.

The Ethics and Compliance Office also includes the consolidated **Compliance, Risk and Internal Control Unit**. This Unit was established in 2019 to strengthen the Second Line in the IOC's Three Lines Model, and has allowed the IOC to strengthen its compliance strategy to achieve higher standards of governance. If the Ethics and Compliance Office suspects a failure to comply with ethical principles and IOC rules, it performs an initial compliance analysis. It may refer serious cases to the Ethics Commission in line with the Rules of Procedure, which strengthen transparency and the right to due process of those concerned.

The Internal Audit is an independent and objective assurance and consulting function designed to add value and improve the IOC's operations. Guided by the Institute of Internal Auditors' mandatory guidance, including the Definition of Internal Auditing, and the International Standards for the Professional Practice of Internal Auditing, Internal Audit helps the IOC to achieve its objectives by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of the organisation's governance and risk management, as well as its internal control processes.

The external auditor provides an opinion on whether the consolidated financial statements comply with the IFRS and applicable laws (that is, Swiss law for the IOC and the entities based in Switzerland, and Spanish law for Olympic Broadcasting Services SL and Olympic Channel Services SL), and whether the separate statutory financial statements comply with these applicable laws. The IOC's financial statements are prepared in accordance with the IFRS, even though the IOC is not legally required to do this.



The external auditor conducts the audit in accordance with the respective applicable laws and auditing standards, plus the International Standards on Auditing. These require that the audit is planned and performed to obtain reasonable assurance as to whether the consolidated financial statements are free from material misstatement. An audit includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation and fair presentation of the consolidated financial statements, in order to design appropriate audit procedures.

Useful links:

- [IOC governance model to ensure integrity](#)

5. Competition manipulation prevention in the Olympic Movement

The manipulation of competitions, also referred to as match-fixing, is one of the most significant negative phenomena in sport. This can be the result of a wide range of factors, not all of them connected to corruption.

The IOC has been working on the prevention of manipulation of competitions since as early as 2004/2006 – with the first Rules for the Olympic Winter Games Torino 2006 and the first monitoring activities during the Olympic Games Beijing 2008. [The Olympic Movement Code of the Prevention of the Manipulation of Competitions](#) was adopted in 2015 as part of the implementation of [the International Convention of Macolin](#) (2014).

As the efficient tackling of competition manipulation requires national and international cooperation among key stakeholders (public authorities, law enforcement, sport and betting entities), the IOC significantly contributed to the drafting of the Council of Europe Convention of the Manipulation of Sports Competitions (the Macolin Convention), which is the only international legally-binding instrument in this specific field. The IOC is also an Observer to the Macolin Convention's Follow-Up Committee.

The Olympic Movement Code on the Prevention of the Manipulation of Competitions is integrated into the Olympic Charter along with the World Anti-Doping Code. The regulations of the IOC-recognised International Sports Federations (IFs) and a large number of non-Olympic IFs are now compliant with the Olympic Movement Code, in addition to all National Olympic Committees (NOCs).

In 2017, the IOC enhanced the means of combating the risks of competition manipulation with the creation of **the Olympic Movement Unit on the Prevention of the Manipulation of Competitions** (OM Unit PMC). The OM Unit PMC supports all Olympic Movement stakeholders with the development of activities against the problem, notably in relation to the adoption of relevant rules compliant with the Olympic Movement Code, the development of awareness-raising activities and the management of relevant cases. The scope is to safeguard not only the integrity of the Olympic competitions, but also the major sports events held during the Olympic cycle.



Competition manipulation is a criminal offence in many jurisdictions, and consequently police and judicial authorities are also interested. The OM Unit PMC thus works closely with INTERPOL, Europol and the UN Office on Drugs and Crime (UNODC), in order to ensure constructive cooperation at both a national and international level.

Additionally, awareness-raising activities are considered of crucial importance. The Unit is therefore very active in this domain, having developed a wide range of tools for the benefit of all Olympic Movement stakeholders. This [“Believe in Sport-Toolbox”](#) offers a multitude of both virtual and physical tools permanently supporting IFs, NOCs and multi-sport event organisers to plan and run activities for their core stakeholders. In addition to running various awareness-raising activities at the Olympic Games, the Unit’s team is also present at many major events (e.g. IF events, various continental games, etc.), reaching out to athletes in all sports and across all regions of the world. One of the most important tools is the “Believe in Sport Ambassadors Programme”, which takes into account the fact that it is better for athletes to receive educational messages from fellow sports persons. For this reason, NOCs and IFs are nominating inspirational sportspersons to raise awareness on the topic. All these “ambassadors” receive specific training from the Unit so that they can pass on the awareness-raising message on to their fellow sportspersons.

Six years after its creation, the OM Unit PMC has already achieved its primary objectives, most notably activation of the Olympic Movement stakeholders, but also the development of sustainable partnerships with key law enforcement and intergovernmental organisations has been highly successful. Work continues on further strengthening the OM Unit PMC’s network and further supporting to the Olympic Movement in order to ensure that sport remains fair and free from any manipulation of competitions.

In March 2023, the IOC took the decision to allocate a fund of USD 10 million per Olympiad to continue to support the successful work of the OM Unit PMC. The fund will reinforce the monitoring around the Olympic Games and Youth Olympic Games, and will expand the number of monitored events organised by IFs and multi-sport event organisers. This will strengthen the support offered to the Olympic Movement’s constituents in the handling of their own cases, and will consolidate the worldwide education and awareness-raising activities of the OM Unit PMC. Thanks to the fund, this collaborative approach that the OM Unit PMC has taken will be consolidated and strengthened for the benefit of clean competitions.

Useful links:

- [IOC webpage on prevention of competition manipulation](#)
- [Olympic Movement Code on the Prevention of the Manipulation of Competitions](#)
- [Factsheet on the Integrity Betting Intelligence System \(IBIS\)](#)
- [IOC Integrity and Compliance Hotline](#)
- [Awareness raising toolbox & Believe in Sport campaign](#)



6. Cooperation with law enforcement

As credibility is one of its core values, the IOC strives to ensure corruption-free sports organisations within the Olympic Movement, in order to preserve the integrity of sport and guarantee a safe environment for the athletes. Credibility is equally important for the Olympic Games and other competitions.

Since the Olympic Games London 2012, for each edition of the Games the IOC has set up a Joint Integrity Unit (JIU) together with the Organising Committee. The JIU constitutes a sort of bridge to facilitate the understanding and the sourcing of solutions regarding integrity matters and breaches of the rules and regulations during the Olympic Games for IOC-accredited persons. This covers various fields, such as sports betting, manipulation of competitions, ticketing fraud, harassment and abuse, and any other ethical breaches.

The IPACS initiative provides sports organisations with pragmatic tools to strengthen their credibility. To this end, the IOC works in close collaboration through MoUs with several police entities such as INTERPOL, EUROPOL and the Swiss Fedpol in the fields of detecting and sanctioning manipulation of competitions and the fight against corruption in sport.

7. Safe Sport

Harassment and abuse in sport have gained significant attention in recent years. Whilst research indicates that abuse happens more often outside than inside sport, the prevalence is still high and likely underestimated. Studies have shown prevalence rates of 69 per cent for neglect, 60 per cent for psychological violence, 14 per cent for physical violence and 13 per cent for sexual violence towards child athletes. However, the problem is often not visible to sports organisations, as studies have found that a large number of athletes (28-46 per cent) who experience interpersonal violence do not disclose this at all, and if they do it is most often to peers or family members. Only a small proportion (4-6 per cent) chose to disclose to someone from the field of sport ([CASES](#), 2021).

Higher competition levels and/or over 16 hours of training per week are associated with higher exposure of abuse in sport. Recent studies, although not all, reveal higher male victimisation, and others note that there are no geographical differences. Para-athletes and LGBTQI athletes also report more psychological/neglect/sexual abuse, but again not in all studies.

IOC efforts related to safeguarding in sport started in 2004. Since then, various initiatives have been developed to lead and support the Olympic Movement in the implementation of measures to protect the athletes from any form of harassment and abuse:

- The IOC adopted [its first consensus statement](#) in 2007, in which it defined sexual harassment and abuse, identified the risk factors and provided guidelines for prevention and resolution. This was extended by [a second consensus statement](#) in 2016, which presented additional evidence of several other types of harassment and abuse. The third consensus discussion will take place in September 2023.
- It established its **Prevention of Harassment and Abuse in Sport Working Group** in 2014 to guide and assist IFs and NOCs in developing their own policies to prevent harassment and abuse.



- It introduced for the first time at the Olympic Games Rio 2016 [the Games-time Framework](#) for safeguarding athletes and other participants from harassment and abuse in sport, which established the reporting mechanisms and case management procedure for any incidents of harassment and abuse during the Games.
- To guide and help IFs and NOCs develop their own policies to prevent harassment and abuse, it developed [the IOC Guidelines for IFs and NOCs](#) related to creating and implementing a policy to safeguard athletes from harassment and abuse in sport, which detail the minimum requirements for athlete safeguarding policies and procedures.
- The IOC also launched [the IOC Athlete Safeguarding Toolkit](#), which was developed in collaboration with over 50 stakeholders, including athletes, IFs, NOCs and subject matter experts.
- **The Olympic Charter** was updated in 2018 to include the prevention of harassment and abuse in sport as part of the IOC's role and responsibilities.
- The [Basic Universal Principles of Good Governance within the Olympic Movement](#) were updated in 2022 and now strongly encompass safeguarding.
- As part of **Olympic Agenda 2020+5, Recommendation 5** calls for further strengthening safe sport and safeguarding across the Olympic Movement to protect the physical and mental well-being of athletes.

In line with Olympic Agenda 2020+5, [the IOC Safe Sport Action Plan 2021-2024](#) was released in 2021. It has two strategic intents:

- 1) the IOC to inspire and support the Olympic Movement in fostering safe sport and athlete well-being worldwide; and
- 2) the IOC to ensure that the Olympic Games are at the forefront in the field of athlete safeguarding and well-being.

To date, 87 per cent of Olympic IFs on the Summer and Winter Olympic programmes have a safeguarding policy, and the remaining 13 per cent all report having policies under development. The review conducted with NOCs indicates that, in 2022, just 21 per cent of NOCs had a safeguarding policy in place. To address this, in recognition of the specialised skill set required in safeguarding, and to address the lack of a minimum standard curriculum related to safeguarding in sport, in 2021 the [IOC Certificate: Safeguarding Officer in Sport](#) was launched.

This remote learning course, developed by world-leading experts and consisting of seven modules over seven months with three examinations, has, over the first two editions, seen 156 students from 66 countries undertake the programme, including representatives from 47 NOCs, supported by Olympic Solidarity scholarships, and 15 Olympic IFs. Graduates of the course are invited to join an alumni network to promote continuing professional development, encourage coherent national and regional approaches and develop communities of practice.

This course, together with the IOC Safeguarding Focal Point training course, delivered to the IOC Athletes' Commission in December 2022, are examples of initiatives which address the IOC's vision that all athletes should have access to a trained safeguarding lead.

In March 2023, the IOC also announced that it will create a fund of USD 10 million per Olympiad to strengthen the prevention of and response to harassment and abuse in sport at the local level. A new working group chaired by Executive Board member and Deputy Chair of the IOC's Gender Equality, Diversity and Inclusion Commission HRH



Prince Feisal Al Hussein was set up on the same occasion. The working group's remit will be to consider the best approach to establishing independent safeguarding systems and structures at the national level, which will ensure that resources are directed to where they are most needed to support athletes and build safeguarding capacity in sports organisations.

Useful links:

- [IOC webpage on safe sport initiatives](#)
- [Consensus Statement 2007](#)
- [Consensus Statement 2016](#)
- [IOC Framework for safeguarding athletes and other participants from harassment and abuse in sport \(Games-time period\)](#)
- [IOC Guidelines for International Federations and National Olympic Committees related to creating and implementing a policy to safeguard athletes from harassment and abuse in sport](#)
- [IOC Toolkit for IFs and NOCs: Safeguarding athletes from harassment and abuse in sport](#)
- [IOC Action plan to strengthen safe sport/safeguarding across the Olympic Movement to protect the physical and mental well-being of athletes \(2021 – 2024\)](#)
- [IOC Certificate: Safeguarding Officer in Sport](#)

8. Respecting human rights in the IOC and the Olympic Movement

The IOC is committed to improving the promotion and respect of human rights within the scope of its responsibility and through this process building its own capacity to be a positive influence for the wider Olympic Movement. This commitment is long-standing, and its foundations can be found within the Olympic Charter: “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.” It is also reiterated in the IOC Code of Ethics.

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 standard of reference for the United Nations which consist of a set of principles for the management of human rights impacts. This means that, within its remit, the IOC respects 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 guide the IOC's work on gender equality and children's rights respectively.

The dedicated attention to human rights started with the adoption of Olympic Agenda 2020 in 2014 and then was both renewed and strengthened with the launch of **Olympic Agenda 2020+ 5** in 2021 as part of [Recommendation 13 – Continue to lead by example in corporate citizenship](#). In September 2022, the IOC Executive Board approved



[the IOC Strategic Framework on Human Rights](#), which gives concrete form to the IOC's efforts to deliver on its human rights responsibilities. The Framework covers and provides specific action plans for each of the IOC's three spheres of activity: the IOC as an organisation, as owner of the Olympic Games and as leader of the Olympic Movement.

In accordance with internationally recognised human rights standards, and focusing on salient risks across these spheres of responsibility, five areas of engagement for the IOC human rights efforts have been defined in the Framework:

- Equality and non-discrimination, which is about recognising the right of everyone to be treated fairly;
- Safety and well-being, which is about recognising that everyone has to be protected from harm;
- Livelihood and decent work, which is about ensuring that the people working in the IOC's spheres of responsibilities have decent work and a decent standard of living;
- Voice, which is about ensuring that everyone has the right to take part in decisions affecting them;
- Privacy, which is about making sure that no private matters are disclosed unwillingly.

As an organisation, the IOC is continuously advancing respect for human rights across its operations. In 2022, it reviewed and updated the **Basic Universal Principles of Good Governance** to better articulate human rights responsibilities. Amendments to further enshrine human rights in the Olympic Charter will also be submitted to the IOC Members during the IOC Session in 2023. The IOC's human rights approach also encompasses human resources management focusing on ensuring dignity at work and enforcing a zero-tolerance policy against harassment and discrimination in the workplace.

With regard to **responsible sourcing**, the IOC is committed to adhering to the UNGPs and social and environmental standards in its supply chain (i.e. IOC direct suppliers, licensees and sponsors), and strengthening its human rights due diligence as part of its responsible sourcing programme.

Through the new Strategic Framework, key IOC programmes and initiatives will also be reinforced 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 and sustainability, and key functions and departments within the IOC.

As the owner of the Olympic Games, the IOC ensures that human rights principles are upheld in the selection process, and in the organisation and delivery of the Olympic Games. The IOC works in close collaboration with the OCOGs and Youth Olympic Games organisers, and supports them in the implementation of these principles.

As the leader of the Olympic Movement, the IOC promotes respect for human rights by expecting other entities in the Olympic Movement – especially the IFs and NOCs – to meet their own human rights responsibilities within their respective remit.



The IOC has also a role towards the athletes which is manifested in this context by its commitment to ensuring that their viewpoint remains at the heart of the Olympic Movement decisions. The IOC is specifically looking at how it can:

- strengthen athlete representation across the Olympic Movement in order to make it even more effective;
- continue to require Olympic Movement stakeholders to meaningfully engage with athletes and include their views in their decision-making process;
- consult with athletes from vulnerable groups and other relevant stakeholders on decisions that may impact the athletes.

In addition, the IOC will strengthen its approach towards ensuring a safe sporting environment, develop a framework for ensuring that the rights of child athletes are safeguarded, and strengthen the IOC's understanding of athletes' livelihoods in their national contexts and sports.

Useful links:

- [IOC webpage on human rights](#)
- [IOC Strategic Framework on Human Rights](#)
- [Recommendation 13 of Olympic Agenda 2020+5](#)

9. Conclusion

As a values-based organisation, the IOC has the double duty to uphold integrity in its areas of responsibility. Over recent years, it has continuously set up structures, policies, processes and programmes to improve integrity, in competitions and within its own organisation. As the leader of the Olympic Movement, it has worked with all the relevant stakeholders to help enhance governance across all levels and thus protect the athletes.

Through the Olympic Agenda 2020 reforms, the IOC has put in place a robust system of governance, not only for itself but for the entire Olympic Movement. Efforts continue to strengthen the credibility and integrity of sport as reflected in Olympic Agenda 2020+5.

As in every area of society, these rules do not make the sports movement immune. Cases of misconduct still arise. Integrity issues within one organisation affect the entire sports movement, as sport organisations are commonly perceived as a whole. They give grounds to voices that support government interference in sport, which then affects the autonomy of sport. The IOC is determined to protect this autonomy, which enables sports organisations to pursue sporting objectives and take decisions to best suit the interests of the development, organisation and competitions of sport. It ensures the universality of sport, its values and its rules, as well as the integrity of sports competitions.

The support of the public authorities is needed, however, as they have a stake in contributing to the integrity of sport, especially when it comes to anti-corruption legislation and law enforcement. IPACS illustrates very well how positive results can be achieved by collectively leveraging the expertise and authority of each of the partners, while respecting and supporting each one's areas of responsibility. That is why the IOC calls for strengthening the united stand to safeguard the integrity of sport and advocates for a collaborative approach within and beyond the Olympic Movement, for the benefit of sport as a whole.
